

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 17th October, 2011

CONTACT OFFICER: Julie Evans, Strategic Director of Resources (01753 875300)
(For all enquiries)

WARD(S): All

PART I **FOR INFORMATION**

PROJECT PERFORMANCE AND FINANCIAL REPORTING FOR 2010/11

1. Purpose of Report

This report highlights the Council's overall performance from delivery of service to financial management covering the period up to and including August 2011 against the following key areas:

- i. Council's Gold Projects covering the period to 31st August 2011.
- ii. Revenue and capital monitoring position to 31st August 2011 (Appendix A).

2. Recommendation(s) / Proposed Action

The Cabinet is requested to resolve:

a) That the following aspects of the report be noted:

- i. Project management
- ii. Financial performance – revenue and capital
 - Note the current projected outturn position on the General Fund of an overspend of £17K.
 - Note that the Housing Revenue Account (HRA) reported a forecast Deficit of £70K.
 - Note the identified areas of risk and emerging issues.

3. Key Priorities – Taking Pride in Slough and Making a Difference to Communities

The budget is the financial plan of the authority and as such underpins the delivery of the Council's key priorities through the financial year.

Budget monitoring throughout the financial year reflects on whether those priorities are being met and, if not, the reasons why, so Members can make informed decisions to ensure the Council remains within its available resources.

4. Community Strategy Priorities

This report indirectly supports the community strategy priorities. The maintenance of excellent governance within the council to ensure it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy and by ensuring good people and management practices are in place.

5. Other Implications

(a) Financial

These are contained within the body of the report.

(b) Risk Management

6. Supporting Information

Gold Project Update

The summary below provides an update on the Council's Gold Projects as at 31st August 2011. Individual project progress reports have been made by Project leads, with endorsement from the appropriate Assistant Director and / or Director, and are provided on pages 3-17 of this report.

Note that recommendations for a standardised format and content of highlight reports are being drawn up, and these will be agreed, disseminated and utilised for subsequent project update reports.

Monthly Period Summary

This report covers ten Gold Projects in total, of which highlight reports have been received for all as at 31st August 2011. The 2011 Census project has now completed (on the 31st August 2011).

Of the nine gold projects which continue to be active, five have been assessed to have an overall Green status (although one of these has an Amber level for 'Issues and Risks'); three projects have an overall Amber status; but NONE have an overall RED status. The newest project to join this list (the 'Safeguarding Improvement Plan') has currently not been allocated a RAG status.

Four of the project updates submitted this month are in draft format and have not received the appropriate Assistant Direct and/or Director endorsements; this is due to staff absence on leave.

Project name	Overall status	Page
Adult Social Care Transformation Programme	AMBER	3-4
Britwell & Haymill Regeneration	GREEN	4-5
Business Continuity	GREEN	5
Chalvey Community Hub Regeneration	GREEN	5
Customer Focus	AMBER	6-10
Planning for the Future:		
(a) Accommodation Project	GREEN	10-11
(b) Income and Debt Management	GREEN	
(c) Staff engagement and Communications	GREEN	
(d) Outplacement Support	GREEN	
Safeguarding Improvement Plan	n/a	11-12
School Places in Slough	GREEN	12-13
Transactional Services	AMBER	13-16
2011 Census	GREEN (Completed)	17

	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	AMBER	GREEN	AMBER	AMBER	12/09/11
Previous month	AMBER	GREEN	AMBER	AMBER	05/08/11

Key Points:

The Delivering Personalised Services Programme is a change programme focussed on:

- Delivering improvement in the quality of services;
- Delivering improved outcomes for local people;
- Promoting safeguarding; and
- Delivering value for money through making best use of resources available.

Draft project plans have been developed for the Programme and are being reviewed by Assistant Directors. Governance arrangements are in place through the new Executive Board and ASC Commissioning Board. The Executive Board has been meeting monthly from July. The overarching project plan with key milestones will be reviewed at the next Board meeting in September.

Tender processes are underway for Domiciliary Care, Carers Support and Respite Services and Information Advice and Advocacy Services across all client groups. Decisions on these are expected in the Autumn.

The new 'Fairer Contributions Policy' was implemented on 1st September 2011.

Delivering information and advice through an online guide to ASC services (corporate project) is gathering pace, with a substantial number of records for Adult Services uploaded into the system, which is currently being tested.

A report on employment support for people with disabilities has been prepared for the Health and Scrutiny Panel in September and Cabinet in October. Proposals for recommissioning of day opportunities for people with mental health are going to Health and Scrutiny Panel in September. The tender for mental health day opportunities will go to advert in October and the new service will be in place by March 2012.

Some key areas that will be addressed in the delivering Personalised Services Programme include:

- **Delivering the Learning Disabilities Change Programme**
Reshaping the market in Slough, in partnership with commissioners and providers to provide more locally based residential, supported living, day, and learning and employment opportunities for people with learning disabilities. Delivering significant PPRG savings targets for learning disability budgets.
- **Mental Health Services**
Developing the market and recommissioning mental health day services provision to provide greater choice and opportunities and providing new and different models for supporting living. Implementing self-directed

Adult Social Care Transformation Programme
ALL WARDS

PROJECT MANAGER

Kamal Lallian
 Mike Bibby

support for mental health service users within the Berkshire Health Care Trust's 'Next Generation Care' new operating model.

- **Older Peoples**

Recommissioning community based services to improve quality of life, including day services, lunch clubs and domiciliary care to provide increased opportunities for people to use personal budgets creatively and innovatively to meet their assessed care needs. Exploration of options for commissioning residential and nursing care.

Other work streams in Phase 2 include:

- Embedding a personalised approach through developing staff in statutory, independent and third sector with the skills, knowledge and attitude to deliver person-centred services.
- Delivering IAS case management system upgrade.
- Review of new operating model and LINKs personal budget users' survey.
- A new quality outcomes framework to ensure high quality provisioning of services and to ensure safeguarding issues are appropriately identified and responded to.

Milestones will be reported next month when the overarching project plan has been agreed.

Britwell & Haymill Regeneration OF PARTICULAR INTEREST TO BRITWELL & HAYMILL

PROJECT MANAGER

John Rice
 (Resources & Environment)

	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	GREEN	GREEN	GREEN	GREEN	05/09/11
Previous month	GREEN	GREEN	GREEN	GREEN	01/08/11

Key Points:

The planning application has now been submitted for the Britwell Community Hub, for the 'Jolly Londoner' site and Library / car sales sites. The application for the Newbeech site will be submitted by mid-September. Building is expected to commence in January for the 'Jolly Londoner' and Newbeech sites.

The Tender has been placed with four contractors for the broader regeneration of the Britwell area with responses due by 16 September 2011. Plans of the tenderers' proposals will be displayed at cabinet on 19 September 2011 and then subjected to community consultation and technical evaluation prior to recommending the preferred developer in November 2011.

Demolition work is underway for the 'Jolly Londoner' site, site hoardings are in place with the Britwell Logo. Demolition of properties on Marunden Green and the Newbeech site has been commissioned. All demolition is currently frustrated by the time being taken by utility companies to disconnect.

Britwell Community Hub design and pricing is progressing to schedule. With the progress to date, it is reasonable to anticipate the finalisation of the contract will be completed on schedule by mid-September 2011. Site preparation works have already commenced on site and the branded hoardings extended to protect the whole site have been commissioned. Construction of the Britwell Community Hub is expected early October.

