

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 12th December, 2011

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

WARD(S): All

PORTFOLLIO: Councillor Anderson, Leader of the Council – Finance and Strategy and Councillor A S Dhaliwal, Commissioner for Performance & Accountability

PART I **FOR INFORMATION**

PROJECT PERFORMANCE AND FINANCIAL REPORTING FOR 2011/12

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 October 2011 against the following key areas:

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

2. Recommendation(s) / Proposed Action

The Cabinet is requested to note and comment on the following aspects of the report:

- i. Project management**
 - Note the current reported status of each Gold Project.
- ii. Performance scorecard**
 - Note the performance issues identified and highlighted.
- iii. Financial performance – revenue and capital**
 - Note the current projected outturn position on the General Fund of an under spend of £335K.
 - Note that the Housing Revenue Account (HRA) reported a forecast surplus of £171k.
 - 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 all of 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

Supporting Information

6. Gold Project Update

The summary below provides an update on the Council's Gold Projects as at 31st October 2011. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided from page 2 onwards.

Please note that the this month's highlight reports are made using a new standardised format.

Monthly Period Summary

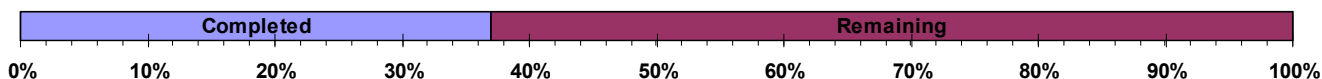
- This report covers ten Gold Projects in total, of which highlight reports have been received for nine as at 31st October 2011. The tenth Gold Project ('Looked After Children's Placements') is currently in the initiation phase, with the project initiation documentation being prepared and work strands identified. As such, no highlight report has been included at this point. The first highlight report will be submitted next month.
- All of the Gold Project update reports have been agreed and authorised by the Project Sponsors with the exception of the 'Delivering Personalised Services Programme' – this has been approved by both relevant Assistant Directors but not yet formally ratified by the Project Sponsor.
- Of the nine gold projects which continue to be active and for which reports are presented, six have been assessed to have an overall 'Green' status and three at 'Amber'; six projects have been evaluated at 'Amber' status for '*Issues and Risks*', two at 'Amber' status for '*Timeline*' and one at 'Amber' status for '*Budget*'.
- No component of any project has been assessed as at 'Red' status.

Gold Project Name	Overall status	Page
Looked After Children's Placements (new)	Will be available in Dec report	n/a
Britwell Regeneration	GREEN	3
Business Continuity	GREEN	4
Customer Focus Programme	GREEN	5
Delivering Personalised Services Programme (draft)	AMBER	6-8
Public Health Transition Programme	GREEN	9
Safeguarding Improvement Plan	AMBER	10-12
School Places in Slough	AMBER	13-14
Slough Local Asset Backed Vehicle ('LABV')	GREEN	15-17
Thames Valley Transactional Services Project	GREEN	18-19

Britwell Regeneration			Project SPONSOR	John Rice	
Wards affected: Britwell & Haymill			Project MANAGER	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	02/11/2011
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	04/10/2011
Project start date:	01/03/2011		Anticipated Project end date:	31/03/2018	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Tenders received from 4 national developers to provide the broad regeneration of Britwell, tenderers interviewed and evaluation process underway. Community consultation undertaken through the regeneration shop and questionnaire. 2. Progress made and secured Stage 2 Tender for the Britwell Hub. JCT Tender issued to 5 companies with return due 09/12/11. 3. Planning permission secured for Britwell Hub and all 3 satellite housing sites. 4. Demolition underway for Marunden Green (part); Hub site; Jolly Londoner (demolished) and Newbeech. 5. Contaminated land removal agreed and commissioned for the Hub site. Investigation report completed for the Garage site and recommendations made for inclusion in Satellite site tenders. 6. Tenders issued for construction of 30 houses on the Satellite sites – 2 tenders one combining Jolly Londoner/Car sales & Library sites and the second for Newbeech site. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Complete the evaluation of the Britwell regeneration tenders. 2. Agree if any / the level of funding to secure more HRA houses. 3. Identify the 2 preferred bidders to report to Cabinet on 12/12/11. 4. Complete the demolition of Newbeech House and partial completion of Marunden Green houses. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 1. Retendering the Hub & tendering the construction of the satellite site housing – tender prices unknown until process completed. 2. Unable to reach agreement with Regeneration Tenderer preferred bidder – risk attenuated by reducing 					

Britwell Regeneration	Project SPONSOR	John Rice
Wards affected: Britwell & Haymill	Project MANAGER	Jeff Owen
down to 2 preferred bidders.		
Recommendations for CMT:		
1. To note the continuing progress with the project.		

Business Continuity	Project SPONSOR	Roger Parkin			
Wards Affected: ALL	Project MANAGER	Dean Trussler			
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	04/11/11
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>06/10/11</i>
Project start date:	Oct 2011		Anticipated Project end date:	Jan 2012	



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in **this** period:

1. Audit Recommendations have been reviewed and action plan developed further.
2. Report produced for Audit Committee.
3. Met with Auditors to discuss timelines and proposed actions.
4. Emergency Planning Officer's taken lead role in development of Action Plan.
5. Reviewed critical services and existing departmental arrangements.
6. Produced standard business continuity forms/ templates/ action plans.
7. Agreed Action Plan and identified achievable timescales.

Key activities / milestones scheduled for **next** period:

1. Workshop Design Meeting 8th November with KPMG.
2. Directorate workshops being planned with KPMG to assist in plan development for November/ December 2011. Representatives to be nominated and reported back to next meeting. Dates to be confirmed.
3. Business Impact Assessments to be completed for all Directorates.
4. Risk analysis and Risk Register to be updated.

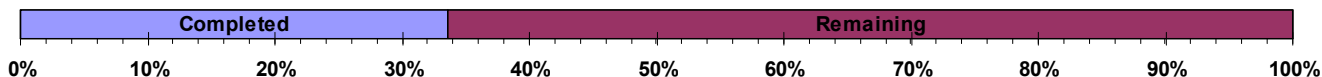
Key issues of **risk / obstacles to progress**:

1. Resource availability to support project.

Recommendations for CMT:

1. Ensure Directorate support of planned November/December workshops.

Customer Focus Programme			Project SPONSOR	Roger Parkin	
Wards affected			Project MANAGER	Judith Davids/ Mohammed Hassan	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	04/11/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	07/10/2011
Project start date:	17/2/2011		Anticipated Project end date:	31/3/2013	



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in **this** period:

1. First meeting of Customer Services Programme Board – members fully briefed on background and scope of project; Terms of Reference signed-off; rephrasing of First Response and School Services agreed.
2. Analysis of School Services calls/processes has commenced; opportunities for improvement already identified.
3. “Kick off” meeting held with Highways and Transport managers.
4. Requirements specification for replacement My Council call/queue management system started.
5. Tell Us Once went live (soft launch) on 31st October – some initial early technical issues which have now been resolved, 18 deaths registered in first 3 days.
6. Slough Service Directory - Soft go-live agreed for Monday 14th November (pending approval from Mike Bibby).
7. Analysis of e-form take-up and usage started.
8. CRM On Demand – Currently at the System Test stage, UAT testing w/c 28/11/11.

Key activities / milestones scheduled for **next** period:

1. SLAs to be signed off with Phase 1 service areas.
2. Soft launch of Slough Services Guide planned for 18th November.
3. Agree strategy for call numbering/routing.
4. Complete configuration of CRM on Demand product for pilot.
5. Diagnostic FAQs (Decisions Trees) to be trialled with Housing Services as part of Phase 1 transition.
6. Project board approval for a back-up email process to be finalised ahead of the CRMIT Email UAT testing on the 18/11/11. (To mitigate any possible issues).

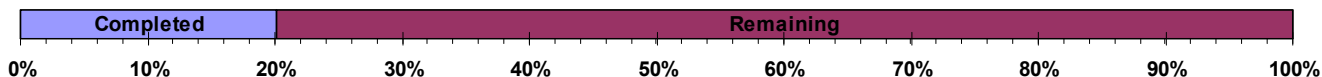
Key issues of **risk / obstacles to progress**:

1. Availability of resource within service areas to participate at key points within the programme.
2. Inability to produce consistent management information from the various My Council systems is preventing accurate forecasting and resource scheduling.
3. Lack of robust and tested business continuity and disaster recovery plans at Landmark Place.

Recommendations for CMT:

1. To note progress made and risks identified.

Delivering Personalised Services Programme			Project SPONSOR	Jane Wood	
Wards affected: ALL			Project MANAGER	Mike Bibby & Ged Taylor	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	07/11/2011
Previous month	AMBER	GREEN	AMBER	AMBER	05/10/2011
Project start date:	01/07/2011		Anticipated Project end date:	31/03/2013	



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in this period:

1. **Nothing About Me, Without me (Learning Disabilities Change Programme)**

1.1 ***Supported Living***

- Phase one move of service users living in supported living group homes nearing completion.
- Phase two moves require provision of suitable housing options for five service users, four of which need to live in close proximity to maximise value for money for support requirements.

1.2 ***Review of Residential Placements***

- Work underway to review service users identified in out of borough residential placements for return to community based accommodation in Slough.
- Successfully negotiated reduction in placement costs for service user in Bournemouth.
- Discussions underway with RSL to develop supported living accommodation to bring back two service users from Shropshire with care support from specialist care provider.
- Successfully relocated service user closer to Slough after existing provider refused to negotiate costs.

1.3 ***Review of Service Users in Day Care Services***

- Service users identified according to cost of residential placements for contracts to be reviewed.
- Work to unpick Supporting People funding element of placements which may be used to provide alternatives to day care services.

1.4 ***Transitions from Children's Services to Adults Services***

- Project group established with terms of reference and base line information gathered.
- Transitions Protocol reviewed and tightened with further work identified.
- Meetings established with specialist providers, including preparation for 6 young people with complex needs being transitioned in next two years.

1.5 ***Respond Respite Service***

- Value for Money review completed.
- Carers Respite policy and protocols drafted.

1.6 ***Employment support for People with Disabilities***

- Cabinet approval for new policy and service model to provide employment support to people with disabilities.
- 30 day consultation with staff commenced on 7th October.
- Meetings arranged with Sure Trust, Job Centre Plus and other providers to set up job clubs to achieve commitment to support existing service users with alternative employment opportunities.

2. **Commissioning Services**

2.1 ***Domiciliary Care Services / Personal Assistants (Home Support)*** – tenders reviewed and site visits completed for potential providers of new service.

