

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 17th January 2012
CONTACT OFFICER: Julie Evans, Strategic Director of Resources (01753 875300)
(For all enquiries)
WARD(S): All

PART I **FOR COMMENT AND CONSIDERATION**

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 November 2011 against the following key areas: In addition to the general HR information contained within the performance section, the report contains a further update on the use of temporary staff. Please note that appraisal information will be circulated separately to ensure the most up to date and accurate information is provided to the Committee.

- i. Council's Gold Projects covering the period to 30th November 2011.
- ii. Performance Scorecard covering the period to 30th November 2011 (Appendix A).
- iii. Revenue and capital monitoring position to 30th November 2011 (Appendix B).

2. Recommendation(s) / Proposed Action

The Overview & Scrutiny Committee 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 £1.323m.
 - Note that the Housing Revenue Account (HRA) reported a forecast under spend of £116k.
 - Note the identified areas of risk and emerging issues.
- iv. Temporary Staff
 - Note the continued reduction in the use of temporary staff
 - Recommend future reports come to O&S quarterly

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 30th November 2011. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided on pages 3 to 20 of this report.

Please note that the highlight reports are submitted using a standardised format.

Monthly Period Summary

- This report covers ten Gold Projects in total, of which highlight reports have been received for all as at 30th November 2011.
- All of the Gold Project update reports have been agreed and authorised by the Project Sponsors.
- Of the ten gold projects which continue to be active, seven have been assessed to have an overall 'Green' status and three as 'Amber'; five projects have been evaluated at 'Amber' status for '*Issues and Risks*', two at 'Amber' status for '*Timeline*'.
- No component of any project has been assessed as being of 'Red' status.

Gold Project Name	Overall status	Page
Britwell Regeneration	GREEN	3
Business Continuity	GREEN	4
Customer Focus Programme	GREEN	5
Delivering Personalised Services Programme (draft)	AMBER	6-9
Family Placement Service ('FPS')	GREEN	10
Public Health Transition Programme	GREEN	11
Safeguarding Improvement Plan	AMBER	12-14
School Places in Slough	AMBER	15-16
Slough Local Asset Backed Vehicle ('LABV')	GREEN	16-18
Thames Valley Transactional Services Project	GREEN	19-20

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	01/12/2011
Previous month	GREEN	GREEN	GREEN	GREEN	02/11/2011
Project start date:	01/03/2011		Anticipated Project end date:	31/03/2018	
<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"> 1. Regeneration Tender – major work on evaluation completed. Major clarification issued. Planning clarification issued. 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 being sought for 3 satellite housing sites. 4. Demolition completed of Hub site; Jolly Londoner and Newbeech. 5. Site investigations undertaken on Garage Site. 6. Contaminated land removed from the Hub site. 7. Tenders issue delayed due to further planning discussions 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 prepared. <p>NB: Time delays incurred as a result of needing to redesign Satellite Schemes to accommodate additional planning requirements (approx. 1 month lost). Evaluation of Regeneration Tenders prolonged by the need for further financial testing and evaluation together with Planning clarification and some changes to the client specification (approx. 1 month behind schedule).</p>					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Prepare revised financial model for regeneration tenders and issue to tenderers for completion. 2. Complete the evaluation of the Britwell regeneration tenders to appoint 2 preferred developers by end of January 2012. 3. Jolly Londoner/Car sales & Library sites tender receipt, evaluation and award. 4. Newbeech House – finalise third set of drawings to accommodate planning advice. Secure planning permission and issue tender for the construction of the houses. 					
Key issues of risk / obstacles to progress :					

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 down to 2 preferred bidders.

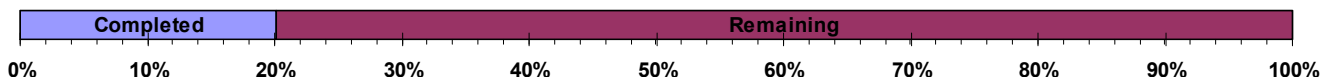
Recommendations for CMT:

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	12/12/11
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	04/11/11
Project start date:	July 2011		Anticipated Project end date:	Feb 2012	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</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. Agreed Action Plan and identified achievable timescales. 2. Workshop Design Meeting 8th November with KPMG. 3. 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. 4. Business impact Assessments to be completed for all Directorates. 5. Risk analysis and Risk Register to be updated. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Presentation to SLT 16th December. 2. Interviews with directorate representatives. 3. Hold BCM awareness Training/Workshops. 4. Completion of Business Impact Assessments. 5. Draft Business Continuity Plan. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Resource availability to support project. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. Ensure Directorate support of planned December/January workshops. 					

Customer Focus Programme			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Judith Davids/ Mohammed Hassan	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	01/12/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	<i>04/11/2011</i>
Project start date:	17/02/2011		Anticipated Project end date:	31/03/2013	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</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. Business Analysis work completed and a draft findings documented circulated for Schools Services. Awaiting comments and feedback follow up meeting scheduled for the 02nd of December to finalise and agree implementation plans. 2. Kick off meetings held with the following areas, Planning, Highways, Transport, Public Protection and Registrars, follow up business analysis work planned. 3. Tell Us Once (TUO) has been operating successfully since its launch on the 31st of October with initial technical issues now resolved. PR and leaflets now available to customers at the Centre and My Council. 4. Demos and site meetings had with potential Telephony Vendors. Manjit in IT to draft early specifications document for circulation ahead of procurement/PQQ. 5. System set test for the Oracle On Demand CRM was successfully completed which allows for progression to the next stage. 6. UAT Scripts being developed and finalised for the Oracle on Demand CRM. 7. On schedule to start UAT testing as planned starting Monday 28th of November for two weeks. 8. System Tests being carried on the proposed "Click Tools" decision tree application as highlighted in last months report. The application is showing promising results. 9. Agreement reached over procurement and payment of CRMIT Email module, delays caused due to the supplier location in India. This has now delayed the module system test, UAT and implementation. 10. Service Review meetings scheduled with each service hub starting Dec for the next 6 months. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Implement additional Schools Services into My Council. 2. Scope and Agree implementation for Transport, Highways and Planning. 3. Agree strategy for call numbering/routing (Ongoing). 4. Start User Acceptance Training on the main CRM module. 5. Prepare scripts for the Email, LLPG, modules ahead of UAT for these modules in parallel with main UAT training. 6. Compile and start role out of the Oracle On Demand training his side of Christmas. 7. Agreed and take appropriate action on the "Click Tools" decision tree module. 8. Resource Planning JD to be finalised and submitted to HR. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. The delay in the procurement of CRMIT email module will impact implementation date, a back up is now being testing w/c 28th of November as an interim solution to mitigate any impact to service. 2. IT team working closely with PM to ensure the CRM project is resourced to meet workload, possible resourcing issues may cause delays. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. To note level of progress achieved 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	06/12/2011
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	07/11/2011
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 Recommissioning

- 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.
- Informal consultation has taken place with tenants, their families and staff.