Business Continuity ALL WARDS	PROJECT MANAGER			Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	GREEN	GREEN	GREEN	GREEN	09/09/11
Previous month	GREEN	GREEN	GREEN	GREEN	02/08/11

Key Points (DRAFT):

Following the recent proposed Audit of our Business Continuity Arrangements, this project has been classified as a STATUS GOLD project at the request of CMT.

Key activities completed:

- A Project Initiation Document ('PID') has been created to initiate this project. The PID was signed off by the group.
- A CMT lead (Roger Parkin) has been appointed.
- A Corporate Business Continuity Working Group has been established. Representatives from all Directorates. First meeting was held 12 July 2011.
- Terms of Reference have been produced and agreed by Working Group. Additional support identified as required from HR and Facilities.
- Audit Recommendations have been reviewed and action plan developed.
- Meetings have been held with Auditors to discuss timelines and proposed actions.
- KPMG Business Continuity proposal has been reviewed.

Work to be completed in the next period:

- Review of critical services and existing departmental arrangements ongoing. Directorate representatives to report back to next meeting.
- Development ongoing of master strategic plan with sub-plans by department.
- Workshops being planned with KPMG to assist in plan development.
- Review ongoing of standard business continuity forms/ templates/ action plans.
- Olympics business continuity plans under development.
- Agree Action Plan and identify achievable timescales.
- Risk analysis and Risk Register to be updated.
- Collate and review current Business Continuity arrangements and Business Impact Analysis Data.
- Risk analysis and Risk Register to be updated.

Chalvey Community Hub Regeneration OF PARTICULAR INTEREST TO CHALVEY	PROJECT MANAGER			Andrew Stevens (Culture & Skills) Mike Coles (Property Services): Phase 1 development	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	GREEN	GREEN	GREEN	GREEN	08/09/11
Previous month	GREEN	GREEN	AMBER	GREEN	04/08/11

Key Points (DRAFT):

**Chalvey Community Hub
Regeneration
OF PARTICULAR INTEREST
TO
CHALVEY**

**PROJECT
MANAGER**

Andrew Stevens (Culture & Skills)
Mike Coles (Property Services): Phase 1 development

- The project is now complete apart from some residual snagging works on the building.
- Temporary signage is still in place as final signage arrangements have not yet been resolved.
- The building is proving to be very successful - especially the free reception space which is drawing people into the centre.
- The launch event held on the 3rd September went very well with about 500 people attending.
- Community involvement and ownership is strong.

Next Steps:

- Phase 3 will focus on facilities for young people. Options are being developed for consideration by the end of October.
- It is unlikely that any doctors will take up the opportunity of locating at the centre until the route for GP commissioning becomes clearer.

RECOMMENDATION:

- Following completion of the first 2 phases of the project, it is proposed that this project no longer requires monitoring as a gold project.

**Customer Focus
(formerly Duty Desks)
ALL WARDS**

**PROJECT
MANAGER**

Judith Davids / Vijay McGuire

	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	AMBER	AMBER	AMBER	AMBER	09/09/11
Previous month	AMBER	AMBER	AMBER	AMBER	04/08/11

Key Points (DRAFT):

1. Project Management Update:

- Project team meetings continue to be held fortnightly to ensure effective communication and delivery of specified outputs.
- Risk and Issues logs are monitored and updated at each meeting.
- Monthly highlight reports are submitted to CMT to provide a detailed summary of progress of the Customer Services Programme.
- Programme Office is fully functional at Landmark Place.
- Programme Board meetings now scheduled effective from October.

2. Priority Directorate Updates:

Adult Social Care ('ASC')

- The Service Level Agreement for ASC is in the process of being finalised by both ASC senior management team and LMP management team.
- A joint meeting between both the Customer Service Centre and ASC is due to take place on Friday 9th September to: look at progress to date, shift coverage, discuss challenges and review cut off / escalation points.

Education and Children's Services ('ECS')

- LMP management and ECS have met to discuss possible options to offer some First Response / Contact services through LMP operating on a duty basis.
- A further meeting is planned to consider realistic options and timeframes later this month. Part of the discussions will include parking and reviewing operation issues relating to staff working both at SMP and LMP.
- Discussions are underway to finalise the School Admissions Service Level Agreement Meeting.

Housing Benefits

- Formal process maps and documented processes will be agreed at the next planned meeting on the 15th September.
- HB training is planned for the Deputy Customer Services Managers at LMP to further support CSA's within the HB hub for escalations during busy times. This will be held in week commencing 22nd September.

Council Tax

- A meeting is scheduled between Council Tax and LMP management for Friday 9th to review escalation and cut off points for the Council Tax hub.
- Formal Council Tax training begins on week commencing 12th September for 2 weeks.

Housing

- Integration options are currently being discussed between 'Oracle On Demand' and 'Capita Housing Customer Service' module.
- Service Level Agreement is currently in draft and subject to further discussions with the Housing Management Team.

3. Accommodation

- The first floor of the Centre has now been refurbished and the housing team within Landmark place have now been moved across.
- Building works have been completed at Airways House and facilities await further instructions to move existing staff based on the ground floor of Airways House to the Top Floor. Once this has been done, Building Control will vacate Landmark place and move onto the ground floor.
- Following the decanting of the Building Control Team, LMP management will review the existing space available with a view to programming possible moves for Phase 2 service hubs.
- A joint Options review with Facilities is underway to consider the introduction of a children's area within the service centre. The review includes the creation of a secure meeting room at the front of house.

4. Communication

- September edition of Grapevine will include information on the new management roles for the Customer Service Centre.
- Following approval from CMT to proceed with Phase 2 of the Customer Services Programme, a draft action plan for Phase 2 has been developed and will be reviewed by the Programme Board.
- The first Programme Board will meet in early October to enable two way dialogues with directorates, HR and Union representatives.

5. Single Service Directory

- The Adult Social Care team have worked on identifying and categorising the data. A temporary resource was employed for three weeks to populate the changes in the service directory.
- A meeting between ASC and the Assistant Director for Customer Services and ICT will take place on the 20th September to identify resources to review the Community data.
- The service areas have provided images and wording for the landing pages. This is now with the Communications team for review.
- The Project meeting on the 7th September with representatives from Open Objects demonstrated all the functionality and asked users to start testing.
- Key actions for the next month will be for subject matter experts to quality assure data and to test the system. The project team are currently collating feedback and reviewing these with Open Objects. The Project team will meet weekly to review progress and issues.
- The Project team is working with open objects to define workflows for support and administration of the system.
- 'Go live' is planned for end of September.

6. Tell Us Once

- The Telekit is currently being tested by the Customer Service Centre team users; this will be followed by a formal training date to be confirmed with the NRA for all users.
- Once the users have received formal system training, the team will schedule interviews with the Registrar's team on a one-to-one basis.
- Formal staff communication will be agreed by the Tell Us Once project board which is due to meet on the 27th of September.
- Although the DWP has yet to finalise the national go live date, Slough is still aiming for 3rd of October.

7. Review of www.slough.gov.uk website

- Red Dot upgrade - feedback from users has been positive to date.
- Red Dot support costs are not yet confirmed but contractual commitments are being checked.
- Requests to ADs to review 'unviewed pages' will be circulated by 30 September.
- Revised layout of website will be agreed with Chief Executive by 30 September.
- Agreed to request support of BTO to assist in project management including project planning.
- Transactional capability improvements work will be pursued with Housing a meeting to be held by 30 September.