2.2 ***Information, Advice & Advocacy Service*** – agreement on tender award following standstill period and implementation plan agreed, including service user transition.

2.3 ***Floating Support*** – new integrated service agreed by Supporting People Commissioning Body. Re-

Delivering Personalised Services Programme	Project SPONSOR	Jane Wood
Wards affected: ALL	Project MANAGER	Mike Bibby & Ged Taylor
<p>design of service developed for tendering process to commence.</p> <p>2.4 Mental Health Day Services – Following PQQ stage, ITT has now been issued to shortlisted providers, to be returned early December.</p> <p>2.5 Learning Disabilities Supported Living Framework – PQQ published on South East Business Portal.</p> <p>2.6 Berkshire Equipment Service – PQQs returned and short-listing completed.</p> <p>2.7 Carers Respite & Support Services – tenders reviewed and progressed to site visits of potential providers.</p> <p>2.8 Substance Misuse (Accommodation) – ITT issued and questions answered.</p> <p>2.9 Older Peoples Services – site visits and surveys completed. Further report prepared on future options.</p> <p>3. Safeguarding Personalisation and safeguarding strategy being developed. Care Governance Policy and procedures reviewed and updated.</p> <p>4. LINKs Personal Budget Survey Survey across all care groups completed, findings to be reported at Executive Board on 22nd November.</p> <p>5. Slough Services Guide Information on services added to Services Guide to be reviewed by users & Carers Reference Group in November.</p>		
Key activities / milestones scheduled for next period:		
<p>1. Nothing About Me, Without Me</p> <ul style="list-style-type: none"> Victoria Street Supported Living accommodation closed. Carers respite policy and procedures agreed and EIA completed, consideration of consultation with service users. Profile of transitions to ASC services raised strategically. Meeting with providers for complex needs to consider opportunities. Staff consultation exercise and meeting with providers of job clubs completed. Work on reviewing residential placements continuing with ongoing negotiation with providers. Work to identify suitable accommodation in Slough with Housing Services and providers. Review of contracts and negotiations with providers for service users in day care centres. <p>2. Commissioning Services</p> <ul style="list-style-type: none"> Home Support (Domiciliary Care and Personal Assistants) – Further consideration be given to implementation of framework. Floating Support – Business case and specification to be prepared for approvals by the end of the month. IAAS – implementation continuing with all services achieving a basic level of operation during the month. Carers Respite & Support – site visits to be completed for potential providers new to Slough. Mental Health Supported Living – commissioning project to be re-launched at the end of November. Learning Disabilities Supported Living – Issue of ITT to shortlisted providers, for return in December. Berkshire Equipment Service – ITTs due for return on 22nd November; to be followed by evaluation process (Berkshire wide) which will continue into December. Substance Misuse (Accommodation) – Evaluation of ITT's and presentations to be received, as required. <p>3. Safeguarding Personalisation and Safeguarding Policy agreed and new care governance procedures implemented.</p>		

Delivering Personalised Services Programme	Project SPONSOR	Jane Wood
Wards affected: ALL	Project MANAGER	Mike Bibby & Ged Taylor

4. **LINKs Personal Budget Survey**

Report delivered to Executive Board on 22nd November.

5. **Slough Services Guide**

Information on services added to Services Guide to be reviewed by users & Carers Reference Group in November.

Key issues of risk / obstacles to progress:

1. **Nothing About Me, Without Me**

- Identification of suitable housing options and agreement to provide this housing for people with learning disabilities.
- Any negative reaction to the LD Change Programme.
- Public reaction to disability employment support changes.
- Service users not wanting to leave day care services – financial risk (double run on costs) to encourage them to find alternatives while maintaining day service provision.
- Continuing Health Care criteria applied differently for adults and children and health pathway not assessed early enough.
- Unknown transitions from LAC and Education Services.
- Risk of challenge and negative reaction to changes to Respond carers respite service.

2. **Commissioning**

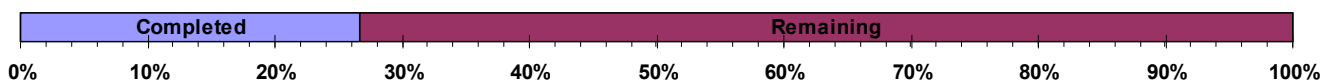
- Impact on voluntary sector providers arising from award of tendered contracts.

Recommendations for CMT:

1. Continue to support and monitor the work through leadership / early consideration of local housing options for people with LD, essential to delivering PPRG savings.
2. Recognising need for double-run costs and potential growth bids to deliver longer-term savings.

Public Health Transition Programme			Project SPONSOR	Jane Wood	
Wards affected: ALL			Project MANAGER	Tracy Luck (internal) Phil Swann, Shared Intelligence (external)	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	04/11/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	<i>03/10/2011</i>
Project start date:	08/08/2011		Anticipated Project end date:	30/04/2013	
<p>A horizontal progress bar with a scale from 0% to 100% in 10% increments. The first 10% of the bar is shaded blue and labeled 'Completed'. The remaining 90% is shaded maroon and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Reference Group meeting (including PCT and Cllr Walsh), held on 17 October. 2. Workforce planning workshop held on 31 October including discussion of 3 models of public health delivery. 3. Whole System Event held on 7th October. 4. Slough Forward Board on 10th October agreed way forward to establish shadow Health and Wellbeing Board (by April 2012). 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Third Reference Group meeting to be held on 29 November. 2. First meeting of pre-shadow Health and Wellbeing Board to be held on 29 November. 3. Health and Wellbeing Strategy drafted by 11 November. 4. Organisation and Workforce options by 11 November. 5. Transition from LINKs to HealthWatch policy paper to be drafted. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Relationship of Health and Wellbeing Board to the Slough Forward Board to be formally agreed, including responsibility for taking forward implementation of the Sustainable Community Strategy. 2. Resource to take forward the project after the Shared Intelligence contract has ended. 3. Inability of stakeholders to commit time and resource to progress the project. 4. Possibility of lack of consensus on models of working and planning structures. 5. Lack of awareness of issues and proposals by wider stakeholder group. 6. Lack of detailed information from existing provision to inform decisions re transition arrangements and planning. 7. Public Health budget transfer disadvantages Slough. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. Early identification/consideration of resources required to provide delivery capacity/capability to the shadow HWB. 					

Safeguarding Improvement Board			Project SPONSOR	Clair Pyper	
Wards affected: All			Project MANAGER	Keren Bailey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	AMBER	AMBER	AMBER	03/11/2011
<i>Previous month</i>	<i>Not reported</i>				
Project start date:	June 2011		Anticipated Project end date:	2013	



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in **this** period:

The Chair of the Safeguarding Improvement Board submitted her first report and the Safeguarding Improvement Plan to the Minister on 21st October 2011.

Social Care Practice

1. Staff across children's social care have been involved in the specialist support project which has run from August to November 2011; resulting in the publication of the Quality Assurance Framework including practice and management standards; risk assessment; supervision policy; and other quality assurance systems to ensure consistent practice and quality of casework. This will be given to all staff and to new staff and agency staff on induction and used as the basis for all practice.
2. Improvement in one key indicator as a result of improved practice – 'Initial Assessments completed and authorised within the timescales' shows a strong improvement trend during October. Work on second key indicator 'Core Assessments completed within timescale' will be slower to show improvement because it covers a 35 day period, but weekly monitoring demonstrates impact of changed processes and practice guidance.
3. Weekly checkpoint reports introduced to check key performance indicators, team workloads and themes arising in the service.
4. Independent auditors have now reported improvements since the Ofsted inspection took place and work in some areas is reported by them as improving.
5. Immediate remedial actions have been taken to address individual casework and management on cases raised through the Independent Audit, themes are being used in management, supervision and planning training.
6. Internal audit programme is in place ranging from 'deep dive' audits to spot checks.
7. Internal organisational changes planned and underway including a temporary increase in capacity through separating the management of referral, assessment and child protection services from Looked-After Children Services. This will be followed by separation of social work functions to create a Child Protection Team and a Children's Looked-After Team.
8. For Independent Reviewing Officer (IRO) work, see Theme 3.

Capability and Capacity

1. Staff vacancies and turnover continues to be problematic. The highest turnover has been in agency staff. We have recruited 21 new permanent staff since June 2011 and the turnover rate is slowing.
2. Interim arrangements have been made to fill the most crucial posts. A Competency Framework is being developed to set out clearly the requirements for new and existing staff. The most urgent priority for the service is to start a recruitment drive for new permanent staff immediately.
3. The training programme for current and new staff, based on identified needs from the Independent Audit, the 'Childs Journey', the specialist support project, the social work health check and the Social Work Reform Board competences needs to be commissioned and put in place.
4. A new staff communication plan is in place and helping build staff engagement, commitment and morale, and to encourage them to give feedback and ideas as part of their contribution to the improvement needed.
5. A new caseload weighting system has been developed in conjunction with staff and assessment of staff

Safeguarding Improvement Board	Project SPONSOR	Clair Pyper
Wards affected: All	Project MANAGER	Keren Bailey

caseloads is being undertaken.

Quality Assurance and Performance Management

1. An interim Chair of the Local Safeguarding Children's Board (LSCB) has been appointed.
2. A new approach to performance management is being developed to ensure that there is focus on outcomes for children and their families.
3. Management of the IRO service has been moved to the Director to strengthen their challenge role and their ability to hold people to account; additional sector led specialist support has been agreed to carry out an external review of the IROs ; IRO Standards are in place and being used and the escalation procedures are being used systematically; Participation Officer is working with parents and children on child protection plans, and has had 13 responses, with 5 being interested in being part of a focus group.
4. The sector support project has made a series of recommendations for the Improvement Board and the LSCB to consider and implement.

Early Intervention and Prevention

1. Early Intervention (EI) and Prevention Sector Support Work has produced an interim report for consideration by the Improvement Board (IB). The structure and funding for the Early Response Hub (First Response) is being reviewed in the light of the recommendations from the Sector Support work.
2. The EI strategy was included in the LSCB conference held on 2.11.11 to revive partner engagement.

Leadership, Governance and Finance

1. Now that improved and targeted performance information is available, work is now focused on ensuring that appropriate actions are developed and followed.
2. A strong emphasis on activities that support a change in culture has been developed, supported by the Communications Plan and this will help ensure that staff are involved in and supportive of any changes.
3. Risks against the delivery of our Improvement Plan have been analysed and are being regularly reviewed. Project management arrangements are now fully up and running. Detailed delivery plans are being developed for each Theme in the Improvement Plan now that it has been finalised.

Key activities / milestones scheduled for **next period:**

Clear milestones for specific aspects of the work are contained in the Improvement Plan and will be included in this GOLD project update as soon as detailed delivery plans are in place.