1.2 Review of Residential Placements

- Discussions taken place with Key ring and other providers regarding opportunities they can offer for people with higher needs to repatriate to Slough.
- Three service users identified with accommodation package and support to return imminently.
- 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.
- 8 people have reduced day centre attendance 1 day per week to do alternative activities and these are positive stories.
- **Safeguarding & Personalisation** – Positive risk taking tools and protocols are being tested and implemented to ensure we balance safeguarding with personalisation.

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 ends 6th December.
- Meetings arranged with Shaw Trust, Job Centre Plus and other providers put in place arrangements to support workshop operatives 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. Approach agreed at the ASC Commissioning Board that brings 15 providers onto the framework whilst continuing to work with existing local providers and recommendation for full implementation of framework.

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

- 2.2 **Information, Advice & Advocacy Service** – contract formalities completed. New “Gateway” services in operation, involving 16 partners, following soft launch in November.
- 2.3 **Floating Support** – new service model agreed by Supporting People Commissioning Body. Redesigned service specification developed for tendering process. Business case and specification developed.
- 2.4 **Berkshire Equipment Service** – Tender submissions returned during November, evaluation process
- 2.5 commenced across Berkshire health and local authorities.
- 2.6 **Carers Respite & Support Services** – quality evaluation visits to potential new providers completed.
- 2.7 **Substance Misuse (Accommodation)** – evaluation undertaken and recommended provider identified.
- 2.8 **Older Peoples Services** – site visits and surveys completed. Further report prepared on future options, which has been considered by DMT and recommendations made for future service options.
- 2.9 **Mental Health Day Services** – specification finalised and PQQ / tender process undertaken.
- 2.10 **Learning Disabilities Supported Living** – completed PQQ stage, short listed and issued ITT.
- 2.11 **Domestic Abuse** – bringing together reviews of existing separate services and commencement of specification drafting, on the basis of a pooled budget. Consultation held with provider agencies and other stakeholders to inform development of new service model.

3. Contracts

- In the process of reviewing all current contracts and updating these where necessary.

4. Safeguarding

- Care Governance Policy and procedures reviewed and updated. Care Governance Board now meeting monthly. Safeguarding annual report has been finalised and approved by the Safeguarding Board and will be going to Health Scrutiny in December.

5. LINK Personal Budget Survey

Outcomes of survey across all care groups reported at Executive Board in November. Highlights include:

- Three quarters of respondents felt the assessment of their needs was fair and 79% were happy with their support plan.
- Most respondents reported that the choice of services and facilities through personal budgets was good (31%) or OK (27%), with 17% stating that the choices were excellent. 25% report services were poor or very poor.
- 63% of the respondents said they found it very easy or easy to have a say in how their personal budget was spent and planning / managing their support plan.
- 81% of respondents said the personal budget had made staying independent better or a lot better.
- 80% said being supported with dignity by people who respect you was made better or a lot better. The remainder said the personal budget had made no difference to this.
- 42% of personal budget recipients stated that their support was inadequate compared to 19% in the national survey.

Recommendations were accepted by the Board and an improvement plan will be developed to implement them;

- Re-communicate the potential opportunities and uses of personal budgets to service users.
- Explore how to support recipients of personal budgets to access a wider set of services and facilities.
- Evaluate the allocation of money based on hourly rates of care paid through personal budgets.
- Review how support is provided to service users in setting up personal budgets.

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

6. Slough Services Guide

A 'soft-launch' of the services guide took place in November, a more comprehensive launch to be implemented in January 2012.

7. Performance Highlights

	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11
Finance Measures							
Savings Performance: Savings Achieved or Projected to be Achieved as a percentage of Total Savings Agreed (year to date)	72%	72%	74%	85%	85%	85%	85%
Quality Measures							
% of ASC assessments completed within 4 weeks of first contact: monthly snapshot	83.6%	79.7%	80.3%	75.4%	79.7%	80.3%	88.3%
% ASC services in place within 4 weeks of completed assessment: monthly snapshot	97.6%	67.7%	71.9%	63.4%	83.0%	83.3%	69.6%
Volume Measures							
Number of assessments made per month to adult's social care	196	220	223	202	208	236	178
Number of community based clients and carers in receipt of self directed support (Personal budget/direct payment) - cumulative total	648	689	715	743	814	834	874
Number of reviews completed per month to adult's social care	231	141	356	305	271	229	222
Number of safeguarding referrals leading to a strategy meeting per month	11	16	22	23	16	19	14
Outcome Measure							
2B: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	100%	100%	100%	100%	95%	100%	

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

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

- Carers respite policy and procedure requires consultation with carers who may be affected and these are being identified for a meeting.
- Profile of transitions to ASC services raised strategically at AD level.
- Ongoing meetings with providers for complex needs to consider opportunities on an individual, needs-led basis.
- CCF work brief drawn up on negotiations to take place with residential providers on those cases where the resident is not going to move out.
- Ongoing work to identify suitable accommodation in Slough with Housing Services and providers.
- Ongoing review of contracts and negotiations with providers for service users in day care centres, some of which will be post-election.

2. **Commissioning Services**

- **Residential Services** – further consideration of future options for provision and commissioning of residential and nursing care provision.
- **Home Support (Domiciliary Care and Personal Assistants)** – new contractual arrangements to be proposed for sign off, framework implemented.