8. CRM Demand Pilot project

- The work Package for the Design Issues has now been completed.
- Analytics has now been set up to take feeds from:
 - Apropos.
 - QMatic.
 - Converted Service Requests (From Siebel).
- Reports have been set up to replicate existing Daily Operations Report.
- Application configuration has started.
- Identified E-Mail plug-in product.
- Developed LLPG interface.
- Started development of Apropos Interface.

9. My Council IT Systems Review

- KPMG detailed recommendations have been considered by LMP management and detailed action plans are being developed.

10. Phase 2 Progress

- Following the approval from CMT to move forward with Phase 2 of the programme a series of programme board meetings have now been scheduled which will include representation from all Directorates, HR, Unions and other key Stakeholders. Initially these meetings will take place on a monthly basis. Governance and Terms of Reference will be discussed at the first board meeting, which is scheduled for October.

Key Risks to the Project :

The project remains on an **AMBER** status due to the following risks:

- Concern that the transfer of new services into Landmark Place will cause pressure and create longer wait and queue times.

Mitigations:

- Review and streamline existing My Council processes to ensure that the operation is running in an efficient and effective manner.
- Existing advisor vacancies have now been filled.
- Track and eliminate repeat calls by addressing the cause of failure with the relevant service areas.

- There is a lack of robust and tested Business Continuity and Disaster Recovery plans at Landmark Place.

Mitigations:

- Review KPMG recommendations.
- Migrate My Council telephony to VOIP (NB: there is a dependency on a Syntellect upgrade or replacement to enable).
- Remove all servers from Landmark Place to be hosted with other corporate servers at Savvis.
- Ensure My Council systems are included in the corporate Disaster Recovery and Business Continuity plans.

- The IT Department do not currently have the skills/capacity to support the IT systems in use at Landmark Place.

Mitigations:

- Create an IT technician post to create the capacity to pick up the day-to-day support of these systems.
- Develop a hand-over plan that migrates all My Council IT contracts, licences and systems to the care of corporate IT.

- A lack of robust and consistent management information is preventing accurate capacity planning, forecasting, and the scheduling of resources to address fluctuations in call demands.

Mitigations:

- Review KPMG recommendations for system integration/replacement.
- Create a dedicated Capacity Planning/Scheduling post to fulfil this function on an ongoing basis.

Key Tasks in the next period:-

- Finalising service level agreements with service hubs from Phase 1.
- Setting up the governance and Terms of Reference for the customer programme board.
- Implement necessary actions towards a Tell Us Once live date for October 2011.
- Review and adoption of the recommendations as identified through KPMG report of My Council IT systems.

Customer Focus
(formerly Duty Desks)

**PROJECT
MANAGER**

Judith Davids / Vijay
McGuire

ALL WARDS

- Finalising findings from investigative research with other local authorities on opening times and call numbering strategy to help inform phase 2 of the programme.
- Review of capacity within Landmark Place once building control have been decanted from LMP and reviewing options for the children's area within the service centre.
- Start the implementation of Phase 1 "Transition".

Planning for the Future

**PROJECT
MANAGER**

CMT

ALL WARDS

	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	n/a	n/a	n/a	GREEN	02/08/11
Previous month	n/a	n/a	n/a	GREEN	13/07/11

Key Points:

This project has four distinct components, detailed in turn below:

Accommodation Project – Roger Parkin

- Planning is underway with proposals being compiled for where teams remaining in the Old Town Hall site will be located in the future.
- Agreed that the Mayors Parlour will be based at SMP 2nd Floor landing Pluto room opposite the lifts. This will be transformed into the Emergency Planning Room as and when required. The Mayor has agreed to this decision.
- Building works are being planned to convert Ground Floor West storage room into office space and a small storage area for mayoral robes etc to be retained.
- All remaining cupboards in Ground Floor West are used by HR and Gillian Ralphs' teams. These sections have been instructed to arrange scanning of files in preparation for decanting this room as per agreement during previous phase of this project.
- Printing to be transferred to Airways House, minor building works being done to prepare for this move.
- Building works at Airways House are now complete; now need to move the Management team to top floor to prepare decant of some services out of Landmark Place to assist in transforming LMP into the Customer Hubs.
- Facilities have negotiated with The Centre Farnham Road to lease rooms as required. Catherine Meek is presently booking their facilities as required to substitute for the Council Chambers.
- Clearance of furniture and equipment has begun and will be completed between September and December. It is anticipated that staff will start moving out of the Old Town Hall site in November.
- This aspect of the overall project is rated **GREEN**.

Income and Debt Management (incorporating Revenue Income Optimisation)

– Julie Evans

- We are now in the implementation phase of the improvements to income and debtors procedures.
- We have recruited an interim Project office to roll-out the new policy and procedures improving collection rates; initial data analysis has been carried out and the write-off phase is about to start.
- Oracle Direct Debits is in the process of being implemented.
- This aspect of the project overall is rated **GREEN**.

ALL WARDS

Staff engagement and communications

- The FAQs from the Leader and Chief Executive’s sessions have been posted on the “Planning for the Future” section of SBCinsite for staff who were unable to attend.
- No other immediate activity is planned.
- This aspect is rated **GREEN**.

Outplacement support

- Twelve staff have now requested 1:1 support from the IAG team via outplacement support, however, some staff have chosen to contact the IAG Team directly.
- Sixteen staff attended a retirement seminar on 28th February with 21 signed up to the external e-learning module.
- Thirteen staff have now applied for the £500 additional support fund.
- This aspect is rated **GREEN**.

Safeguarding Improvement Plan

ALL WARDS

	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	08/09/11
Previous month	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	08/08/11

Key Points (DRAFT):

- The second meetings of the Safeguarding Improvement Board will take place on the 20th September.
- The main item for discussion and agreement will be the Improvement Plan. The plan is divided into 5 themed sections covering:
 - Social Care Practice;
 - Capacity and Capability;
 - Quality Assurance and Performance Management;
 - Early Intervention and Prevention; and
 - Leadership, Governance and Finance.
- Two workshops were held in August, with Rob Hutchinson, the national lead for outcomes based accountability, as an external facilitator. These involved all partners in developing the Improvement Plan and considering the way in which all services could be adapted to fit with the recommendations of the Munro Review of Child Protection, published in April 2011.
- The board will also consider: a report from the independent auditors, an interim report on the LSCB Review, the findings of the National Social Work Health Check and a report on the ‘Child’s Journey’.

Current work is concentrating on:

- Recruitment and retention – as well as some key interim appointments we have made appointments to Team Manager, Assistant Team Manager and social worker posts since May 2011 and are continuing to recruit permanent staff to key positions.
- **Social work health check** - will be used in commissioning training and development work for staff in social care, in recruitment and retention work, and will feed into the Improvement Plan.
- **Quality assurance and performance management** - A review of quality assurance and performance management work is taking place throughout SBC, the LSCB, and with the help of Sector Support colleagues.
- **Section 11 and case file audits** - are progressing.
- **Performance Improvement and Quality Control** - work has been started to

ALL WARDS

develop an agreed set of approaches and frameworks in contacts, referrals and assessment, child protection and Looked after Children processes and procedures.

- **Training** - Short training sessions have already started with staff in Children's Social Care, based on identified need. A more detailed training programme is being drafted.