Social Care Practice

1. New Quality Assurance Framework will be disseminated to staff through detailed briefings and distribution of packs including Risk Assessment, Supervision Policy and Practice Standards.
2. A new programme of internal audits has started and will now take place each month with results being fed back to teams, management and training.
3. Management changes taking place, and assessment of skills for staff to be allocated to new teams.

Capability and Capacity

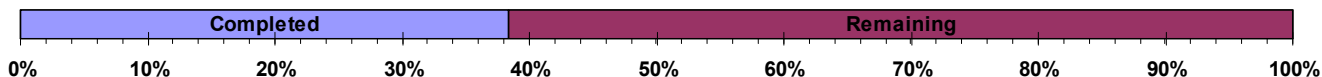
1. The first draft of the Corporate Workforce Strategy will be discussed by the Corporate Management Team.
2. Recruitment to key posts will start.
3. Training programme will be commissioned for practitioners and managers.

Quality Assurance and Performance Management

1. The Sector Support work on the IRO service will start.
2. Workshops run by the Sector Support project on Quality Assurance and Performance Management will start.
3. Recommendations to improve Performance Management and Quality Assurance work.
4. Roll out of multi-agency auditing.
5. Outcome of S11 Audit due.

Safeguarding Improvement Board	Project SPONSOR	Clair Pyper
Wards affected: All	Project MANAGER	Keren Bailey
<p><u>Early Intervention and Prevention</u></p> <ol style="list-style-type: none"> 1. Common Assessment Framework audit to begin. 2. Single directory to absorb current variety of access points to go online. 3. Work on multi-agency Corporate Parenting Strategy to start. <p><u>Leadership, Governance and Finance</u></p> <ol style="list-style-type: none"> 1. Children and Young Peoples Plan to be formally agreed. 2. Final Improvement plan to be shared with members. 3. Clear remits for the Improvement Board, LSCB and the Children's Partnership Board to be agreed to help ensure effectiveness of improvement work. 		
Key issues of risk / obstacles to progress:		
<ol style="list-style-type: none"> 1. Risks will be considered by the Improvement Board and the assessment will be finalised shortly. 2. These will come from the project group in future. 		
Recommendations for CMT:		
N/A		

School Places In Slough			Project SPONSOR	Clair Pyper	
Wards Affected: ALL			Project MANAGER	Robin Crofts	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	AMBER	01/11/2011
<i>Previous month</i>	<i>GREEN</i>	<i>RED</i>	<i>AMBER</i>	<i>AMBER</i>	<i>01/10/2011</i>
Project start date:	2008		Anticipated Project end date:	2018	



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in **this** period:

1. DfE allocated £9.461m to Slough for new school places (17th highest in the country).
2. Following a School Organisation Group decision discussions are being held with 2 further primary schools for immediate expansion. These schools would provide some capacity for admitting in-year arrivals, including late applicants for September 2011 reception places.
2. Capital Strategy Board and Planning approval obtained for expansion project at Littledown, a primary special school.
3. Capital Strategy Board approval obtained for phase 2 of the expansion project at Priory School.
4. Survey carried out of neighbouring secondary schools in other LAs to ensure sufficient capacity is available for growth in demand from Slough children in September 2011.

	Demand for Reception	Availability of Permanent Reception Classes	Bulge classes	Total permanent new Reception places created
	Number of classes (headcount)			Number of classes (reception places)
May-07	52 (1545)	55 (1647)		
May-08	55 (1656)	56 (1677)		+ 1 (+ 30)
May-09	56 (1669)	56 (1677)		+ 1 (+ 30)
May-10	61 (1833)	59 (1767)	2 (60)	+ 4 (+ 120)
May-11	65 (1953)	65 (1947)	2 (60)	+ 10 (+ 300)
Sep-11	72 (2170) Further demand expected due to late applications	72 (2147)		+ 17 (+ 500)

Key activities / milestones scheduled for **next** period:

1. Agree the 2 new primary expansion projects/budgets with relevant schools and Commissioner for Education; and initiate projects.
2. Agree way forward for expansion of Haybrook College on Haymill site with agreement from Commissioner for Neighbourhoods and Renewal.

Key issues of **risk / obstacles to progress**:

1. £781K has been reported to the DfE as an underspend on existing grants. Reason given is a delay with the Parlaunt Park expansion project following collapse of Rok. This funding is at risk of claw back.
2. Demand for reception places this term is already higher than anticipated and at the same time new

School Places In Slough	Project SPONSOR	Clair Pyper
Wards Affected: ALL	Project MANAGER	Robin Crofts
<p>expansion projects for Sep 2012 need to start now to be ready in time.</p> <p>3. Demand for reception places may continue to rise in-year, creating the need to commit funding to further expansion projects.</p> <p>4. All pupils continue to be offered a school place although there are emerging pressures in a number of year groups, including primary, secondary and special school places.</p> <p>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 these factors should allow this.</p>		
Recommendations for CMT:		
None.		

Slough Local Asset Backed Vehicle ('LABV')			Project SPONSOR	Julie Evans	
Wards affected: ALL			Project MANAGER	John Rice	
	Timeline	Budget	Issues & Risks	OVERALL status	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	02/11/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	04/10/2011
Project start date:	19/09/2011		Anticipated Project end date:	31/12/2012	
<p>Completed: 10% Remaining: 90%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> Draft OJEU Notice and PQQ prepared. ITPD and evaluation matrix scoped. Agreement on need for confidentiality agreement to be signed by all involved in the evaluation process; scoring normalisation training; and the use of an enhanced SBC procurement hub to issue documents, log and respond to questions, etc. Developers Day being arranged for w/c 12/12/11 to include a briefing, Q&A and full site tour. Draft Memorandum of Information prepared and being enhanced by site information. Soft market development undertaken, met with 3 further candidate companies. Met with Regional Director HCA to brief on LABV, seek agreement for flexibility on Heart of Slough legal agreements (Q3) to assist LABV delivery. Project documentation being updated. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Visit to Croydon LABV on 03/11/2011 for lead Members, Chief Executive and Director of Resources & Regeneration. Preparation for the procurement of a LABV partner including: choice of procurement regime and procedure; development of a robust procurement strategy; preparation of a draft OJEU Notice, Memorandum of Information ('Mol') and Pre-Qualification Questionnaire ('PQQ') and soft market testing. Issue of OJEU Notice (and Mol) to PQQ return and selection of long-listed bidders. Issue of Invitation to Participate in Competitive Dialogue ("ITPD") and dialogue commences with long listed bidders. Submission of outline proposals and selection of short-listed bidders to continue dialogue. Issue of Invitation to Continue Dialogue ("ITCD") and dialogue continues with short-listed bidders. Formal conclusion of dialogue and issue of an Invitation to Submit Final Tenders ("ISFT") to short-listed Bidders. Evaluation and selection of a Preferred Bidder. Report to Cabinet. Establishment of JV/LABV. 					<p>Sept – end Nov 2011</p> <p>Dec 2011 – end Jan 2012</p> <p>Feb 2012</p> <p>End March 2012</p> <p>April 2012</p> <p>End June/July 2012</p> <p>August 2012</p> <p>September 2012</p> <p>November 2012</p>
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> <u>EU procurement implications</u>: <i>The Council's specialist legal advisors will advise on all EU procurement/compliance issues and how the risks of a potential procurement challenge can be mitigated.</i> <u>Setting up a LABV will require dedicated resource throughout the procurement and over the life of the LABV</u>: <i>Throughout the procurement process the Council will have the opportunity to consider the level of resources required.</i> <u>Not securing the agreement of Council to proceed and high start-up costs that will be abortive if the</u> 					

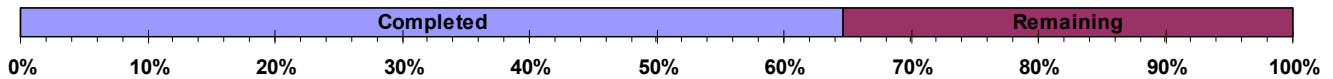
Slough Local Asset Backed Vehicle ('LABV')	Project SPONSOR	Julie Evans
Wards affected: ALL	Project MANAGER	John Rice

Council decides not to proceed at any stage: *The Council will have the opportunity to consider at each stage of the procurement whether to proceed with a LABV or not. If progress is made but the Council subsequently decides not to proceed there will be abortive costs to the Council incurred up to that point. There may also be some reputational risk.*

4. Identifying sites for development at the commencement of the LABV process through Council reports and the procurement process can raise community expectations for delivery; but also potential objections to the developments before the business case, timing and details of the development project have been created: *The Council will adopt a transparent approach to the inclusion of projects in the LABV. A robust information strategy will be used to provide full information on the time taken to establish the LABV; the need for projects to be time phased to reflect the commercial relevance and also the Council's priority for regeneration projects; and that the normal planning processes and consultation will be used as projects develop.*
5. Potential for conflict between the Council as a partner in a LABV, the statutory objectives of the local planning authority, and any future changes in political priority: *Sites selected for initial development by the LABV have been informed by planning policies and guidelines. Whilst this situation does not presume planning permission, neither do the projects suggest development would be unrealistic. Maintaining political priority will be assisted by a transparent process and following the establishment of the LABV ensuring the delivery of key commercial and community projects.*
6. Short term increase in the cost of the Capital Programme due to the delay associated with creating a LABV: *Planning significant regeneration projects for medium term delivery. Robust management of the Capital Programme by Members and Officers to ensure major capital investment is delivered within the LABV.*
7. Potential market saturation with demand out stripping supply of suitable joint venture partners: *Soft market testing to be undertaken in preparation for the procurement process.*
8. Not being able to secure the right joint venture partner following procurement: *It is envisaged that a competitive dialogue procurement procedure will be used. This process will allow the Council to set the selection and award criteria in order to secure the right joint venture partner. It will also provide the opportunity for the Council to define the proposed working relationship for the LABV.*
9. Joint venture partner "cherry picking" commercial sites for development rather than community sites: *This will be tested fully during the procurement process. The partnership business plan will define the objectives of the Council/LABV and the priorities for development. The partnership business plan (that will be updated over the life of the LABV) will require approval by the LABV Board, of which Council will be a 50% partner.*
10. Duplication of work / counter-productive work between Council staff and LABV staff: *The appropriateness of transferring some or all of the Asset Management Team will require further consideration. The Council will need to retain access to high level skills for supporting it in its decision making process as a 50% partner in the LABV, including the approval of Site Development Plans. Proposals will be developed and informed by the procurement process.*
11. Council capacity to match the capacity of the joint venture partner to serve on the LABV Board and make day to day operational decisions: *The Council will need to carefully consider the skills and availability of Members and/or Officers to represent the Council on the LABV Board. The Council's specialist legal advisors will provide training for representatives on the LABV Board in corporate governance matters including how to deal with potential conflicts of interest. Strategic decisions will be reserved to the Council (not the LABV Board), as a 50% partner in the LABV (e.g. approval of all business plans and material contracts that either govern or affect the LABV, expenditure over certain thresholds and appointment of key personnel to the LABV).*
12. Conflict of interest between elected Members / Officers and their role on the LABV Board: *The LABV will be a separate body, distinct from the Council. The prime responsibility for those appointed to the LABV Board will be to further the interests of the LABV (and this could sometimes be different to the interest of the Council). Those appointed to the LABV Board will need to deal with their interest as a partnership Board member when issues relating to the LABV come up at formal Council meetings, where the individual Board member(s) will need to consider if there is any conflict of interest. Elected Members currently have to consider the Code of Conduct requirements to declare personal and prejudicial interests. This may include leaving meetings and potentially the consideration of strategic*