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

- **IAAS** – implementation continuing with performance framework and formal controls to be introduced. Formal public launch of new services in January.
- **Floating Support** – Business case to be amended and updated prior to tender, consultation with affected families and advertising of PQQ stage to take place prior to Christmas. Followed by ITT stage of tender process.
- **Berkshire Equipment Service** – recommendations to be taken to Cabinet on 12th December, recommending preferred provider and contractual formalities completed.
- **Carers Respite & Support** – new contracting arrangements to implement framework to be put forward for sign-off and support on tendering for future admission to framework to be made available to existing local providers.
- **Substance Misuse (Accommodation)** – proposed contract to be signed off, awarded, commencement April 2012.
- **Mental Health Day Services** – ITTs to be evaluated.
- **Learning Disabilities Supported Living** – ITTs to be evaluated and framework of providers to be proposed for sign-off.
- **Domestic Abuse** – further progress on Specification, prior to commencing the commissioning cycle.

3. **Safeguarding**

Two key pieces of work to be progressed:

- The overarching safeguarding strategy with vision and objectives against the seven strategic priorities.
- A specific section on the ways we will deliver risk, choice and control.
- A meeting has been arranged with the Director to progress this work in January 2012.

4. **LINK Personal Budget Survey**

- Link to set up focus group and feedback outcomes to Executive Board.
- Workshop to be set up with LINK and ASC Teams to develop action plan for recommendations.

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.
- Family anxiety about changes in SLT to Floating Support.
- 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 revised policy for carers respite services.

2. **Commissioning**

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

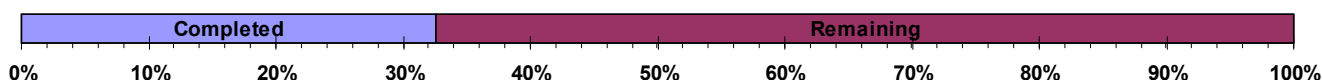
Recommendations for CMT:

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.

Family Placement Service (FPS)			Project SPONSOR	Clair Pyper	
Wards affected: All			Project MANAGER	Jill Forrest	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	02/12/2011
<i>Previous month</i>					<i>New Project</i>
Project start date:	19/10/2011		Anticipated Project end date:	31/03/2013	
<p>Completed: 10% Remaining: 90%</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</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. Project Initiation Document (PID) drafted by Project Manager. 2. Inaugural Meeting of the FPS Project Team was held 11/11/2011, PID discussed and Strand Leads agreed. 3. Monthly Project Team meetings arranged for 4th Friday each month. 4. Care Planning and Placement Tracking mechanism set up. 5. Advertising nationally on Independent and Guardian newspaper websites commenced October 2011. 6. Advertising at local rugby football ground commenced November 2011. 7. Marketing stand leafleted Shepherds Bush/Westfield train station November 2011. 8. Rolling interviews held for all project posts resulting in :- <ul style="list-style-type: none"> • 0.5 ATM appointed to March 2013 from within service. • 2 special recruitment project social workers appointed (1 internal, 1 agency). • 2 placement social workers appointed (2 agencies). • 2 fostering social workers appointed (1 existing agency worker converting to fixed term contract and 1 new agency). • 1 recruitment and retention officer appointed (1 agency). • Advert for fixed term contracts on Slough and BAAF websites. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Advertising campaign on local overground trains and buses to run throughout December 2011. 2. Information day for special recruitment project arranged for the 10th December, 13 potential applicants to date. 3. 1 supported lodgings social worker still to be recruited. 4. 4.5 staff recruited above will start in December 2011. 5. Fixed term contracts to be appointed to. 6. Draft PID to be updated with comments from the project team. 7. Draft PID to go to Sponsor for agreement before circulation. 8. Project plan and timeline to be drafted by Project Manager. 9. Benchmark Looked After Children profile to be completed by Project Manager. 10. Care Planning and Placement Tracking cycle of updating to commence. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Succession planning for project management from next April 2012. 2. Success of advertising campaign not yet known. 3. Recruitment to all fixed term project posts not yet complete. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. Continuation of project work to recruit new carers following appointment of staff to key posts. 					

Public Health Transition Programme			Project SPONSOR	Jane Wood	
Wards affected: ALL			Project MANAGER	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	02/12/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	<i>04/11/2011</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 18% of the bar is blue and labeled 'Completed'. The remaining 82% is 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. Third Reference Group meeting held on 29 November. 2. First meeting of pre-shadow Health and Wellbeing Board (HWB) held on 29 November. 3. First draft of outline Joint Health and Wellbeing Strategy received. 4. Organisation and Workforce options developed. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Joint Health and Wellbeing Strategy to be further developed. 2. Organisation and Workforce to be considered. 3. Transition from LINKs to HealthWatch policy paper to be drafted. 4. Report for Health Scrutiny Panel and Cabinet to be drafted. 5. Resourcing of project support to be agreed. 6. LSP to wind up and governance structure under Shadow HWB to be developed. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Resource to take forward the project after the Shared Intelligence contract has ended. 2. Inability of stakeholders to commit time and resource to progress the project. 3. Possibility of lack of consensus on models of working and planning structures. 4. Lack of awareness of issues and proposals by wider stakeholder group. 5. Lack of detailed information from existing provision to inform decisions re transition arrangements and planning. 6. 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	GREEN	AMBER	AMBER	07/12/2011
<i>Previous month</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	03/11/2011
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:

Social Care Practice

- New Quality Assurance Framework disseminated to staff through detailed briefings and distribution of packs including Risk Assessment, Supervision Policy and Practice Standards.
- Improvement in key indicators as a result of improved practice – ‘Initial Assessments completed and authorised within the timescales’ and ‘Core Assessments completed within timescale’ has continued into November. The Improvement Board (IB), which met on the 14th November, was particularly pleased with success in this area.
- Social Care staff have been involved in the discussions around the interim team changes from 5th December to reflect service demand and requirements for management and practice improvement. This has been designed to ensure that we use practitioner and managers skills and expertise and build on the good practice that exists in some parts of the service.
- The programme of internal audits is continuing each month with results being used for remedial action where necessary; fed back to individuals, teams, and senior managers and used to inform training.
- The final report from the External Audit found indications of improvement and good practice across some teams. Practitioners and managers have received feedback on individual cases and themes arising from the audit which require changes in practice.
- Assistant Team Managers will be the first priority group for training on the new training programme which takes account of the social worker health check, findings from the audits and feedback from staff.