RECOMMENDATIONS:

- There are none at this stage.

School Places in SloughPROJECT
MANAGER

Robin Crofts (ECS)

ALL WARDS

	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	GREEN	GREEN	AMBER	GREEN	05/09/11
Previous month	GREEN	GREEN	AMBER	GREEN	05/08/11

Key Points:**Primary Places**

- New modular accommodation has been installed at Castlevew, Lynch Hill, Ryvers and Godolphin Infant, ready for use for the start of the new school term.
- Construction projects are progressing as planned at Western House (£3m), Parlaunt Park (£4m) and Wexham Court (£4m). All 3 projects will be completed by January 2012.
- Planning application has been submitted for Penn Wood and the programme agreed; Modulars to be in place for January 2012.
- Town Hall stage 1 tenders have been received.

Impact of Primary Expansion Projects.

The table below shows the growth in demand compared to the number of places made available as a result of the primary expansion programme since 2007:

	Demand for Reception	Availability of Reception Classes	Bulge classes
	Number of Reception classes (headcount)		
May-07	52 (1545)	54 (1617)	
May-08	55 (1656)	56 (1677)	
May-09	56 (1669)	56 (1677)	
May-10	61 (1833)	59 (1767)	2 (60)
May-11	65 (1953)	65 (1947)	2 (60)
Sep-11		72 (2157)	

The second table (below) shows the impact of the expansion in terms of creating surplus places and on the uptake by out-of-borough pupils over time in Reception classes:

Year	Effect on Reception places	
	Surplus Places (Apr)	Out of borough pupils (Jan)
2006-7	72	57
2007-8	21	56
2008-9	8	62
2009-10	6	51
2010-11	54	57

Secondary Places

- All Slough pupils applying for a place in year 7 have been offered a school place.

Special Places

ALL WARDS

- Continuing to explore the options for expanding places at Haybrook College.
- Design stage is underway for small extension at Littledown School.

The current identified risks are:

- Grant funding was at risk of claw-back if not spent by August 2011: to mitigate this risk we implemented the Action Plan and brought forward future capital schemes where possible.
- Unexpected increase in the number of new arrivals requiring school places during 2011-12 school year: closely monitor demand across year groups and take action as required. Discussion being held with 3 further primary schools to plan future expansion projects.
- Shortfall of secondary special school places for 2011-12: To explore expansion into Haymill building or pupils will be placed out of borough.

Overall Comment

The demand for school places and the supply of school places is extremely fluid and depends on a number of factors. These include the number of applications received, which varies on a weekly basis, and the number of places vacated as families move their children. It is complicated by movements of pupils in and out of Slough and changes in parental preference for specific schools. There are also underlying trends linked to birth rates and inward migration. The process of placing children is ongoing and the objective is to maintain a small surplus of places so that supply just exceeds demand. Close monitoring of all the above factors should allow this.

Transactional Services Project

**PROJECT
MANAGER**

Phil Hamberger

ALL WARDS

	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	AMBER	GREEN	AMBER	AMBER	09/09/11
Previous month	GREEN	GREEN	AMBER	GREEN	03/08/11

Key Points:

Project Management Update:

- All key project management documentation is regularly reviewed and updated on a fortnightly basis to reflect progress against the procurement timetable.
- Monthly reports presented to CMT providing detail of progress which allows opportunities to engage and discuss key stages of the procurement.
- Action plan detailing task allocation is monitored as part of the project management updates.
- A communication plan runs parallel to the project plan to ensure that key stakeholders are fully engaged with the process.

Project Progress

- Following detailed discussions with Procurement, Legal, Strategic Director of Resources and Regeneration and the Strategic Director of Customer and Transactional services, the project team have extended the procurement timetable to allow for more detailed financial clarification at ISDS stage. The impact on the timetable now means that final award will take place in November 2011.
- The revision to the timetable will not impact on the contract start date and will still allow for an effective and efficient handover and transition period.
- The project team remain in dialogue with key stakeholders involved in the procurement to ensure that any changes to the timetable are effectively communicated and that they are notified of progress on the procurement to

date.

Stage 1 PPQ: has been completed to target.

Stage 2 Invitation to submit an outline solution: has been completed to target.

Stage 3 Invitation to engage in competitive dialogue (ISOS): has been completed to target.

Stage 4 : Invitation to submit a detailed solution (ISDS)

The project nears the final stages of the ISDS Stage.

This stage of the procurement has taken longer than intended, to allow for further detailed financial clarification to take place.

This has included the following:

- Supplier meetings with both project sponsors: Strategic Director of Resources and Regeneration and the Strategic Director of Customer and Transactional Services.
- Release of detailed budgetary information to all remaining bidders.
- Release of headline TUPE Information.
- Responding to further clarification questions raised by suppliers to inform their financial submission.

Suppliers were asked to re-submit their financial cost matrix on Monday 5th September to allow the evaluation team to complete the evaluation process. A total of four submissions were received within the deadline.

The financial evaluation is due to be signed off by both project sponsors on the 14th September, after which the suppliers will be notified of the outcome.

The project team have collectively agreed that this additional stage of financial clarification was critical to the success of the project and has a direct impact on the objectives of delivering the efficiency savings required. This now allows the project team to make an informed decision as to which suppliers are successfully taken through to the ISFT stage.

The additional financial clarification at ISDS Stage has as a result impacted on the rest of the timetable as follows:

Competitive dialogue meetings Stage 1

- The first stage will take place 19th September for a period of 4 days.
- This will allow the two shortlisted suppliers the opportunity to dialogue with the Evaluation Panel and Heads of Service for two full days each.
- The first stage of Competitive dialogue will close on 22nd September.

Competitive dialogue meetings Stage 2

- Stage 2 of Competitive Dialogue will take place between 3rd and 6th October.
- Both stages of competitive dialogue will help to inform the ISFT Specification.

Due Diligence

- At the express request of the suppliers, a period of five days has been allocated to the suppliers who are successfully put through to the ISFT Stage.
- This will effectively allow each of the suppliers dedicated time on site to view information, meet with service heads and visit the relevant council civic sites for those services that are in scope of this procurement. This stage of the process

ALL WARDS

- will help inform their ISFT submission.
- All the relevant heads of service have been notified and staff will be informed of suppliers on site nearer the time to ensure that all understand the protocol for due diligence.
- Due Diligence will now take place between 10th and 14th October.

Development of the ISFT Specification

- The procurement aspects of the specification ISFT are now in draft format.
- Detailed meetings have been are now taking place between the Project manager and the Heads of Service to finalise the service credits criteria and operational details of the specification.
- The project team are considering the best way to engage with the retained organisation on developing service standards / requirements relating to the ISFT specification.
- The evaluation matrix for this final stage of procurement will be developed and informed by both the competitive dialogue meetings and the project team's own due diligence process.
- As per the revised timetable, the ISFT will now be released on October 14th.

Key Risks to the Project:

- Staff disruption and concern about TUPE transfer process.

This risk becomes increasingly critical as we move towards the final stages of the procurement process and has been carefully considered as part of the communications action plan for this project.

For this period the following communications activity has taken place:

- Monthly one to one briefings with portfolio holders.
- A series of briefings with all staff within Transactional Services to advise on progress made and the opportunity to ask and respond to questions to alleviate any concerns.
- E-mail communication to all staff within Transactional services advising of the change in timetable and an update on the next stages.
- Continued dialogue with Union representatives at DCF.
- Fully implemented Intranet pages dedicated to Transactional Services which include FAQ's from the staff briefings and presentations held to date.