Slough Local Asset Backed Vehicle ('LABV')	Project SPONSOR	Julie Evans
Wards affected: ALL	Project MANAGER	John Rice
<p><i>decisions relating to the LABV. Specialist legal advice will be obtained to address the issue of conflicts of interest and responsibilities on the LABV Board.</i></p> <p>13. <u>Requires defined development pipeline to maximise success and investment opportunities:</u> <i>At the outset of the procurement the Council will identify the development opportunities for the LABV in the short, medium and long term. The partnership business plan (approved by the LABV Board) will set out priorities for development on a rolling 3 or 5 year basis to maximize success and investment opportunities, balanced against the objectives of the Council and LABV.</i></p> <p>14. <u>May not achieve best value due to the property market and funding market:</u> <i>The long term nature of the arrangement and opportunity for the private sector to phase developments including “batching” will seek to mitigate against this risk.</i></p> <p>15. <u>Higher rewards need to be balanced against sharing in re-development costs:</u> <i>It is expected that the Council will take a share in development risk in order to maximise the opportunities for development profit/reward. This will be further tested during the procurement.</i></p> <p>16. <u>Significant deadlock and breakdown of the LABV:</u> <i>It is expected that the parties act reasonably in their decision making and in doing so, approve the relevant business plans and development proposals, provided the parties are satisfied and objectives are met to avoid unnecessary deadlock. If deadlock arises at the LABV Board level, the Board members themselves will try to resolve the deadlock within a reasonable time frame. If they cannot do so, the deadlocked matter will then be referred to senior representatives of the LABV Partners. If the LABV Partners cannot resolve the deadlocked matter, then a project would not proceed. Where there is deadlock that would prevent the LABV continuing, the legal arrangements will contain the power for one LABV Partner to either buy out the other LABV Partner at an agreed valuation or to call for the winding up of the LABV.</i></p>		
Recommendations for CMT:		
<p>1. To note the progress.</p>		

Thames Valley Transactional Services Project			Project SPONSOR	Roger Parkin	
Wards affected : All			Project MANAGER	Phil Hamberger	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	03/11/11
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	09/10/11
Project start date:	02/2011		Anticipated Project end date:	01/04/12	



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in **this** period:

1. Completion of Competitive Dialogue Stage 2.
2. Completion of SBC due diligence with both suppliers.
3. Member engagement with suppliers at Due Diligence.
4. Ongoing monthly meetings with commissioners to inform them of project progress.
3. Ongoing user engagement with retained organisation to inform the ISFT specification - this has included workshops and presentations at SLT.
4. Completion of the ISFT documentation, draft contracts and evaluation matrix.
5. Release of the ISFT to shortlisted suppliers to deadline.
6. Co-ordinate supplier clarification questions relating to the ISFT.
7. Ongoing staff briefings providing updates on progress to date.
8. Ongoing engagement with Unions - through DCF reporting on project progress.

Key activities / milestones scheduled for **next** period:

1. Release SBC responses to supplier clarification questions.
2. Brief core & extended evaluation team on evaluation process.
3. Complete member opening process for all tenders received.
4. Complete evaluation process for ISFT.
5. Initiate appropriate level of engagement and communication with staff, unions and members to notify outcome of procurement.
6. Prepare Cabinet reports of final outcome of the procurement.
7. Notify all suppliers which have engaged in the procurement process of final outcome / award of the tender.
8. Ensure all project documentation is collated / and held in a central location for audit purposes.

Key issues of **risk / obstacles to progress**:

1. **Staff disruption and concern about TUPE transfer process.** This risk continues to be a high priority for the project team as we move towards contract award. As such, this risk is regularly reviewed as part of the communications action plan for this project.

To mitigate this risk the project team continue to ensure that there is ongoing dialogue with staff informing them of progress and this will increase following award of the contract. The SBC Implementation plan post award will include as a priority a joint communication plan in partnership with the successful supplier to enable early staff engagement to take place. Activities will include:

- Ongoing staff Briefings on the TUPE process and the impact on staff.
- Surgeries with the Berkshire Pensions 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.

Thames Valley Transactional Services Project	Project SPONSOR	Roger Parkin
Wards affected : All	Project MANAGER	Phil Hamberger
<p>2. Desired levels of service are not achieved. Clear specification and service credits have been discussed and agreed by the project team. These have been included as part of the ISFT Specification which was released 21st October. This has also been further embedded within the evaluation criteria for the ISFT and direct conversations with the suppliers at Competitive Dialogue have further informed the desired standards of service required.</p> <p>3. Engaging with a private sector partner for the provision of customer services inherent with risk. Legal Services continue to be fully engaged with the procurement process to protect the council's interests and have been heavily involved in the competitive dialogue meetings and the development of the ISFT to ensure that there is a robust contract in place with either supplier.</p> <p>4. 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. The timetable remains on target.</p> <p>5. 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 the two remaining suppliers understand our requirements and are in the final stages of pulling together their ISFT Submission.</p>		
Recommendations for CMT:		
<ol style="list-style-type: none"> 1. CMT note the progress made to date on the project. 2. Support and fully endorse the importance of engagement with the retained organisation. 		

7. Performance scorecard Update

The summary below provides an update on the Council's key Performance indicators as at 31st October 2011, and should be read in conjunction with the Scorecard attached as Appendix A to this report.

Individual Directorates are in the process of agreeing their own specific content for the Slough Borough Council Scorecard, and a finalised version is anticipated for reporting on the position from 30th November 2011 onwards.

Where a 'long list' of Directorate measures is still under consideration for the specific excerpts to be presented at this level, these are NOT currently reflected in the scorecard provided.

(a) Key People Measures

All People Measures are provided by Human Resources department, and this is currently only available on a quarterly basis. Work is ongoing to cleanse and improve data, and CMT are encouraged to promote this activity within their staff group – e.g. by ensuring compliance with sickness absence monitoring returns etc.

The total number of staff employed by the council across all directorates has decreased by 302 (or 16%) in the past year, although 364 vacant posts are reported at the end of September 2011. The majority of these *reported* vacancies are within the ECS Directorate,

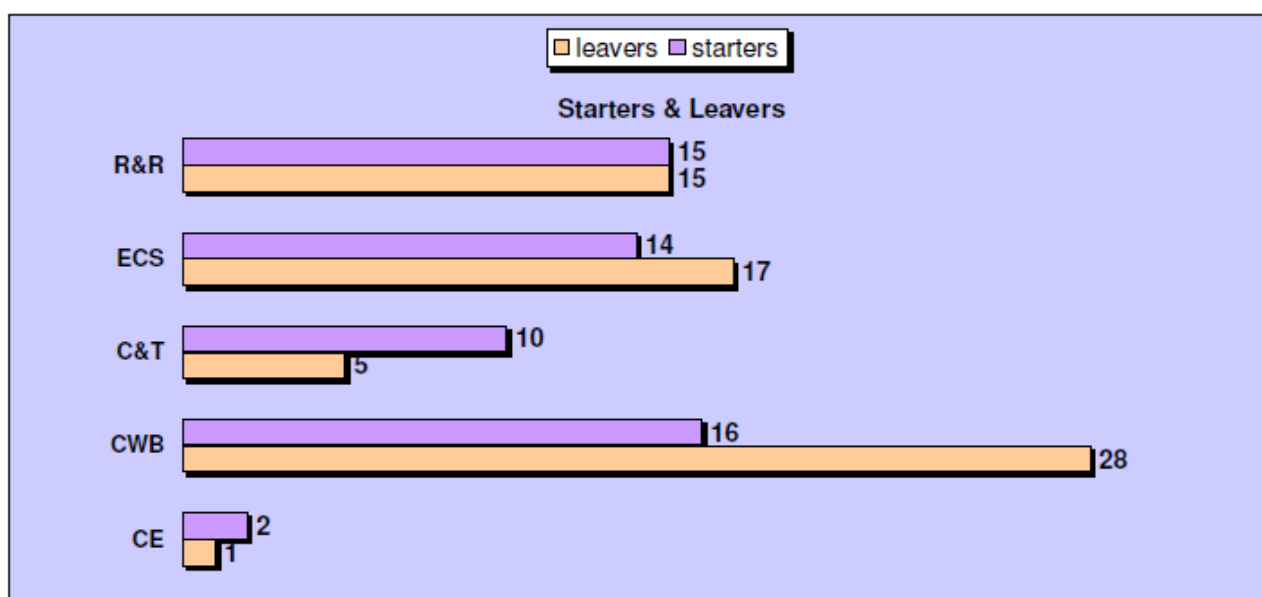
and a breakdown of vacancies is provided in the table beneath. (note part time also includes sessional staff who work a minimum number of hours including 'as and when' and relief contracts, future reports will separate this group.

Directorate	FTE	Full Time	Part Time	Vacancy Level (posts)
Chief Executive	0.0	0.0	0.0	0
Community & Wellbeing	89.7	81.0	16.0	97
Customer & Transactional	20.4	17.0	6.0	23
Education & Children's Services	174.0	103.0	85.0	188
Resources & Regeneration	55.5	55.0	1.0	56
TOTAL	339.6	256.0	108.0	364

The period of July to September 2011 saw 66 staff leaving employment and 57 starting employment with the council. The majority of staff turnover in the period was due to resignations (24) or completion of contracts (21).

Termination Reason	Total
Resigned	24
Retirement (Ill Health, Early, Age)	5
Redundancy (Compulsory, Voluntary)	9
Dismissed	6

Termination Reason	Total
Compromise Agreement	1
Death In Service	0
End of Contract	21
Left Without Notice	0



Reported average sickness rate for the quarter was an average of 2.5 days per FTE. This is slightly down on the same period the previous year.