Capability and Capacity

- Practitioners and managers have been interviewed and selected for new teams as part of the interim change in team responsibilities from 5th December.
- Interviews for social work practitioners are being held week commencing 05/12/11.
- Recruitment to Assistant Team Manager posts has started. These are Interim posts until the establishment of the service has been clarified and are based on new competences produced by the Social Work Reform Board.
- Recruitment processes that have been used in the past are being reviewed and the findings will be used to improve future recruitment campaigns to help attract social workers and managers to Slough.
- Professional standards and competencies for social workers are being developed to reflect the recommendations of the Social Work Reform Board to ensure that we consistently recruit high quality social workers.
- Leadership competencies will be developed as part of the SBC Workforce Strategy and considered by the Corporate Management Team. Training activities for all leaders and managers will follow.

Quality Assurance and Performance Management

- The Local Children’s Safeguarding Board (LSCB) is developing a new audit programme.
- Thames Valley Police have undertaken to chair the Serious Case Review group of the LSCB from 2012.
- The sector support work on the Independent Reviewing Officer (IRO) service has been scoped, but the start date has been delayed until January because the sector support lead is involved in the Ofsted announced inspection of Safeguarding and Looked After Children in his own borough.
- The initial workshops run by the sector support project on Quality Assurance and Performance Management have taken place, recommendations will be used in the workshops taking place for all

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

managers and practitioners from January 2012.

- Work has been carried out with parents and children involved in child protection cases to gather their views and use in improving practice.

Early Intervention and Prevention

- Partners have been encouraged to be involved in the audit of the Common Assessment Framework.
- The Children's Partnership Board met on 22/11/11 and considered the Sector Support report on Early Intervention and Prevention. CPB members responsible for Early Intervention and Prevention will meet on 13/12/11 to discuss an Implementation Plan for the Early Intervention Strategy, and partner engagement in delivering that.
- The First Response Hub and Children's Social Care have developed a protocol for their working practice so that staff, partners and customers are clear about the pathway into the system, and it meets with safeguarding requirements.

Leadership, Governance and Finance

- The Improvement Plan has now been made available to all Elected Members and staff following agreement for its release from the IB.
- The Senior Management Team in Education and Children Services (ECS) is focusing on performance in key areas every fortnight.
- A weekly newsletter is now being issued to ECS staff and there has been positive feedback from staff.
- The Children and Young Peoples Plan has been formally agreed at the Children's Partnership Board (CPB).
- Clear remits for the IB, LSCB and the CPB are being agreed as the LSCB review is near completion.

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 finally agreed.

Social Care Practice

- Development of detailed approach to implementing the Workforce Strategy.
- Monitoring to ensure that standards documents continue to be rolled out including the Quality Assurance Framework, Risk Assessment Framework and Supervision policy.
- Monitoring to ensure supervisions are taking place operationally following the interim team changes.

Capability and Capacity

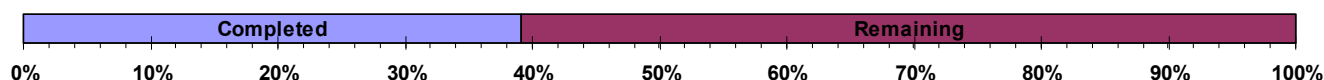
- The first draft of the Corporate Workforce Strategy will be discussed by the Corporate Management Team in January 2012.
- The specialist competencies required for leadership within the education and children's services are being considered by the senior management team on the 8/12/11. These will complement the Corporate Workforce Strategy and allow further work in ECS to start whilst this is being finalised.
- Recruitment to vacant posts to be progressed so that key staff are in post from April.
- Further development of the Professional Competencies Framework for social workers and managers and work with key stakeholders.
- Produce and circulate summary of the Improvement Plan for staff involved in the capability and capacity work stream.

Quality Assurance and Performance Management

- Performance reports to be reformatted and tailored to reflect new team structures.
- Sector support interim report on Quality Assurance and Performance Management to be issued.
- In December, the ECS Senior Leadership Group will consider how they can increase their focus on improving outcomes for children, young people and their families and carers through care plans.
- Short term development plan for IRO service agreed until sector support review begins, focussing on the standard regarding timeliness of reports for CP Conferences (reiterated in the QAF). This is 1 working day prior to Initial CP Conference and 3 working days prior to Review Conferences. IRO's will

Safeguarding Improvement Board	Project SPONSOR	Clair Pyper
Wards affected: All	Project MANAGER	Keren Bailey
<p>focus on following up with social workers and the use of the reports in the conference.</p> <p><u>Early Intervention and Prevention</u></p> <ul style="list-style-type: none"> • Implementation plan for Early Intervention Strategy based on meeting on 13/12/11/ • Determine how to use final days available for sector support work. • Initiate further audit of the Common Assessment Framework. <p><u>Leadership, Governance and Finance</u></p> <ul style="list-style-type: none"> • Recruitment to vacant posts to be progressed and future structure planned. • Plan implementation of LSCB business plan. • Bring staff together to discuss the Improvement Plan and their contribution. • Work on the Medium Term Financial Strategy. Review safeguarding spend within SBC. Review spending across all tiers of the service in SBC and partner agencies to support the Commissioning Strategy. • Begin the review of the CPB based on findings from the LSCB review. 		
Key issues of risk / obstacles to progress:		
<p>The IB has now agreed the project risks. The Project Board monitor those risks and report the outcomes of this to the IB together with any mitigating action. There is a risk that staff sickness is delaying some areas of implementation and this is being closely monitored.</p> <p>The key obstacles to progress have been identified as shown below. These have been discussed by the Project Board and are being resolved:</p> <ul style="list-style-type: none"> • Clarity over leads and responsibilities for work that cuts across themes – being discussed at Project Board as the detailed work is planned. • Inconsistent information and messages being provided to HR leads about the changes in ECS – regular meetings now in place. • Clarity over the role of, and input required from, the performance team in the Practice Audit Framework – theme leads to discuss. • Ease of implementation of the Supervision Policy and how it can be supported through training to be discussed by Theme Leads. • Clarity over the lead for the Quality Assurance Framework – discussion taking place. • Delay of IRO review by sector support – interim development plan agreed. 		
Recommendations for CMT:		
<ul style="list-style-type: none"> • 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	01/12/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	<i>01/11/2011</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. Marish Primary and one other primary school have agreed to expand over the next few months to provide capacity for the remainder of the 2011-12 school year.
2. Works have started on site at Littledown School to create new primary special school places for 2012.
3. Preliminary discussions have been held with one secondary school to plan the first significant secondary expansion project.