As we move into the third and final stage of procurement there will be increased dialogue with staff which will include:

- More frequent staff briefings.
 - Briefings on the TUPE process and the impact on staff.
 - Surgeries with the Berkshire Pension's office to advise individual staff.
 - Questions and Answer sessions with both the final supplier and Transactional Services Management Team.
 - Additional site visits if deemed necessary.
 - HR Surgeries - if required.
- Desired levels of service are not achieved.

Clear specification and service credits will be included as part of the ISFT

ALL WARDS

Specification and work is already underway with Heads of Service to ensure that service standards are explicitly included. This will be further embedded within the evaluation criteria for the ISFT and direct conversations with the suppliers at Competitive Dialogue will further stipulate the desired standards of service required.

- Engaging with a private sector partner for the provision of customer services inherent with risk.

Legal Services are fully engaged with the procurement process to protect the council's interests and are involved in making all key decisions relating to this procurement.

- Project fails to meet the timescales.

Rigorous project management methodology is adhered to; service experts are fully engaged which allows various milestones to be achieved to target. The project has in place a high level project plan which continues to be monitored and reported to CMT monthly. The Project team ensure that the timetable continues to offer leverage and flexibility without compromising the project to ensure that each stage is completed with full engagement with all key stakeholders and provides the necessary processes to make an informed choice which will benefit the council.

- Unsuccessful procurement of a partner.

The Project team continues to adopt a flexible and creative approach to secure a suitable partner whilst ensuring that the overall objectives of this procurement are not compromised. The process to date indicates that there are potentially 4 suppliers who are currently engaged with the procurement. This will shortly be reduced to 2 suppliers following the successful completion of the ISDS Evaluation.

Key actions for Next Period

- Complete ISDS Evaluation.
- Notify Suppliers of short list.
- Prepare questions for Competitive Dialogue Stage 1 and 2 with shortlisted suppliers.
- Prepare for on site due diligence.
- Ensure that retained organisation are fully engaged with the development of the ISFT.
- Complete ISFT Specification.

2011 Census ALL WARDS	PROJECT MANAGER			Tracy Luck (CE)	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	GREEN	GREEN	AMBER	GREEN	31/08/11
Previous month	GREEN	GREEN	AMBER	GREEN	05/08/11

Key Positive Points:

This project **completed** on the 31st August 2011 with a Quality Assurance submission report delivered to the national team. The national office has indicated there may be some additional opportunities for further quality assurance submissions as they process the Census results internally. Communication channels remain open between Slough Borough Council and the national team, and any further requirements will be responded to. However, at present, there is no scheduled further work outstanding, and therefore this project is recommended for closure.

6. Financial Reporting

6.1. The Council's net revenue budget for 2010/11 is £105.4m.

6.2. The Housing Services agreed net operating budget for 2010/11 is a surplus of £87K.

7. Projected Outturn Position as at 31st August 2011

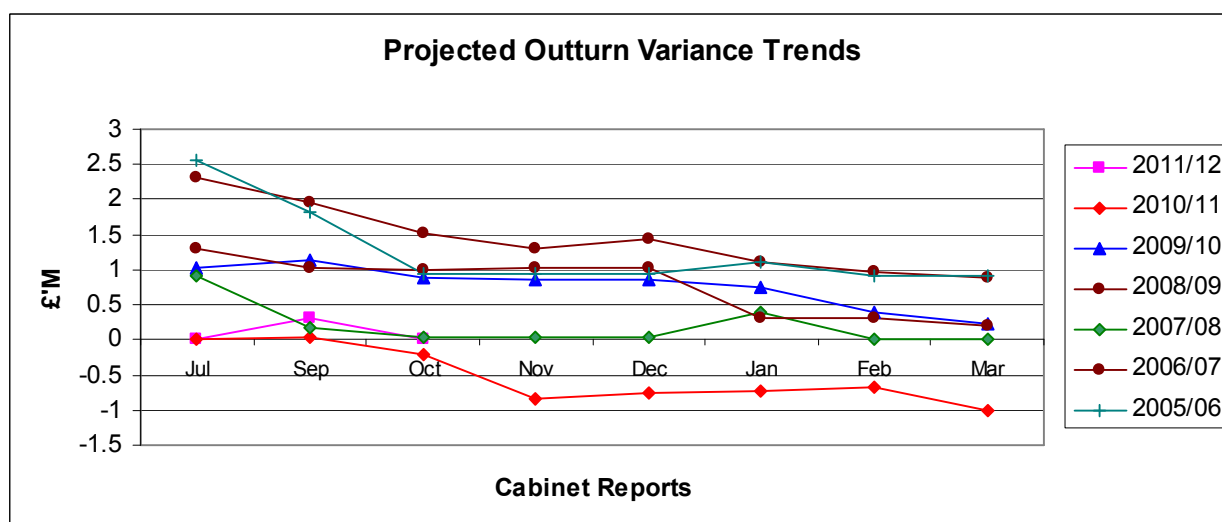
7.1. There is currently a forecast overspend for the 2011/11 General Fund at the end of period four of £211K. This is a reduction in net expenditure of £110K since the previous month.

7.2. For the Housing revenue account there is currently a projected deficit of £70K.

7.3. The position is summarised in Table 1, on the following page, and detailed in Appendix A.

Table 1 - Projected as at 31st August 2011

Directorate	Base Budget	Current Net Budget	Actual YTD	Projected Outturn	Variance Over/(Under) Spend
		A		B	C = B - A
	£'M	£'M	£'M	£'M	£'M
Community and Wellbeing	39.139	40.681	10.417	40.722	0.041
Education and Children's Services	27.789	31.701	6.552	31.701	0.000
Customer and Transactional Services	5.206	5.380	33.254	5.613	0.233
Resources and Regeneration	33.257	33.672	13.351	33.415	(0.257)
Chief Executive	0.657	0.834	0.707	0.834	0.000
Corporate	0.266	0.266	0.162	0.266	0.000
Total Cost of Services	106.314	112.535	64.442	112.552	0.017
% of revenue budget over/(under) spent by Services					0.02%
Treasury Management	3.017	3.017	0.000	3.017	0.000
Contingencies, Earmarked Reserves and Trading Accounts	4.233	(1.988)	(2.958)	(1.562)	0.000
Early Intervention Grant	(7.140)	(7.140)	(1.812)	(7.140)	0.000
Council Tax Freeze Grant	(1.187)	(1.187)	(0.239)	(1.187)	0.000
New Homes Bonus Grant	(0.130)	(0.130)	(0.454)	(0.454)	0.000
Local Services Support Grant			(0.102)	(0.102)	0.000
Sub Total	(1.207)	(7.428)	(5.565)	(7.428)	0.000
Total General Fund	105.107	105.107	58.877	105.124	0.017
% of revenue budget over/(under) spent in total					0.02%



8. Month on Month Movement in Variances

8.1. **Community and Wellbeing** are reporting an overspend at the 31st March of £41K. The Directorate's net controllable budget for 2011/12 is £40.681k. The projected total net expenditure after taking into account all known commitments and the latest projected savings is £40.722m. This results in an overspend of £41k which is mainly caused by a budget pressure on the Meals on Wheels

Service and Domiciliary Care packages within the Community and Adult Social Care Division. These are offset by a saving relating to the Free Swimming initiative within the Culture and Skills Division.