Over two thirds of the SBC workforce is female (compared to local population estimates which predict 48% of the local resident population of working age are female); 44% of our workforce is of black or minority ethnic background, compared to an estimated 37% of our local residents of working age. The latest quarter has seen a reduction in the percentage of staff who have self-declared as having a disability; this proportion now stands at 6.8%. CMT are asked to encourage their staff to use the employee self service system to check and verify their personal details are correct.

(b) Key Volume Measures

SBC's reputation and that of the area as a whole can be enhanced by positive news stories in the local media. In 2011-12 to date there have been a total of 134 press releases issued, and CMT are encouraged to facilitate the release of positive news stories. Of the press coverage assessed by SBC Communications team in October, the majority (64.1%) was deemed to be either 'positive' or 'very positive' – this is the highest proportion on a monthly basis thus far in 2011-12.

SBC continues to receive a steady stream of Freedom of Information requests and press enquiries. In 2011-12 so far, a total of 500 logged FoI applications have been made; this represents an increase of some 20% on the same period for 2010-11, and has obvious impacts on staff time. Directorates are encouraged to review the subject matter of FoI requests being made of them, and to consider if a more proactive management of the public release of information (for example through targeted press releases or publication on the borough's website) could result in a more time-efficient process for employees and public alike.

SBC's website continues to receive a large number of visits (95, 269 in October alone) and this underscores the value of the current redevelopment work on our website. October saw a total of 1,894 online financial transactions – which represents a significant cost-reduction for processing these transactions, and represents excellent access for the public.

The number of Housing and Council Tax benefit claimants continues to rise at a rate in excess of the national increase. This has implications for both the resource required to process and pay claims and adverse implications for the future projections of council tax income levels. Improving employment opportunities for local residents remains a core priority for SBC and the LSP.

Children's social care services continue to face an increased demand, and this is being tackled through a variety of initiatives including the 'Safeguarding Improvement' and 'Looked After children's placements' gold projects. October saw increased demand compared to the same point one year ago in both contacts and referrals, and the number of looked after children in the care of the local authority remains higher than historic figures (at 185) as does the number of children subject to child protection plans (at 198, this is more than doubled the corresponding number in October 2010). Note however that the number of looked after children when expressed as a rate per 10,000 resident child population remains below the England average.

Adult social care faces a similar pressure of increased demand – between April and October 2011 there have been 121 adult safeguarding referrals made which required a strategy meeting to be convened. This represents an increase of 29 (or 32%) on the numbers received in the same period of 2010.

(c) Key Quality Measures

The period of April to September 2011 saw a total of 387 logged complaints across the council – down from 513 for the corresponding period one year previously. This may represent considerable improvement in the quality of services delivered and in the public perception and satisfaction with the council. Conversely, it may mean that not all complaints received are being appropriately logged centrally. CMT are encouraged to

reiterate the importance of handling complaints according to established borough procedures.

Within Children's social care, there is evidence of improvement. By the end of October, the proportion of Initial assessments completed within timescales had increased to 66.6% for the whole of the previous 12 months – this increase is due to particularly improved performance in the most recent period. 38% of such initial assessments had also been approved by a manager within timescales – a further assurance of improving quality as well as speed. Whilst this level remains lower than one year ago, current improvement activity is achieving the desired results. Similarly, with Core assessments, a greater proportion are being authorised by managers within timescales, and in-month performance is significantly better than the rolling year value yet shows. There are therefore early signs of sustained remedial action, and early indications of a curve being turned.

Alongside this activity significant improvement can be evidenced since April 2011 on the proportion of children becoming subject to a child protection plan for the second or subsequent time. We are now within the nationally agreed zone of 'best practice' on this measure.

An internal programme of case auditing has commenced, with 16 individual children's files having been audited independently. This exercise will now be repeated every month, and a quarterly report on audit findings prepared in January. Initial findings are being communicated to staff to ensure appropriate remedial activity is undertaken, as part of the overarching Safeguarding Improvement Plan and associated strands of work.

All statements of special educational need prepared in 2011-12 have been issued within statutory timescales. Council support continues to be delivered to local schools in measures to improve performance and compliance with expected standards.

(d) Key Inspection Results

2011 has seen a number of published inspection reports across ECS and CWB. Both inspections of Slough's Children's Centres have assessed provision as good; adult social care provision has been verified to meet all essential standards; looked after services were validated as adequate; safeguarding was assessed as inadequate. The Youth Offending team was found to require moderate improvement in safeguarding and substantial improvement for managing risk of harm. The Food Standards Agency audit of SBC produced no simple overall judgement, but identified multiple strengths and some recommendations for further action.

All service areas subjected to external scrutiny have been working to address identified service improvements.

(e) Key Outcome Measures

The Slough vision for the overall population outcomes we and our partners seek to achieve is now enshrined in the refreshed Sustainable Community Strategy, and the underlying performance indicator framework and action planning is in progress.

The Performance Scorecard is provided as Appendix A.

8. Financial Reporting

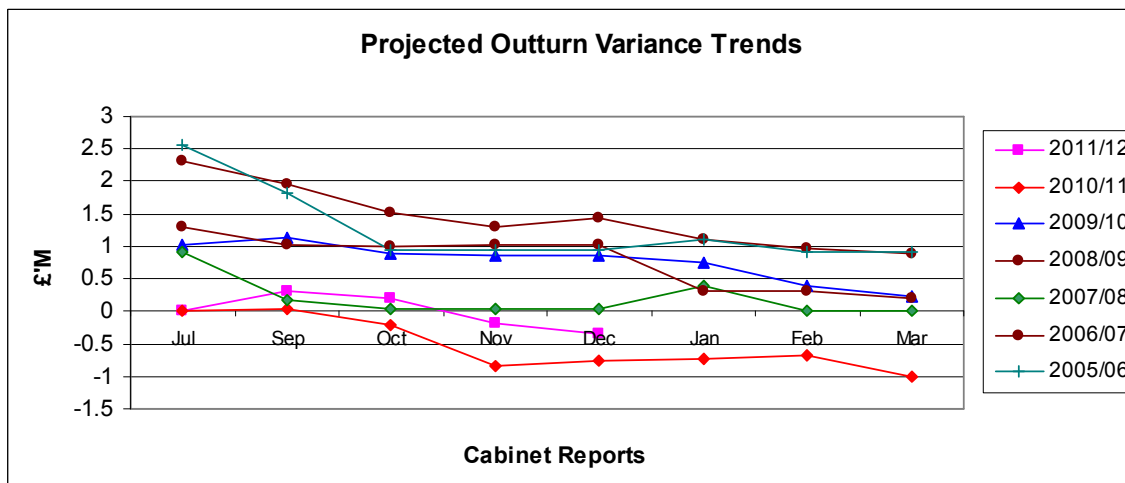
- The Council's net revenue budget for 2011/12 is £105.1m.
- The Housing Services agreed net operating budget for 2011/12 is a surplus of £87K.

8.1 Projected Outturn Position as at 31st October 2011

- There is currently a forecast under spend for the 2011/12 General Fund at the end of period seven of £335K. This is a reduction in net expenditure of £146K since the previous month.
- For the Housing revenue account there is currently forecast surplus of £171k.
- The position is summarised in Table 1, and detailed in Appendix B.

Table 1 - Projected as at 31st October 2011

Directorate	Base Budget	Current Net Budget	Actual YTD	Projected Outturn	Variance Over / (Under) Spend C = B - A
	£'M	£'M	£'M	£'M	£'M
Community and Wellbeing	39.139	41.083	17.095	40.952	(0.131)
Education and Childrens Services	27.789	31.610	16.222	31.610	0.000
Customer and Transactional Services	5.206	5.570	47.389	5.747	0.177
Resources and Regeneration	33.257	34.159	19.520	33.787	(0.372)
Chief Executive	0.657	1.053	0.946	1.033	(0.020)
Corporate	0.266	0.266	0.235	0.277	0.011
Total Cost of Services	106.314	113.741	101.408	113.406	(0.335)
% of revenue budget over/(under) spent by Services					-0.29%
Treasury Management	3.017	3.017	0.000	3.017	0.000
Contingencies, Earmarked Reserves and Trading Accounts	4.233	(3.194)	(4.254)	(2.768)	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	0.000	0.000	(0.102)	(0.102)	0.000
Sub Total	(1.207)	(8.634)	(6.861)	(8.634)	0.000
Total General Fund	105.107	105.107	94.547	104.772	(0.335)
% of revenue budget over/(under) spent in total					-0.32%



8.2 Month on Month Movement in Variances

8.2.1. Community and Wellbeing

The Directorate's net controllable Revenue budget for 2011/12 is now £41.083m. This has increased by £108k following the final transfer of the earmarked reserves carried forward from last year. The projected total net expenditure after taking into account all known commitments and the latest projected savings is £40.952m. This gives a projected underspend of £131k (0.32% of the budget), and a favourable movement of £150k. This significant movement is due mainly to favourable changes within the Community & Adult Social Care Division (CASC) (£101k). This is caused by a review of the commitments against the IT budget, resulting in an estimated saving of £70k. Also there has been a reforecast of income on the external home care service leading to an increased forecast of £40k.

8.2.2. Education and Children's Services

The directorate's net controllable budget for 2011/12 is **£31.610m**, and the projected total net expenditure is currently **£31.610m**. Members will recall there are significant net pressures within the Directorate. A forecast pressure of £1.458m on looked after children placement budgets has been addressed through the use of corporate contingency (£600k) and initiatives within departmental budgets (£1.052m). In addition, the Safeguarding Improvement Plan (£231k) has been funded from additional corporate contingency.

8.2.3 Commercial and Transactional services currently have a budget pressure of £177K. The budget pressure is made up of SAVVIS IT costs and income budgeted in error for the E-Government project.

8.2.4 Resources and Regeneration

Forecast for the year is now £33.787m which is £372,000 under the revised budget of £34.159m and reflects a £13,000 improvement from last month.

The Directorate is examining budgets and contingencies on a continuous basis to identify all opportunities for savings and/or mitigation of known pressures. All service changes being considered for next year are also being examined with potential in year savings being identified.

Discussions with contractors continued on proposed inflationary increases and levels of service within agreements.

Transformation activities continue in the directorate with the staff establishment reduced by 18 posts year to date at a cost of £602,000 of which £332,000 was set aside as contingency in the 2010/11 accounts.

8.2.5 The Chief Executive's directorate is forecasting an under spend position of approximately £20k across the directorate.

8.2.6 The Corporate service area is forecasting an £11k over spend at this point in time in relation to prior years' pensions costs.