	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	73 (2170) Further demand expected due to late applications	72 (2147) 2 further classes due to open soon adding (60) places		+ 17 (+ 500)

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

1. Take forward the 3 new primary expansion projects (2 infant projects and one junior project).
2. Meet with governing body of the expanding secondary school.
3. Meetings of the School Organisation Group and Slough Association of Secondary Heads (SASH) are arranged to further develop the expansion programme.

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

1. £781K has been reported to the DfE as underspent on a 2010-11 capital grant. Reason given is a delay with the Parlaunt Park expansion project following collapse of Rok. This funding remains at risk of claw back.
2. Written agreements required with the 2 newly expanding primary schools to secure arrangement.
3. 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. Places are available out-of-borough in secondary and special schools and transport is provided if pupils meet the criteria. This is not a practical solution for primary places and new expansion projects can be required at short notice.
4. In order to ensure every secondary pupil secures a school place, the first new secondary school places should be in place by 2013. This will require early agreement on the proposed project

School Places In Slough	Project SPONSOR	Clair Pyper
Wards affected: ALL	Project MANAGER	Robin Crofts
allowing it to move forward without delay.		
<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		

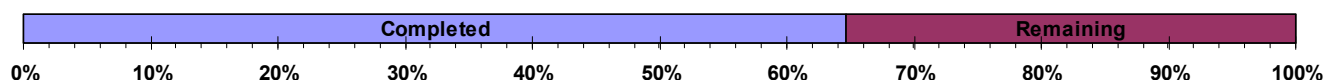
Slough Local Asset Backed Vehicle ('LABV')			Project SPONSOR	Julie Evans	
Wards affected: ALL			Project MANAGER	John Rice	
	Timeline	Budget	Issues & Risks	OVERALL status	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	01/12/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	02/11/2011
Project start date:	19/09/2011		Anticipated Project end date:	31/12/2012	
<p>Completed: 15% Remaining: 85%</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</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"> Soft market development undertaken, met with 2 further candidate companies. Further discussions with HCA. To Prepare Gateway 0 report for HCA Board to scope their involvement in the project. Visit to Croydon LABV on 03/11/2011 for lead Members, Chief Executive and Director of Resources & Regeneration. CMT agreed the Classification of the Contract and Procurement Method 01/12/11, 10.00 a.m. OJEU Notice, PQQ and Mol issued 01/12/11 @ 12.00. 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. Bidders Day arranged for 15/12/11 to include a briefing, Q&A and site tour. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Return of PQQ – 09/01/12. Selection of long-listed bidders (6) by 31/01/12. Prepare Invitation to Participate in Competitive Dialogue (“ITPD”). 					
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> 					

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

2. Setting up a LABV will require dedicated resource throughout the procurement and over the life of the LABV: Throughout the procurement process the Council will have the opportunity to consider the level of resources required.
3. Not securing the agreement of Council to proceed and high start-up costs that will be abortive if the 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

Slough Local Asset Backed Vehicle ('LABV')	Project SPONSOR	Julie Evans
Wards affected: ALL	Project MANAGER	John Rice
<p><i>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 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>		
<p>Recommendations for CMT:</p>		
<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	GREEN	GREEN	08/12/11
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	03/11/11
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. 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. Ongoing staff briefings providing updates on progress to date.
9. Ongoing engagement with Unions - through DCF reporting on project progress.

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

1. Ensure all project documentation is collated / and held in a central location for audit purposes.
2. Deal with any challenge issues.
3. Commence staff briefings with the preferred supplier.
4. Detailed implementation planning.
5. Ongoing staff briefings providing updates on progress to date.
6. Ongoing engagement with Unions - through DCF reporting on project progress.
7. Commence engagement between the preferred supplier and the retained organisation.

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 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.

The first of these briefings takes place with all staff on 13th December 2011 and Team Briefings commence on 14th December.

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 and it is anticipated that the contract will start on time on 2nd April 2012.</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 preferred supplier has indicated that they are very keen to undertake this work.</p> <p>6. The risk of challenge. The project team have conducted a robust process which should mitigate the risk of successful challenge. All potential suppliers have been offered feedback and detailed feedback has been provided within the ALCATEL period.</p>		
Recommendations for CMT:		
<p>1. CMT note the progress made to date on the project.</p> <p>2. Support and fully endorse the importance of engagement with the retained organisation.</p>		

7. Performance scorecard update

The summary below provides an update on the Council's key Performance indicators as at 30th November 2011, and should be read in conjunction with the Scorecard attached as Appendix A to this report.

7.1. Key People Measures

All People Measures are provided by Human Resources department, and this is currently only available on a quarterly basis. As such, the data referenced in this section of the report remains the same as presented last month. 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. Following the request at last Overview and Scrutiny, work is underway to identify the numbers of sessional workers for inclusion in future reports

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 that 'Part Time' also

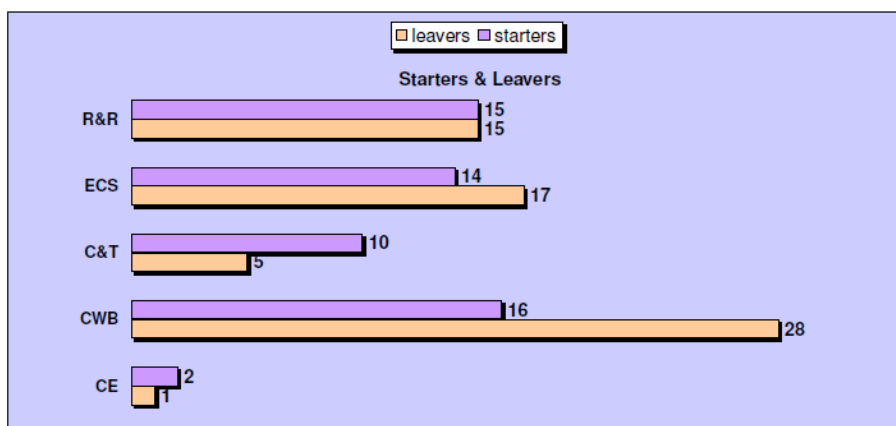
includes sessional staff who work a minimum number of hours including 'as and when' and relief contracts. Future reports will separate this group).

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



The 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%. SBC Staff are being encouraged to use the employee self service system to check and verify their personal details are correct.