- 8.2. Education and Children's Services** net controllable budget for 2011/12 is £31.701m, and the projected total net expenditure is currently £31.701m. Members will recall that there are significant net pressures within the Directorate. A forecast pressure of £1.608m on looked after children placement budgets has been addressed through the use of corporate contingency (£600k) and initiatives within departmental budgets (£1.008m). In addition, the Safeguarding Improvement Plan (£306k) has been funded from additional corporate contingency. Budget monitoring to the end of August has identified an additional pressure (£337k) which has been addressed through the use of the balance of unallocated Early Intervention Grant (£143k) and an opportunity within Directorate Support Costs (£194k). A report is being presented to Cabinet on 17 October recommending one-off projects to address the pressure on the placement budgets).
- 8.3. The Chief Executive's** directorate is forecasting a break even position.
- 8.4. Commercial and Transactional services** currently have a budget pressure of £233K due to an additional £540K annual expenditure cost of running the SAVVIS server contract.
- 8.5. Treasury Management** reports a breakeven position.
- 8.6. The Housing Revenue Account** HRA balances brought forward have been subject to a pension fund adjustment and now stand at £9.531m which is £369,921 higher than the level assumed in the budget.

Annual forecast has improved in the period with a deficit of £70k now projected. This is a decrease of £113k from that reported last month.

Planned maintenance activities have commenced and these will be monitored along side the Decent Homes programme to validate the investment profile which is currently being compiled for the next 30 year business plan.

Self-Financing activities are increasing and new publications from Government confirm a go live date of 1st April 2012. In practise this is likely to occur in week commencing 26th March 2012 which will assist in compiling the statement of accounts for 2011/12.

Stock numbers and archetype mix have been validated including identification of all properties awaiting demolition or those that are likely to be demolished in the near future (Britwell regeneration). This information is due to be submitted at the end of August as part of the normal Housing Subsidy regime and will be used to rework the settlement payment due to the Department of Communities and Local Government (currently estimated at £127m) when the data has been audited.

Rent schedules have been revised in line with the self-financing projections and are the first component of the business plan which is now in progress in line with the self-financing timetable.

- 8.7. Resources and Regeneration:** Overall savings identified to date have increased to £601,000, partially offset by transformation costs of £361,000. All services have an improving direction of travel for variances to budget.

Forecast for the year has improved to £33.415m which is £257,000 under the budget of £34m and a £17,000 improvement from last month.

The Directorate is examining budgets on a continuous basis to identify all opportunities for savings and/or mitigation of known pressures.

Discussions with contractors continued in the period on proposed inflationary increases and a detailed examination of cost bases is planned for September / October 2011.

Transformation activities continue in the directorate with the staff establishment reduced by 14 posts year to date at a cost of £522,000. These costs are included in the service estimates and are likely to be funded from savings in year.

9. Emerging Issues / Risks

Introduction

It should be noted at this point that the 2011-12 PPRG process is in progress and therefore savings will be identified to be delivered in the current financial year. These savings are not reflected in this report.

Directorate Specific

9.1. Community and Wellbeing

The department has to implement savings to the value of £3.3m in 11/12. The budget management performance of the Department is entirely dependent on the successful delivery of vast majority of these savings. This is therefore the biggest risk to the department.

9.2. Education and Children's Services

There are some significant areas of development still in transition across the directorate including the implementation of the Integrated Youth Support Service (IYSS) and the allocation of the Early Intervention Grant (EIG) to various services as it has had to accommodate a significant reduction in the overall level of funding. Detailed work on these is in progress but until finalised an accurate assessment of their financial position cannot be completed.

In addition to this, work required in response to the recent Ofsted Inspection is being formulated and costed. Furthermore the Directorate's response to the Inspection findings will continue to be scrutinised. The financial impact of most of the additional work has been reflected in this report as described above.

The directorate are currently working alongside schools in the review of the centrally retained elements of the Dedicated Schools Grant (DSG) which is expected to result in some significant changes in the way some services are shaped and delivered. It is unclear at this stage what impact this may have on services funded by the Local Authority.

The Slough Schools Education Forum (SSEF), which comprises representative head teachers and governors from across Slough, has strongly endorsed the continuing implementation of the Authority's Inclusion Policy which is around capacity and capability building in schools to support as many pupils as possible within the community of Slough schools and within inclusive placements alongside their mainstream colleagues. SSEF and Schools Forum are required to approve funding for out of authority placements, and are clear that they will only

support and fund placements in provision outside Slough if essential to meet the child or young person's assessed need. Their expectation is that Slough's provision for alternative education meets the needs of most students better and more cost-effectively than external provision. This affects the proposals for the group of five pupils with challenging behaviour who require Slough placements from September.

Corporate discussions regarding the Private Finance Initiative (PFI) utilities claim have now been completed.

Like all councils, Slough is managing the challenge of delivering services within reducing funding envelopes over the next 3 years. The PPRG process will be looking to deliver corporate and directorate savings in 2012-13 and beyond. Any directorate PPRG target will be in addition to the current budget pressures, including the inbuilt gap (£1.2m).

The economy remains a key risk for the Directorate particularly the current rate of inflation.

A number of highways properties that had been leased to Co-op Homes were handed back in December 2009. Redevelopment plans and timescales are being examined by Housing services to determine if short term lets are feasible to offset the current loss of rent to the Authority.

Timing of savings in Property Services is being evaluated as closure of the Town Hall has been delayed.

Transformation activities continue across the directorate.

Asset valuations and timing of planned disposals is being examined to determine the timing effect of creating a LABV in 2012/13. This is particularly relevant to the Town Hall annex which is currently being demolished.

9.3. Resources and Regeneration:

All of these risks will be closely monitored and the impact clearly identified and reported as.

9.4. Chief Executive

No specific risks noted.

9.5. Customer and Transactional Services

No specific risks noted.

9.6. Housing Revenue Account

Additional stock condition surveys have been carried out in July to validate the business plan in respect of the first phase of the Decent homes target, which is due for completion December 2012.

Overall costs of the capital plan are being examined in conjunction with the appointed surveying company, Savills Limited and results of this exercise will be available in September. This initial exercise will then be expanded to include a 30 year investment analysis as part of the HRA Business Plan.

A contingency of £1m has been established in the Capital Expenditure Reserve account as part of the 2010/11 closedown for this activity.

The reduction in rent collection experienced in 2010/11 has continued into the year due mainly to the economic uncertainty. Additional Intervention activities are being applied to stabilise the situation.

The settlement payment for self financing is estimated to be in the region of £125million - £127 million and finance markets are only just starting to investigate alternative methods of Lending. Our treasury advisors will investigate and advise on appropriate sources of funding which can deliver savings in interest rates and charges. The traditional funding from the Public Works Loan Board remains an option.

Should the Britwell regeneration scheme fail to agree a realistic partnership with private contractors potentially around 100 properties would be added back to the housing stock and subsequently be included in the final figures to central government thus increasing the burden on borrowing costs. These properties would remain uninhabitable with a further pressure on revenue with loss of rental income and costs for demolition and clearing, and security.

10. Emerging Opportunities

Directorate Specific

10.1. Community & Wellbeing

The Department has received Health & Social Care Funding of £2.6m over 2 years from the PCT to support joint working between health and social care authorities. Details of how the initial £1.3m for 11/12 will be spent have been agreed. The implementation of these jointly agreed measures, particularly those aimed at preventing or shortening care could have a beneficial impact on the department's commitments.