8.2.7 Treasury Management reports a breakeven position.

8.2.8 The Housing Revenue Account

HRA balances are forecast to be £9.702m at year end which is £454,000 higher than budget and reflects an improvement of £18,000 in the period.

Minor employee costs of £13,000 and a small improvement in income £5,000 are the main variances.

Self- Financing continues to be high on the agenda with additional information expected at the end of November. This will be communicated to the authority in the form of a "Shadow" HRA subsidy determination.

8.3 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

8.3.1 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 the vast majority of these savings. These savings are monitored very closely and where possible the financial impact included in this monitor. The successful implementation of these savings remains the department's biggest risk.

8.3.2 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), possible staffing structure changes in Children and Families and the review of education services. Detailed work on these is in progress but until finalised an accurate assessment of their financial position cannot be completed.

In addition to this, a draft Improvement Plan of work required in response to the Ofsted Inspection has now been submitted to the Minister. The financial impact of the additional work has been reflected in this report as described above but is being reviewed to ensure consistency with the submitted plan.

The Directorate is also 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.

Like all councils, Slough is managing the challenge of delivering services within reducing funding envelopes over the next 3 years. The PPRG process is now in progress and plans are being finalised for savings to deliver on previously reported targets. Further work is in progress to deliver additional corporate and directorate savings in 2012-13 and beyond.

8.3.3 Customer and Transactional Services:

No specific risks noted

8.3.4 Resources and Regeneration:

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. All miscellaneous properties owned by the authority are also being examined with a view to transferring these to Housing services prior to Self Financing being implemented in respect of social housing.

Timing of savings in Property Services is being evaluated as closure of the Town Hall was delayed from the end of March until the end of May for the Town Hall Annexe and from the end of September to the end of December for the Old Town Hall. This is particularly relevant in respect of business rates as the regulations for dispensation have been tightened in recent years.

Levels of waste collected are currently higher than anticipated and this may lead to additional costs over budget.

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. Additional professional fees may be incurred in advance of the set up of this fund.

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

8.3.5 Chief Executive

No specific risks noted.

8.3.6 Housing Revenue Account

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 (PWLB) remains an option.

Recent Government announcements include possible changes to the right to buy scheme designed to increase sales. This will have ramifications for the business plan going forward and may change the settlement figure. Details are expected in November 2011

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.

8.4 Emerging Opportunities

Directorate Specific

8.4.1 Community & Wellbeing

The contracts for the DAAT Pooled Budget and the DIP Project are being reviewed and renegotiated. This could lead to lower contract prices for some of these contracts which could provide some opportunities for efficiencies within the service and the wider department. These are being reviewed and further updates will follow next month. The efficiencies already agreed for 2012/13 are being developed to ensure full year savings are achieved. Where possible these are being implemented early to achieve some saving in the current financial year.

8.4.2 Education & Children's Services

SMT are continuing to consider additional one-off and recurring budget optimisation opportunities in order to manage the budget.

8.4.3 Customer and Transactional Services

None to be noted.

8.4.4 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.

8.4.5 Housing Revenue Account

Rent restructuring is based on RPI indexation as at 30 September each year. This was approx 5.6% in 2011 and the rent increase is therefore likely to be approximately 7% for 2012/13.

This is likely to be confirmed in December when a “Shadow” HRA subsidy determination for 2012/13 is issued. This will also include details of the settlement payment, Item 8 debt charge amendments and a revised limit on indebtedness for the HRA.

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 has been fully implemented. 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.

8.5 Staffing Budgets

CMT 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.

8.6 Conclusion

8.6.1 The position as at the end of October 2011 leaves an overall headline under spend position of £335K against the General Fund revenue account.

Slough Borough Council Balanced Scorecard

October 2011

Council wide

Key People Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Annual total / cumulative total or outturn	Good is:	Target	Direction	Comparative	Target	
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar							
Number of staff in establishment (headcount)	2011-12	1,628			1,618													
	(2010-11)	1,819			1,920			1,802			1,671			1,671						
Number of staff in establishment (FTE - 'full time equivalent')	2011-12	1323.5			1324.2															
	(2010-11)	1463.3			1524.2			1441.4			1,347.9			1,347.9						
Number of vacant posts (at quarter end)	2011-12	353			364										ideally decreasing					
	(2010-11)			511			415			..						
Number of advertised job opportunities this period (FT versus PT)	2011-12	59 FT versus 9 PT			tbc															
	(2010-11)						
Staff turnover rate - resignations only (%)	2011-12	4.1%			1.5%										10-15%					
	(2010-11)	1.3%			2.0%			1.7%			2.0%			2.0%						
Average staff sickness rate including maternity leave (days lost per FTE)	2011-12	2.8			2.5															
	(2010-11)	2.3			2.7			3.0			3.0			..						
Proportion of staff who are of Black or Minority Ethnic heritage as a ratio of the proportion of resident working age population who are BAME - currently 37%. [% of staff who are BAME]	2011-12	1.17 [43.3%]			1.19 [44%]										>=1	>=1	✓	✓		
	(2010-11)	1.13 [41.8%]			1.13 [41.9%]			1.15 [42.7%]			1.18 [43.6%]			1.18 [43.6%]	>=1	>=1				
% staff with a declared disability	2011-12	7.1%			6.8%															
	(2010-11)	7.0%			6.9%			6.8%			7.1%			7.1%						
Proportion of staff who are female as a ratio of the proportion of resident working age population who are female - currently 48%. (% of staff who are female)	2011-12	1.41 [67.8%]			1.44 [68.9%]										>=1	>=1	✓	✓		
	(2010-11)	1.46 [70.2%]			1.45 [69.5%]			1.43 [68.8%]			1.41 [67.6%]			[67.6%]	>=1	>=1				

Slough Borough Council Balanced Scorecard

October 2011

Council wide

Key Volume Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Annual total / cumulative total or outturn	Good is:	Target	Direction	Comparative	Target
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar						
SBC	Press releases issued in month (total across whole council)	2011-12	16	17	23	25	16	21	16					134	-				
	(2010-11)		26	38	21	36	121		
SBC	Press enquiries received in month (total across whole council)	2011-12	55	56	64	65	56	60	49					405	-				
	(2010-11)		36	83	82	63	264		
SBC	Press coverage monitoring: number of items and percentage rated as 'positive' or 'very positive' (total across whole council)	2011-12	170 63.5%	159 58.5%	162 51.2%	179 59.8%	..	113 54.0%	131 64.1%					..	High & increasing	Higher %	✓		
	(2010-11)		180 63.3%	215 59.1%	206 71.4%	..					
SBC	Social media: unique visitors to SBC website	2011-12	66,648	74,805	70,142	69,115	..	73,464	95,269					449,443	High & increasing		✓		
	(2010-11)		100,966	81,852	76,559	..					
SBC	Social media: online financial transactions conducted	2011-12	1,569	1,802	1,588	1,625	..	1,675	1,894					10,153	High & increasing		✓		
	(2010-11)		1,031	622	1,068	..					
SBC	Social media: Followers on Twitter	2011-12	219	254	..	299	..	547	587					..	High & increasing		✓		
	(2010-11)		164	174	193	..					
SBC	Number of Freedom of Information requests made (total across whole council)	2011-12	70	83	73	59	79	65	71					500	reducing				
	(2010-11)		46	41	63	77	70	76	46	72	75	85	93	816					
C&TS	Number of Housing Benefit Claimants	2011-12	11,250	11,280	11,450	11,510	tbc	tbc	tbc					..	?				
	(2010-11)		10,960	11,040	11,110	11,150	11,180	11,210	11,210	11,230	11,280	11,280	11,340	11,320	11,320				
C&TS	Number of Council Tax Benefit Claimants	2011-12	11,460	11,530	11,670	11,760	tbc	tbc	tbc					..	?				
	(2010-11)		11,320	11,470	11,570	11,610	11,650	11,680	11,620	11,660	11,610	11,600	11,620	11,610	11,610				
ECS	Number of contacts to children's social care per month	2011-12	740	644	702	764	655	604	852					..	-				
	(2010-11)		444	555	591	774	546	576	563	529	619	604	618	809	7,228				
ECS	Number of referrals to children's social care per month	2011-12	192	183	193	137	114	126	147					..	reducing		✓	×	
	(2010-11)		127	153	210	169	116	153	136	130	172	185	183	166	1,900				
ECS	Number of children looked after by the council at month end	2011-12	164	176	175	177	184	186	185					..	reducing	Lower	×	✓	=
	(2010-11)		179	176	179	176	170	168	169	172	168	170	165	168	..				
ECS	Number of children subject to Child Protection Plans at month end	2011-12	144	162	169	186	202	192	198					..	reducing	Lower	×	×	×
	(2010-11)		111	108	105	77	80	85	87	102	115	132	140	142	142				
CWB	Maintain the number of problematic drug users in effective treatment at 7% above 2007/08 baseline.	2011-12	tbc	tbc	tbc	tbc	tbc	tbc	tbc					..					
	(2010-11)					
CWB	Number of Adult safeguarding referrals leading to a strategy meeting per month	2011-12	11	16	22	23	16	19	14					121					
	(2010-11)		8	11	9	17	16	21	10	13	10	14	11	15	155				