7.2. 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 156 press releases issued, and CMT are encouraged to facilitate the release of positive news stories. The same period has seen 466 press enquiries and at least 997 press articles. Of the press coverage assessed by

SBC Communications team in November, the majority (65.1%) 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. Between April and November 2011, a total of 599 logged FoI applications have been made – an average of 75 every month; this represents an increase of some 22% on the same period for 2010-11, and has obvious impacts on staff time. A very large proportion (44.7%) of these 599 logged FoI requests have been made to the Resources and Regeneration directorate. Directorates are encouraged to regularly 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 (a peak of 95,269 in October, which reduced to 70,771 in November) and this underscores the value of the current redevelopment work on our website. The 70,771 visitors to our website in November made 216,016 visits and viewed 608,170 pages between them. November saw a total of 2,339 online transactions which included 669 online payments; this results in a significant cost-reduction for processing these transactions, and represents excellent access for the public.

The number of Housing Benefit 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. Comparative data released by the Department for Work and Pensions indicates an increase compared to one year ago of c. 330 HB claimants and c.20 CTB claimants. Improving employment and income 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. November 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 189) as does the number of children subject to child protection plans (at 197, this has more than doubled since 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 November 2011 there have been 137 adult safeguarding referrals made which required a strategy meeting to be convened. This represents an increase of 32 (or 30%) on the numbers received in the same period of 2010.

The period April to November has seen 266 homeless cases determined, with 94% of decisions issued with 33 days. This represents a significant increase in volume of presenting cases over the corresponding period for the previous year (216 cases) and an improvement in speediness of decisions (from 90.5%).

7.3. Key Quality Measures

The period of April to November 2011 saw a total of 482 logged complaints across the council – a fall of almost 25% from the total (639) in 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. Most complaints in October and November relate to services within Resources and Regeneration (56%) with council housing and council tax being the prime issues of complaint. SBC is reiterating the importance of handling complaints according to established borough procedures.

Within Children's social care, there is evidence of improvement. By the end of November, the proportion of Initial assessments completed within timescales had increased to 69.3% for the whole of the previous 12 months – this increase is due to particularly improved performance in the most recent period. (43.6% 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, with 96% of the initial assessments completed to timescales *during* November. 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 – for those completed *during* November, 73% achieved timescales. 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 (at 10.9%).

An internal programme of regularised case auditing has commenced, with 16 individual children's files having been audited independently in October, and 18 in November. 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. This auditing activity sits alongside supervision and management review of case recording and practice in efforts to improve social work practice.

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. There are now 4 primary schools in special measures or with notice to improve.

Whilst numbers of missed bin collections remain very low as a proportion of the average monthly total of collections (193,517), the average number missed does show an increase on the corresponding period one year ago: for domestic refuse, an average between April and October of 49.1 missed bins compared to 43.6 for the same period in 2010, and for recycling bins an average between April and October of 40.6 missed bins compared to 37.6 for the same period in 2010.

7.4. 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.

7.5. 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.

Crime rates (cumulative values from 1st April 2011) continue to be lower than the corresponding period one year ago:

- All crime: 7,289 recorded offences (1,128 fewer than in previous year i.e. 13.4% decrease).
- Violence against the person: 1,508 recorded offences (522 fewer than in previous year i.e. 25.7% decrease).
- Serious sexual offences: 70 recorded offences (23 fewer than in previous year i.e. 24.7% decrease).
- Serious acquisitive crime: 1,548 recorded offences (314 fewer than in previous year i.e. 16.9% decrease).

Unemployment rates in November (as measured by the JSA claimant rate) remain at 3.8% - a value that matches the national average but remains above the average for the South East (2.6%).

This year continues to see fewer households in temporary accommodation, and most annual school achievement results show improvement.

Slough continues to secure long-term permanent futures for looked after children: Between April and November 2011, 15 looked after children have been secured permanent alternative families through adoption or special guardianship orders; this equates to a value of 18.6% for indicator PAF C23.

7.6 Use of Temporary Staff

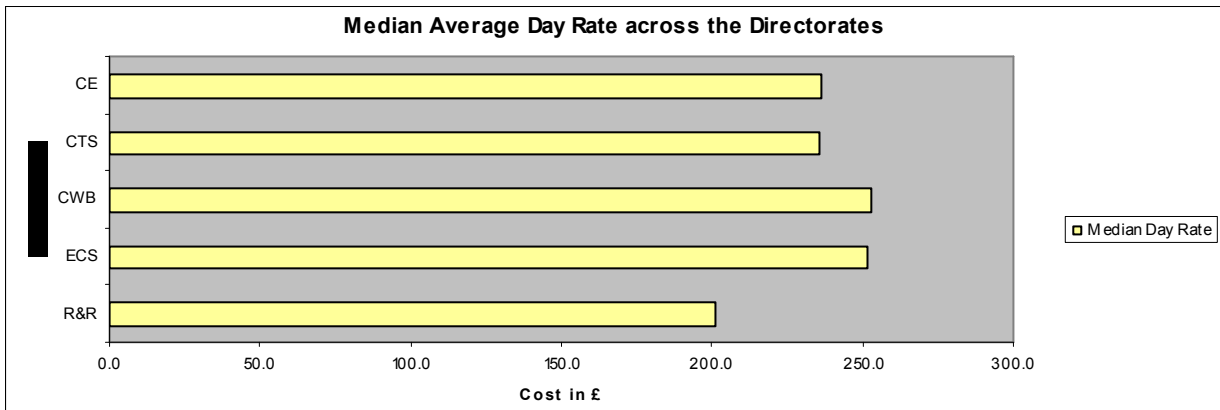
The use of temporary staff has fallen again this month and is showing an overall reducing trend. Many of the plans, including recruitment set out by directorates in the December O&S report have begun to take effect. Uncertainty around funding arrangements post April 12 and changes to how services are delivered (for example transactional services) will influence how the council makes use of its temporary staff in the future. Member are recommended to ask for future reports quarterly to continue tracking this area.

	R & R	ECS	CWB	CTS	CE	Total across all Directorates
Pertemps	34	38	35	15	1	123
Other Suppliers	14	9	7	5	1	36
Total Jan 12	48	47	42	20	2	159
Total July 11						199
Total Nov 11						171

The table below provides an estimate of what the total cost of agency staff would be over a rolling year based upon the current daily spend. The estimated cost of £5.18 million should be considered alongside the total Council staffing budget of £62.64 Million.