10.2. Education & Children's Services

A review is being undertaken of the Performance and Management team which currently includes a vacant post (Information and Development Co-ordinator) budgeted at £29k which is currently not being backfilled. Once the outcome of the review is known it is possible that there may be some one-off savings within this budget.

SMT are considering one-off and recurring budget optimisation opportunities in order to address the projected overspend.

10.3. Resources and Regeneration

Discussions with neighbouring councils and our contractor Enterprise Ltd are taking place to develop initiatives to help bring down waste management costs.

Contractual discussions with Enterprise Limited include initiatives to maximise the profit share in the contract whilst maintaining or improving unit costs in all operations.

All miscellaneous dwellings in the Authority are being examined with a view to let them as temporary accommodation and offset existing risks of rent loss wherever possible.

Recruitment to replace agency staff is high on the agenda for the directorate and recent appointments particularly in Transportation have been encouraging and savings in employee costs have been forecast accordingly. All service areas are working with HR to achieve recruitment to established posts.

Transformation activities continue across the Directorate including the establishment of Transactional services and the potential contract for an external partner.

10.4. Customer and Transactional Services

None to be noted.

10.5. Housing Services

The Department for Communities and Local Government (DCLG) released "*Self – Financing: Planning the Transition*" in July and the main purpose of this document is to:

- Provide local authorities with the information they need to prepare for and achieve a successful transition to Self – Financing.
- Provide an update on the wider policy and accounting context within which Self – Financing will operate.

The document clearly lays out the timetable of events also includes a useful summary which could be used to explain the reforms to tenants.

Go live date is confirmed as 1 April 2012.

"The Housing Revenue Account and Self – Financing Determinations" includes working drafts of the legal determinations necessary to bring self-financing into effect, the powers for which are in the Localism Bill. DCLG will formally consult on the determinations in November 2011 which comprise of:

- Settlement Payments Determination - the calculation of the self-financing valuation and payments.
- Limits on Indebtedness Determination - the limit on the amount of housing debt that each local housing authority can hold under self-financing and the formula by which this will be calculated.
- Item 8 Credit and Debit Determinations, Calculation of the sums to be credited or debited to the Housing Revenue Account. This sets the framework for the operation of the Housing revenue Account 'ring-fence' in respect of technical accounting matters.

Restructure of Housing services is nearing completion with recruitment of permanent staff in progress. Full year effects of the savings generated by this project will then be realised and reported in the 2nd half of the financial year.

Improvements have been implemented to streamline the processing of rents into the financial system on a more timely and efficient basis. Entries are now being made weekly and with this information now easily available a more accurate profiling will be available for future Business plans. Additionally provision has been included to smooth the fluctuations precipitated by collection of the monthly / Quarterly invoices.

The Housing Management restructure is proving to be successful and will be fully implemented within the cost structures by September. Further efficiency savings may be made which will be reinvested in the community strategy priorities in areas where concerns have been raised by tenants and members when available.

A report on Self financing will be submitted, by the Assistant Director of Housing, to the Overview and Scrutiny Committee on 13th September.

When self funding is established the housing service will be able to optimise the available resources more to ensure there are sustainable housing requirements now and in the future, and to prioritise our 'Community Strategy'.

The new business plan is in progress and the first draft will be available by the end of September. It will incorporate the change over to self-financing in April 2012 and ensure that the expected levels of required borrowing and subsequent financing and repayment are sustainable. This revised 30 year plan will include investment requirements from a draft capital programme.

11. Staffing Budgets

Cabinet will be aware that as part of the exercise to implement Job Evaluation and Harmonisation all staffing budgets were re-calculated from a zero base. This approach eliminated the existing staff turnover targets and provided directorate budgets with 99% of the total cost requirement under their control. This comprised 98% which was allocated directly to service budgets and 1% held by each director to manage any staffing pressures and changes as they arose. The remaining 1% is held centrally within contingency balances.

12. Conclusion

The position as at the end of August 2011 leaves an overall headline overspend position of £17K against the General Fund revenue account.

Summary Variance Analysis

Directorate:	Community and Wellbeing	Period 4	July 2011
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Divisional Summary

Service Area	Total Variance £'000	Explanation
		<p>This month: +£90k – Movement of +£57k this month due to the worsening position on the Meals on Wheels Service. This was flagged as an emerging risk last month. The pressure results from 3 main causes:</p> <ol style="list-style-type: none"> 1. Budgeted plans to make the service cost neutral will not be achieved. 2. There has also been one off costs relating to prior years of £20k and 3. There has been an increase to the existing contract price. <p>All together this has the combined effect of causing an overall cost pressure of £94k including an additional pressure of £35k this month.</p>

Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	
Community Services and Adult Social Care	90				
	Safeguarding and Governance	216	213	-2	3
	ASC Management & Business Support Administration	594	599	5	0
	Access & Long Term I & S	2,421	2,278	-143	27
	Re-ablement & Directly Provided Services	4,417	4,267	-150	-164
	Mental Health Commissioning	3,796	3,838	43	51
	Budgets	15,788	16,069	280	-38
	Total	27,231	27,263	33	-121

Previous Variance: +£33k – Budget pressures due to residential and other care packages offset by significant income gains and averting planned Learning Disability residential placement.

This month: -£75k – No change from last month.

Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	
Culture & Skills	-75				
	Lifelong Learning	422	422	0	0
	Library Service	2,180	2,180	0	0
Creative Arts	1,083	1,008	-75	0	

Employment & Enterprise	247	247	0	0
Management	195	195	0	0
Community Services	415	415	0	0
Total	4,543	4,468	-75	0

Previous Variance: -£75k – There is an expected underspend relating to a rolled over budget for Free Swimming which is now being met from within the SCL contract.

This month: +£56k – No change from last month.

Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
Voluntary Organisations	582	538	-44	0
Contracts & Procurement	224	162	-62	0
Supporting People	3,391	3,648	257	0
Transformation Grant	487	392	-95	0
Strategic Commissioning	332	332	0	0
Total	5,016	5,072	56	-2

Personalisation, Commissioning & Partnerships +56

Previous Variance: +£56k – budget pressure due to significant slippage on the planned savings for on Supporting People, this is partly offset by uncommitted funds in the Transformation Grant programme, savings on the Voluntary Organisations and Contracts & Procurement budgets.

New This month: On Target – No significant variances.

Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
Management	118	118	0	0
Regulatory Services	1,617	1,617	0	0
Community Safety	695	695	0	0
Total	2,430	2,430	0	0

Public Protection 0

Previous Variance: On Target

New This month: - No changes identified this month however it is likely that this underspend will increase as not all staff have been appointed.

Procurement -30

Previous Variance: -£30k – Savings arising from the delay in new staff joining this team is expected to result in a small saving.

Central Management 0

New This month: No changes identified this month.