Slough Borough Council Balanced Scorecard

October 2011

Council wide

Key Quality Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Annual total / cumulative total or outturn	Good is:	Target	Direction	Comparative	Target	
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar							
SBC	Number of complaints received (across the entire council)	2011-12 (2010-11)	45 109	54 100	77 92	52 85	100 60	59 67	tbc 59						387 796					
ECS	NI 59: % of completed Initial Assessments in the year-to-date completed within timescales (figures in brackets are % of IAs completed AND authorised in 10 working days)	2011-12 (2010-11)	70.5% (27.7%) 76%	69.5% (27.5%) 76%	67.2% (27.8%) 77%	66.3% (29.2%) 77%	65.5% (30.0%) 77%	65.1% (32.0%) 76%	66.6% (38.0%) 75%							High & increasing	>=80%	x	x	x
ECS	NI 60: % of Core Assessments completed within timescales (figures in brackets are % of CAs completed AND authorised in 35 working days)	2011-12 (2010-11)	65.6% (24.1%) 85.1%	63.4% (24.0%) 85.2%	57.7% (25.1%) 86.1%	54.6% (28.4%) 87.1%	51.3% (30.6%) 87.1%	48.1% (31.0%) 85.2%	46.9% (33.7%) 84.7%						67.0%	High & increasing	>=80%	x	x	x
ECS	NI 65: % of children becoming the subject of Child Protection Plan for 2nd or subsequent time	2011-12 (2010-11)	19.2% 14.5%	17.0% 14.2%	17.9% 13.7%	15.1% 12.6%	13.1% 14.3%	11.7% 16.8%	11.3% 20.8%						18.5%	between 10-15%	10-15%	x	x	x
ECS	NI 105: statements of Special Educational Needs ('SEN') issued within 26 weeks	2011-12 (2010-11)	100% (5) 100%	100% (9) 90%	100% (11) 75%	100% (9) 100%	100% (11) 80%	100% (13) 100%	100% (9) 100%						92%	High & increasing	100%	x	x	x
ECS	Number of Children's social care casefiles audited each month (internal audit programme from October 2011)	2011-12 (2010-11)	16 ..								>20			
ECS	Number of primary schools in special measures or with notice to improve	2011-12 (2010-11)	6 5	6 5	5 5	4 5	4 5	4 5	4 5						6	Low (ideally zero)	0	x	x	x
CWB	% of Adult safeguarding strategy meetings taking place within 5 days of referral per month	2011-12 (2010-11)	100.0% 87.5%	68.8% 72.7%	72.7% 66.7%	87.0% 82.4%	81.3% 81.3%	57.9% 52.4%	71.4% 90.0%						74.2%	HIGH HIGH	80%	x	x	x
CWB	% of people subject to adult safeguarding strategy meetings who report they felt safe after the intervention	2011-12 (2010-11)	tbc ..	tbc ..	tbc ..	tbc ..	tbc ..	tbc ..	tbc	High & increasing	tbc			
CWB	Increase the % of successful treatment outcomes for problematic drug users	2011-12 (2010-11)	tbc ..	tbc ..	tbc ..	tbc ..	tbc ..	tbc ..	tbc	High & increasing				

Key inspection results

Inspectorate	Section covered	Date	Results	
ECS	Ofsted	Romsey Close Children's Centre	Sep-11	Overall effectiveness: Good. Capacity for improvement: Good.
	Care Quality Commission	SBC Domiciliary Care	Aug-11	COQ Review of Compliance: service is "meeting all the essential standards of quality and safety"
CWB	Care Quality Commission	Respond Adult Respite Service	Jul-11	COQ Review of Compliance: service is "meeting all the essential standards of quality and safety"
		Lavender Court Care Home		COQ Review of Compliance: service is "meeting all the essential standards of quality and safety"
ECS	Ofsted	Chalvey Children's Centre	May-11	Overall effectiveness: Good. Capacity for improvement: Good.
ECS	Ofsted	Children's safeguarding & LAC services	Apr-11	Safeguarding: Inadequate LAC services: Adequate
ECS	HMI Probation	Youth Offending Team ('YOT')	Feb-11	Safeguarding: 62% Moderate improvement required. Risk of harm: 54% Substantial improvement required. Likelihood of reoffending: 61% Moderate improvement required.
	Food Standards Agency	Audit of LA Inland Imported Food Control Arrangements	Nov-10	No simplistic judgement made, but a number of strengths identified. See full report at: http://www.food.gov.uk/multimedia/pdfs/enforcement/sloughaudit2010.pdf
CWB	Ofsted	Lifelong Learning	Nov-10	Overall effectiveness: Good. Capacity to improve: Good.
C&TS	Audit Commission	Benefits service	Nov-09	'Poor' service with 'Promising' prospects: Zero star

Slough Borough Council Balanced Scorecard

October 2011

Council wide

Key Outcome Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Annual total / cumulative total or outturn	Good is:	Target	Direction	Comparative	Target
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar						
Crime rates per 1,000 population: All crime	2011-12 (2010-11)	28.15 32.87			tbc										Low & decreasing		✓	✗	
Crime rates per 1,000 population: Violence against the person	2011-12 (2010-11)	5.79 8.04			tbc										Low & decreasing		✓	✗	
Crime rates per 1,000 population: Serious sexual offences	2011-12 (2010-11)	0.23 0.39			tbc										Low & decreasing		✓	✗	
Crime rates per 1,000 population: Serious acquisitive crime	2011-12 (2010-11)	5.97 7.3			tbc										Low & decreasing		✓	✗	
Public perceptions of Antisocial behaviour (survey)	2011-12 (2010-11)	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc					
Unemployment: JSA Claimants as a % of resident population of area aged 16-64 (source: NOMIS)	2011-12 (2010-11)	3.8%	3.8%	3.6%	3.7%	3.8%	3.9%	tbc							Low & decreasing		✗	✗	
JSA Claimants per unfilled jobcentre vacancy (source: NOMIS)	2011-12 (2010-11)	6.9	8.4	4.9	5.0	4.0	4.9	tbc							LOW		✗	✗	
PAF C23: % of CLA adopted from care or granted a special guardianship order	2011-12 (2010-11)	8.0%	8.5%	11.0%	11.6%	12.2%	13.9%	17.7%							HIGH and >8%	>8%	✓	✓	✓
NI 73: Achievement at level 4 or above in both English and Maths at Key Stage 2	2010-11 (2009-10)	72%	High & increasing	75%	✓	✗	✗
NI 72: Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	2010-11 (2009-10)	62.0%	High & increasing	49.5%	✓	✓	✓
NI 92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	2010-11 (2009-10)	29.7%	Low & decreasing	33.6%	✓	✓	✓
		35.9%					

Summary Variance Analysis

Directorate:	Community and Wellbeing	Period 7	October 2011																																									
Divisional Summary																																												
Service Area	Variance £'000	Explanation																																										
Community Services and Adult Social Care	48	<p>This month: +£48k – Movement of -£101k this month due to the new savings on the Social Care IT budget and additional income on the External Home Care service. Overall the remaining overspend is due to a combination of savings that have not been achieved as planned namely: Meal on Wheels; Gurney House & the residential re-commissioning programmes. These have been partly offset by various one off in year savings.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Safeguarding and Governance</td> <td>216</td> <td>208</td> <td>-8</td> <td>-9</td> </tr> <tr> <td>ASC Mgmt & Business Support</td> <td>613</td> <td>547</td> <td>-66</td> <td>-64</td> </tr> <tr> <td>Access & Long Term I & S</td> <td>2,423</td> <td>2,248</td> <td>-175</td> <td>39</td> </tr> <tr> <td>Re-ablement & Directly Provided</td> <td>4,496</td> <td>4,424</td> <td>-72</td> <td>-4</td> </tr> <tr> <td>Mental Health</td> <td>3,797</td> <td>3,885</td> <td>89</td> <td>41</td> </tr> <tr> <td>Commissioning Budgets</td> <td>15,689</td> <td>15,969</td> <td>280</td> <td>-104</td> </tr> <tr> <td>Total</td> <td>27,233</td> <td>27,281</td> <td>48</td> <td>-101</td> </tr> </tbody> </table> <p>Previous Variance: +£149k – Budget pressures due to Meals on Wheels, Residential & Gurney House savings not realised but offset by significant income gains and averting planned Learning Disability residential placement.</p>			Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Safeguarding and Governance	216	208	-8	-9	ASC Mgmt & Business Support	613	547	-66	-64	Access & Long Term I & S	2,423	2,248	-175	39	Re-ablement & Directly Provided	4,496	4,424	-72	-4	Mental Health	3,797	3,885	89	41	Commissioning Budgets	15,689	15,969	280	-104	Total	27,233	27,281	48	-101
		Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000																																						
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		Total	27,233	27,281	48	-101																																						
		Culture & Skills	-176	<p>This month: -£176k – New savings of -£16k due to additional savings within community services due to further efficiencies on running costs.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Lifelong Learning</td> <td>441</td> <td>438</td> <td>-3</td> <td>-9</td> </tr> <tr> <td>Library Service</td> <td>2,180</td> <td>2,185</td> <td>4</td> <td>0</td> </tr> <tr> <td>Culture & Sports</td> <td>1,083</td> <td>991</td> <td>-92</td> <td>11</td> </tr> <tr> <td>Employment & Enterprise</td> <td>247</td> <td>257</td> <td>10</td> <td>0</td> </tr> <tr> <td>Management</td> <td>195</td> <td>195</td> <td>0</td> <td>0</td> </tr> <tr> <td>Community Services</td> <td>280</td> <td>185</td> <td>-95</td> <td>-18</td> </tr> <tr> <td>Total</td> <td>4,427</td> <td>4,251</td> <td>-176</td> <td>-16</td> </tr> </tbody> </table> <p>Previous Variance: -£160k – Savings due to unneeded rolled over budget for Free Swimming plus savings in the Community Services.</p>			Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Lifelong Learning	441	438	-3	-9	Library Service	2,180	2,185	4	0	Culture & Sports	1,083	991	-92	11	Employment & Enterprise	247	257	10	0	Management	195	195	0	0	Community Services	280	185	-95	-18	Total	4,427	4,251
Service Area	Budget £'000			Outturn £'000	Variance £'000	Change £'000																																						
Lifelong Learning	441			438	-3	-9																																						
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Community Services	280			185	-95	-18																																						
Total	4,427	4,251	-176	-16																																								
Personalisation, Commissioning & Partnerships	+33	<p>This month: +£33k – No change this month, however there could be some further slippage on the planned expenditure for the Transformation Grant.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Voluntary Organisations</td> <td>582</td> <td>522</td> <td>-61</td> <td>0</td> </tr> <tr> <td>Contracts & Procurement</td> <td>224</td> <td>164</td> <td>-60</td> <td>0</td> </tr> <tr> <td>Supporting People</td> <td>3,391</td> <td>3,650</td> <td>259</td> <td>0</td> </tr> <tr> <td>Transformation Grant</td> <td>487</td> <td>382</td> <td>-105</td> <td>0</td> </tr> <tr> <td>Strategic Commissioning</td> <td>332</td> <td>332</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>5,016</td> <td>5,050</td> <td>33</td> <td>0</td> </tr> </tbody> </table> <p>Previous Variance: +£33k – 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.</p>			Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Voluntary Organisations	582	522	-61	0	Contracts & Procurement	224	164	-60	0	Supporting People	3,391	3,650	259	0	Transformation Grant	487	382	-105	0	Strategic Commissioning	332	332	0	0	Total	5,016	5,050	33	0					
		Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000																																						
		Voluntary Organisations	582	522	-61	0																																						
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		Strategic Commissioning	332	332	0	0																																						
Total	5,016	5,050	33	0																																								
Public Protection	13	<p>This month: £13k – Movement – +£8k – There has been a new net pressure of £8k. This results from the reduction in SP Grant for the Careline Service causing</p>																																										