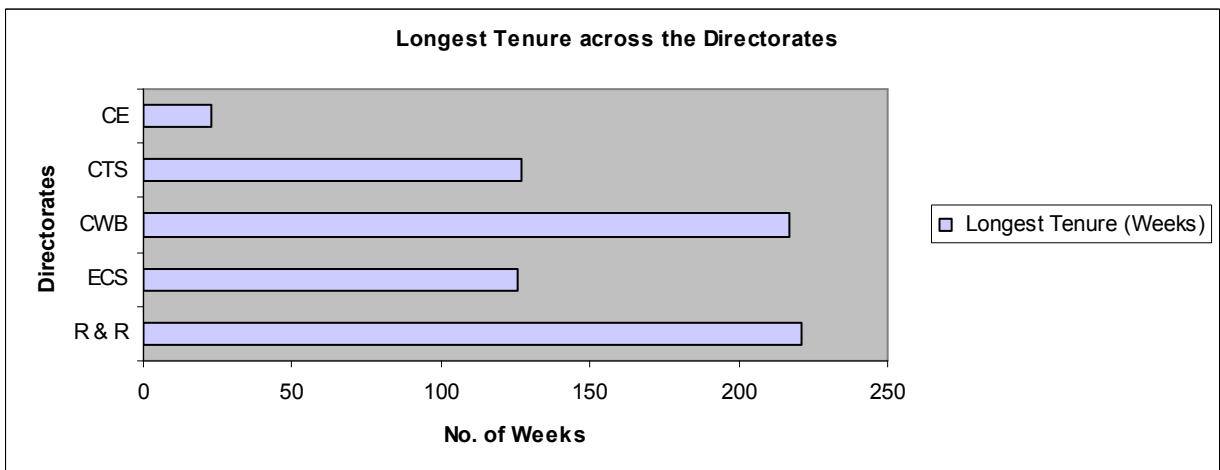
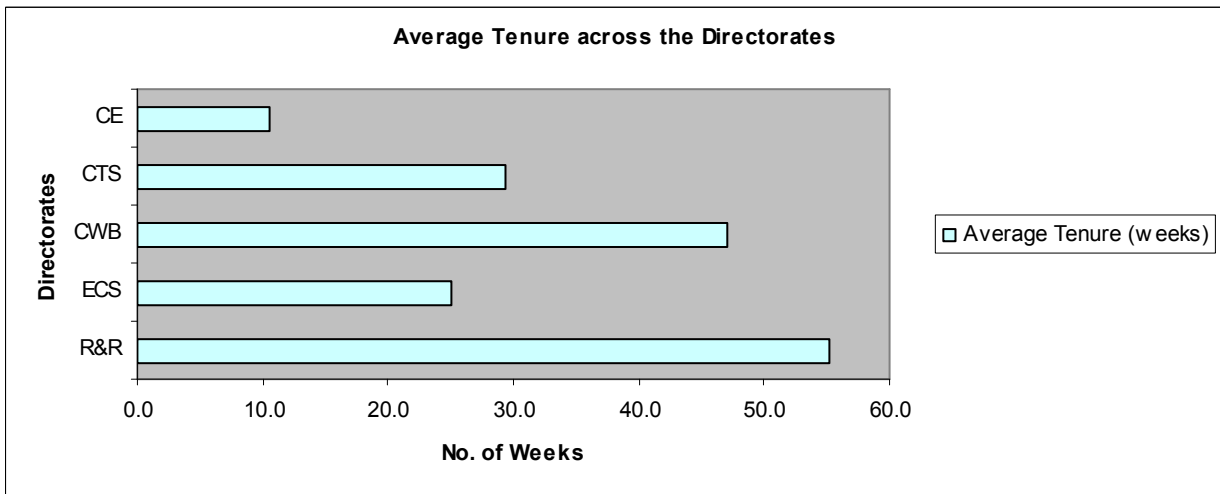
	R & R	ECS	CWB	CTS	CE	Total Spend across the Council
Total Spend (Per Day)	£7,099.52	£4,245.49	£7,125.90	£1,697.81	£473.038	£20,641.76
Total Spend (Annually)	£1,781,980.02	£1,065,616.99	£1,788,601.40	£426,151.31	£118732.5	£5,181,082.26

Following comments at the last Overview & Scrutiny committee information on the average daily rates of pay has been configured to show the median average



Median: Arranging all day rates values in order, Median is the day rate in the middle. The median is sometimes more useful than mean average when the distribution has very large extreme values which would otherwise skew the data.

Length of time agency workers are in post



Following discussion around which posts remain the most difficult to recruit a broad analysis of the type of posts has been undertaken

	R & R	ECS	CWB
Number of difficult recruit posts	11	32	18
Examples	Building Control Surveyors Experienced Local Government Accountants	Children's Social Workers	Mental health Social Workers Safeguarding Professionals Environmental Health Officers

The Full Performance Scorecard is provided as Appendix A.

8. Financial Reporting

8.1. The Council's net revenue budget for 2011/12 is £105.1m.

8.2. The Housing Services agreed net operating budget for 2011/12 is a surplus of £87K.

9. Projected Outturn Position as at 30th November 2011

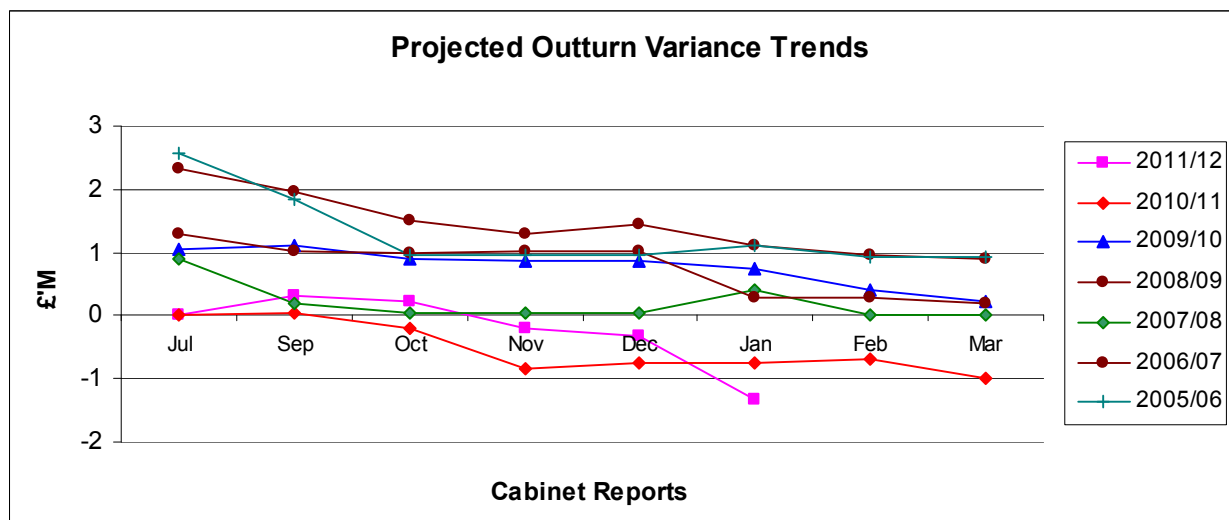
9.1. There is currently a forecast under spend for the 2011/12 General Fund at the end of period eight of £1.323m. This is a reduction in net expenditure of £968K since the previous month.