Previous Variance: - On Target

TOTAL 41

Directorate:	Education and Children's Services	Period - 5	August 2011
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Change in Variance this month

Service Area	Change £'000	Explanation
	0	Variance reported last month
Children and Families	331	<p><u>New this Month:</u> The Looked After Children (LAC) budgets continue to be under severe pressure. This month's projections are based on the LAC cohort as at the end of August and projected end dates at that point in time. No forecast is included for any changes between the end of August and 31 March.</p> <p>Children Looked After (CLA): <u>External Residential Placements:</u> The transfer of one child from an external foster placement into an external residential placement from 9 August to 31 March 2012 has increased the projected outturn by £62k. <u>External Fostering:</u> 6 new placements (£102k) and the transfer of 3 children from internal foster placements (net £34k) result in a pressure of £136k. Other adjustments add £56k to the projected outturn including 5 placement extensions to 31 March 2012, 3 of which are due to long term arrangements and 2 due to court proceedings. <u>Internal Fostering:</u> Following the approval of 2 new internal foster carers at panel, 2 new looked after children have been placed with internal foster carers. These placements, an emergency 1 day placement and a family and friends placement have increased the projected outturn by £30k. Other adjustments add £25k, including the extension of 2 placements to 31 March 2012. <u>Secure Accommodation:</u> <u>A small increase (£6k) in the projected outturn due to rate increases.</u> Family Support Services: <u>Residence Orders:</u> A small reduction (£11k) due to 1 child leaving earlier than anticipated.</p> <p>Other Children and Families: <u>Adoption</u> <u>An increase in the projection for an expected fee £27k for 1 adoption.</u></p> <p>Commissioning and Social Work Additional costs arising from the Ofsted Safeguarding review have been identified; the cost</p>

of the chair and safeguarding advisor for the peer review (£25k) and the cost of a Performance Improvement and Quality Control Officer (£31k). This additional cost of £56k represents the remaining items funded from the contingency for the Safeguarding Improvement Plan.

Previously Reported:

Commissioning and Social Work: Additional costs of an interim Assistant Director (£70k), staff training (£75k), increased IRO cover (£45k), the cost of the interim Corporate Parenting Manager (£23k), and Local Safeguarding Board Audit Peer Review (£25k) and other staffing costs arising from the recent Ofsted Inspection (£12.5k) are funded from a Corporate Contingency of £250k in respect of the Safeguarding Improvement Plan.

Children Looked After:

The previously reported projection for children looked after included all known placements at the end of July based on planned end dates at that point in time. No forecast was included for any changes between the end of July and 31 March. Changes in the projection and explanations will be reported on a monthly basis until Directorate and finance officers are confident that robust forecasts can be made. Detailed work which develops a project management approach to stabilising and, where possible, reducing the number of LAC has started in response to the forecast overspend and the Ofsted inspection recommendations.

External fostering placements – projected overspend due to rising numbers of children and weeks of care being provided.

Internal Fostering placements - all available internal foster places (55) are occupied so an underspend was projected on this budget.

External Residential placements – projected overspend due to rising number and complexity of placements.

Secure Accommodation - there is no budget provision as there has been little or no activity in recent years. However since 1 April there have been 3 short to medium term placements; 2 remand clients (from April to December) and 1 welfare client (from May to August).

Family Support Services

Residence orders

A small overspend had been projected on this service which for long term looked after children provides better outcomes at a lower cost.

Other Children and Family Services: Less children than anticipated are being placed with prospective adopters. The financial impact in 2011-12 is two-fold (i) adoption allowances are projected to underspend and (ii) children remain in more expensive foster placements contributing to the external foster placement projected overspend.

Changes in any type of CLA placement can and does have an impact throughout the system. In financial terms, this ripple effect is reflected in the spending pressures and explanations of changes in variances.

Inclusion

23 **New This Month:**

An additional pressure of £23k has been identified within the Youth Offending Team accommodation budget following confirmation of the new increased level of service charge.

Previously Reported:

Children with Disabilities: Recent developments suggest that there is now a strong likelihood of pressures on the Children with Disabilities budget during 2011-12 related to costly additional external placements which are becoming unavoidable. One external placement has now been made through the courts and another placement is proceeding related to safeguarding. The budget is being closely monitored.

YOT: An £11k pressure has been identified within the Youth Offending Team accommodation budget in respect of anticipated cost of new service charge.

Raising Achievement

0 **Previously Reported:**

A saving of £32k has been identified within the salary budget due to the deletion of a post.

Strategic Management,
Information and Resources

-354 **New this Month**

Property & Asset Management:

A delayed recruitment to School Planning Officer post which became vacant in July is anticipated to save £6k.

Additional rental income will be received from Langley academy site controllers house totalling £8k and there will be a £3k under spend on the repairs budget.

The balance of unallocated Early Intervention Grant (£143k) has been allocated to support the pressures on the looked after children placement budgets.

Following continued close scrutiny of opportunities within all budgets in the Directorate, additional

savings (££194k) have been identified within Directorate Support Costs.

Previously Reported:

In order to mitigate the impact of the additional pressures in the Children Looked After placement budgets, the staffing contingency budget (£120k) has been released. The release of this contingency at this point in the financial year could impact on the ability of the directorate to respond to any future pressures.

One-off grant funding opportunities (£232k), unallocated Early Intervention Grant (£89k) and a saving through keeping a post vacant (£15k) have been identified to support the pressures on the directorate's budget.

Information, Performance and Review:

The level of schools buy back for the provision of Education Management System (EMS) support has been greater than anticipated and has resulted in increased income of £34k. Additional IT expenditure anticipated (£30k) in respect of a new server and IT support.

0 Total Variance

Commercial and Transactional Services

Service Area	Total Variance £'000	Explanation
Information Technology	278	New this month: Previously reported: £540k – Being the estimated annual cost of the SAVVIS server contract (£45k per month).
Customer Service Centre	0	New this month: No variance reported Previously reported:
Total ICT and Information Technology	0	Sub-Total
Benefits, Council Tax and NNDR	0	New this month: No variance reported Previously reported:
Transactional Finance	(20)	New this month: Previously reported: Cost of agency cover offset by the value of vacancies.
Transactional HR and Payroll	0	New this month: No variance reported Previously reported:
Logistics Team	(25)	New this month: Previously reported: Being value of vacancies held until the end of 2011/12.
Strategic Management	0	New this month: Previously reported: Value of the Management Team to be funded via the 'Planning for the Future' project.
	233	Total Variance

Chief Executive's

Service Area	Total Variance £'000	Explanation
Chief Executive's Office	0	New This month: No Variance reported this month. Previously Reported:
Communications	0	New This month: No Variance reported this month. Previously Reported:
Policy	0	New This month: No Variance reported this month. Previously Reported:
Total Variance	0	

Directorate:	Resources and Regeneration	Period - 5	August 2011
Main Variances			
Service Area	£'000	Explanation	
	(240)	Variance reported last month	
Management unit	16	Minor adjustments	
Finance & Audit	(1)	Employee costs	
Professional Services	25	Transformation costs partially offset by in year savings	
Transport and Planning	(57)	Vacancy savings	
Strategic Housing	0		
Environment Services	0		
Property Services	0		
	(257)	Total Variance	

Directorate: Resources & Regeneration – Housing Revenue Account		
		Period - 5
August 2011		
Main Variances		
Service Area	Change £'000	Explanation
	(43)	Variance reported last month
Income	87	Britwell properties decant due to the planned Regeneration project
Repairs & Maintenance	0	
Supervision & Management	76	Pension adjustment
Special Services	(50)	Thames Water contract adjustment
Housing Subsidy		
Depreciation & Impairment of Fixed Assets		
Increase/Decrease in Provision for Doubtful Debts		
Capital Charges		
Revenue contribution to the Capital programme		
	70	Total Variance