Appendix B

		<p>a pressure of £40k this is offset by various savings elsewhere totalling approximately £32k resulting in the net pressure of £8k.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Budget £'000</th> <th style="text-align: right;">Outturn £'000</th> <th style="text-align: right;">Variance £'000</th> <th style="text-align: right;">Change £'000</th> </tr> </thead> <tbody> <tr> <td>Management</td> <td style="text-align: right;">118</td> <td style="text-align: right;">5</td> <td style="text-align: right;">10</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Drugs & Community Safety</td> <td style="text-align: right;">1,479</td> <td style="text-align: right;">1,499</td> <td style="text-align: right;">20</td> <td style="text-align: right;">11</td> </tr> <tr> <td>Neighbourhood Enforcement</td> <td style="text-align: right;">1,091</td> <td style="text-align: right;">1,070</td> <td style="text-align: right;">-21</td> <td style="text-align: right;">2</td> </tr> <tr> <td>Food Safety & Business Support</td> <td style="text-align: right;">329</td> <td style="text-align: right;">333</td> <td style="text-align: right;">4</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Licensing</td> <td style="text-align: right;">-157</td> <td style="text-align: right;">-157</td> <td style="text-align: right;">0</td> <td style="text-align: right;">-5</td> </tr> <tr> <td>Trading Standards</td> <td style="text-align: right;">354</td> <td style="text-align: right;">355</td> <td style="text-align: right;">1</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #cccccc;"> <td>Total</td> <td style="text-align: right;">3,214</td> <td style="text-align: right;">3,227</td> <td style="text-align: right;">13</td> <td style="text-align: right;">8</td> </tr> </tbody> </table> <p>Previous Variance: £5k</p>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Management	118	5	10	0	Drugs & Community Safety	1,479	1,499	20	11	Neighbourhood Enforcement	1,091	1,070	-21	2	Food Safety & Business Support	329	333	4	0	Licensing	-157	-157	0	-5	Trading Standards	354	355	1	0	Total	3,214	3,227	13	8
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Procurement	-50	<p>This month: -£50k – Movement – £41k – Budget added from 2010/11 carry forward which was earmarked for recruitment to aid specific initiative is now no longer needed.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Budget £'000</th> <th style="text-align: right;">Outturn £'000</th> <th style="text-align: right;">Variance £'000</th> <th style="text-align: right;">Change £'000</th> </tr> </thead> <tbody> <tr style="background-color: #cccccc;"> <td>Procurement</td> <td style="text-align: right;">259</td> <td style="text-align: right;">209</td> <td style="text-align: right;">-50</td> <td style="text-align: right;">-41</td> </tr> </tbody> </table> <p>Previous Variance: -£9k – Savings arising from the delay in new staff joining this team is expected to result in a small saving.</p>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Procurement	259	209	-50	-41																														
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Central Management	0	<p>This month: -On Target. Movement - No changes, this month.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Budget £'000</th> <th style="text-align: right;">Outturn £'000</th> <th style="text-align: right;">Variance £'000</th> <th style="text-align: right;">Change £'000</th> </tr> </thead> <tbody> <tr style="background-color: #cccccc;"> <td>Central Management</td> <td style="text-align: right;">935</td> <td style="text-align: right;">935</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> </tr> </tbody> </table> <p>Previous Variance: - On Target</p>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Central Management	935	935	0	0																														
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Appendix B

Directorate:	Education and Children's Services	Period - 7	October 2011
Change in Variance this month			
Service Area	Change £'000	Explanation	
	0	Variance reported last month	
Children and Families	0	<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 October and projected end dates at that point in time. No forecast is included for any changes between the end of October and 31 March.</p> <p>Children Looked After (CLA): The projected overspend as at the end of October is the same as the projection at the end of September. There have been additional pressures (£110k) on looked after placement budgets during October as the trend for increasing expenditure on external fostering placements continues (£94k). In addition, minor adverse variances on other looked after children placements (£16k) have arisen. These pressures have been offset by a reduction in the projected cost of secure placements (-£110k).</p> <p><u>Previously Reported:</u></p> <p>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), the Local Safeguarding Board Audit Peer Review (£25k), the cost of the chair and safeguarding advisor for the peer review (£25k), the cost of a Performance Improvement and Quality Control Officer (£31k) and other staffing costs arising from the recent Ofsted Inspection (£12.5k) are funded from a Corporate Contingency of £306k in respect of the Safeguarding Improvement Plan. A pressure of £25k has been identified within the Contact Team due to additional costs in respect of rent and travel expenses.</p> <p>Children Looked After: The previously reported projection for children looked after included all known placements at the end of September based on planned end dates at that point in time. No forecast was included for any changes between the end of September 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 on the Family Placement Service Gold Project (sustainable looked after children) approved by Members during October has now started.</p> <p><u>External fostering placements</u> – projected overspend due to rising numbers of children and weeks of care being provided. <u>Internal Fostering placements</u> - all available internal foster places (55) are occupied so an underspend is projected on this budget. <u>External Residential placements</u> – projected overspend due to rising number and complexity of placements. <u>Secure Accommodation</u> - there is no budget provision as there has been little or no activity in recent years. However since 1 April there have been 5 short to medium term placements; 4 remand clients and 1 welfare client. <u>Pathways</u> A small overspend on the cost of personal need has been identified.</p> <p>Family Support Services <u>Residence orders</u> Additional costs have been identified within Section 17 and FAST, mainly</p>	

Appendix B

		<p>due to clients moving from internal fostering to Special Guardianship, partially offset by a small saving on fees within Family Group conferencing/Family Placement service.</p> <p>Other Children and Family Services: Fewer 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.</p> <p>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.</p>
Youth	0	<p>Previously Reported YOT: A £34k pressure has been identified within the Youth Offending Team accommodation budget in respect of anticipated cost of new service charge.</p>
Inclusion	0	<p>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.</p>
Raising Achievement	0	<p>Previously Reported: A saving of £32k has been identified within the salary budget due to the deletion of a post. Revaluation of the transport requirement for the new term has identified a saving of £30k within Home to School Transport.</p>
Strategic Management, Information and Resources	0	<p>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. In addition following continued close scrutiny of opportunities within all budgets in the Directorate, additional savings (£220k) have been identified within Directorate Support Costs. One-off grant funding opportunities (£232k), unallocated Early Intervention Grant (£232k) and a saving through keeping a post vacant (£15k) have been identified to support the pressures on the directorate's budget. A delayed recruitment to School Planning Officer post which became vacant in July saves £6k. Additional rental income received from Langley academy site controllers house totals £8k and there will be a £3k under spend on the repairs budget. Scaling back on targeted services in order to support reactive pressures around the placement of Looked After Children saves £58k.</p> <p>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.</p>
	0	Total Variance

Appendix B

Directorate:	Customer and Transactional Services	Period - 7	October 2011
Main Variances			
Service Area	Change £'000	Explanation	
	151	Variance reported last month	
Information Technology	0	No change	
Customer Service Centre	26	Income from E-government Project budgeted for in error.	
Total ICT and Information Technology	0	No change	
Benefits, Council Tax and NNDR	0	No change	
Transactional Finance	0	No change	
Transactional HR and Payroll	0	No change	
Logistics Team	0	No change	
Strategic Management	0	No change	
	177	Total Variance	

Directorate:	Resources and Regeneration	Period - 6	September 2011
Main Variances			
Service Area	Change £'000	Explanation	
	(359)	Variance reported last month	
Management unit	0		
Finance & Audit	0		
Professional Services	(50)	Training cost reduction	
Transport and Planning	0		
Strategic Housing	0		
Environment Services	37	Weighbridge / Crematorium income forecast adjustments	
Property Services	0		
	(372)	Total Variance	

Appendix B

Directorate:	Resources & Regeneration – Housing Revenue Account	Period - 07	October 2011
Main Variances			
	Variance £'000	Explanation	
Income	96	Minor adjustments added £5k to the forecast income	
Repairs & Maintenance	(227)	Examination of the Interserve contract continued in the period. Actual cost data is being reworked in line with Budget requirements to assist the planned cost reduction programme.	
Supervision & Management	(61)	Budget in line with the revised structure now fully operational	
Pension Cost Adjustment	76	FRS 17 adjustment from the final ALMO accounts	
Special Services	(58)	£13k of employee cost savings have been identified in the period mainly in the supported housing function which is to be restructured in 2012/13.	
Housing Subsidy	10	Final interest rates in 2010/11 reduced subsidy on borrowing costs for that year.	
Increase/Decrease in Provision for Doubtful Debts	80	No change from last period, however additional actions have been introduced with the aim of improving collection rates before the end of the financial year.	
Capital Charges	0	Due to continued internal borrowing these costs maybe lower for the year which would also result in lower subsidy.	
Revenue contribution to the Capital programme	0	The capital programme is currently being reviewed and slippage has been identified. However the Decent homes project may need additional contingency and the forecast remains the same until this exercise is complete.	
Total	(84)	Total Variance	

TABLE 1 – Analysis of Variance by Division of Service

Service Area	Budget £'000	Outturn £'000	Variance £'000	Previous £'000	Change £'000
A Income	(32,219)	(32,123)	96	101	(5)
B Repairs & Maintenance	8,135	7,908	(227)	(227)	0
C Supervision & Management	6,140	6,155	15	15	0
D Special Services	1,822	1,764	(58)	(45)	(13)
E Housing Subsidy	7,469	7,479	10	10	0
F Depreciation & Impairment of Fixed Assets	5,020	5,020	0	0	0
G Increase/Decrease in Provision for Doubtful Debts	100	180	80	80	0
H Capital Charges	1,866	1,866	0	0	0
I Revenue contribution to the Capital programme	1,580	1,580	0	0	0
Total	(87)	(171)	(84)	(66)	(18)

TABLE 2 – Variance Trend by Division of Service

Service Area	2011-12											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
A	N/A	37	37	12	99	101	96					
B	N/A			(85)	(85)	(227)	(227)					
C	N/A			(50)	26	15	15					
D	N/A				(50)	(45)	(58)					
E	N/A					10	10					
F	N/A											
G	N/A	50	50	80	80	80	80					
H	N/A											
I	N/A											
Total		87	87	(43)	70	(66)	(84)	0	0	0	0	0

TABLE 3 - Change in Variance this month

Service Area	Change £'000	Explanation
	(66)	Variance reported last month
Income	(5)	Britwell properties decant due to the planned Regeneration project
Repairs & Maintenance	0	
Supervision & Management	0	
Special Services	(13)	employee costs
Housing Subsidy	0	
Depreciation & Impairment of Fixed Assets	0	
Increase/Decrease in Provision for Doubtful Debts	0	
Capital Charges	0	
Revenue contribution to the Capital programme	0	
	(84)	Total Variance