For the Housing revenue account there is currently forecast under spend against budget of £116K.

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

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	41.415	20.581	41.145	(0.270)
Education and Children's Services	27.789	31.576	25.168	31.096	(0.480)
Customer and Transactional Services	5.206	5.822	53.648	5.99	0.177
Resources and Regeneration	33.257	34.756	22.613	33.961	(0.795)
Chief Executive	0.657	1.094	1.077	1.074	(0.020)
Corporate	0.266	0.266	0.228	0.277	0.011

Total Cost of Services	106.314	114.928	123.315	113.605	(1.377)
% of revenue budget over/(under) spent by Services					-1.19%
Treasury Management	3.017	3.017	0.000	3.017	0.000
Contingencies, Earmarked Reserves and Trading Accounts	4.233	(3.329)	(4.295)	(3.329)	0.000
Early Intervention Grant	(7.140)	(7.246)	(1.812)	(7.246)	0.000
Council Tax Freeze Grant	(1.187)	(1.197)	(0.239)	(1.197)	0.000
New Homes Bonus Grant	(0.130)	(0.454)	(0.454)	(0.454)	0.000
Local Services Support Grant	0.000	(0.612)	(0.102)	(0.612)	0.000
Sub Total	(1.207)	(9.822)	(6.902)	(9.822)	0.000
Total General Fund	105.107	105.107	116.413	103.784	(1.377)
% of revenue budget over/(under) spent in total					-1.31%



10. Month on Month Movement in Variances

10.1. Community and Wellbeing net controllable **Revenue** budget for 2011/12 is now **£41.415m**. This has increased by **£332k** following the release of budgets for detriment and other staff related funds that were held centrally.

The projected total net expenditure after taking into account all known commitments and the latest projected savings is **£40.844m**. This gives a projected under spend of **£571k**. However an earmarked reserve is in place for **£302k** in favour of the Drugs & Community Safety Section. If approved this will make the final variance for the Department **£270k** (0.7% of the budget), and a favourable movement of **£139k**.

This movement is due mainly to favourable changes within the Public Protection Division (CASC) and is caused by reduced planned expenditure on the following teams - Community Safety (**£23k**); Careline (**£31k**) and the Drug Intervention Programme (**£69k**).

- 10.2. Education and Children's Services** net controllable budget for 2011/12 is **£31.576m**, and the projected total net expenditure is currently **£31.096m**. Members will recall that there are significant net pressures within the Directorate. The forecast pressure on looked after children placement budgets has been addressed through the use of corporate contingency (£600k) and initiatives within departmental budgets. In addition, the Safeguarding Improvement Plan (£167k) has been funded from additional corporate contingency. This month, significant savings from Early Years (£363k) and the Integrated Youth Service (£228k) are being projected.
- 10.3. Commercial and Transactional services** currently have a budget pressure of £177K. The total budget pressure is due to an additional £540K annual expenditure cost of running the SAVVIS server contract.
- 10.4. Resources and Regeneration's** Annual budget has increased by £597,000 to £34.756m following allocation of funding for Concessionary fares to replace the Government grant which was withdrawn this year (£699k) and inter directorate transfers in respect of management restructure activity (£102K).

Forecast for the year is now £33.961m which is £795,000 under the revised budget and reflects a £423,000 improvement from last month. This is mainly due to an acceleration of approved 2012/13 savings in strategic management (£82,000) and the release of the 2010/11 transformation reserve (£332,000) as costs have been met from in year savings.

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.

- 10.5. The Chief Executive's** directorate is forecasting an under spend position of approximately £20k across the directorate.
- 10.6. The Corporate service** area is forecasting an £11k over spend at this point in time in relation to prior years' pensions costs.
- 10.7. Treasury Management** reports a breakeven position.
- 10.8. The Housing Revenue Account** balances are forecast to be £9.733m at year end which is £486,000 higher than budget and reflects an improvement of £32,000 in the net operating income since last period.

Employee cost reductions of £42,000 offset by a reduction of income, £10,000 are the main variances.

Self- Financing continues to be high on the agenda with the "Shadow" HRA subsidy determination received in the period for consultation which is due to end 6 January 2012.

11. 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

11.1. 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.

11.2. 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 approved by the Minister. The financial impact of the additional work has been reflected in this report as described above.

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.

11.3. Customer and Transactional Services

The main risk for Customer and Transactional Services is to deliver the implementation of recent outsourcing decision contract awarded to Arvato Bertelsmann. Future savings are predicated on the successful integration and handover.

In addition to the above it is imperative that the Council tightly monitors its Benefits subsidy position with regard to the minimisation of overpayment errors made by the authority.

11.4. 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 as part of the procurement exercise for this potential method of disposing and developing property.

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

11.5. Chief Executive

No specific risks noted.

11.6. Housing Revenue Account

The settlement payment for self financing has been re-estimated in the “shadow” determination at £137m which is a £10 – 12 million increase from the previous calculations. This is mainly due to the inflation estimate increasing from 2.5% to 3.5% (See rent increase in emerging opportunities for mitigation) and the discount rate being reduced from 7% to 6.5% (As per the announcement in September borrowing rates from the PWLB have been reduced specifically for this event) in the financial model. Overall effects are being examined as part of the revised 30 year business plan.

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 December 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. Demolition in these circumstances may proceed and a separate rebuild of dwelling examined.

These properties would remain uninhabitable with a further pressure on revenue with loss of rental income and costs for demolition and clearing, and security.

12. Emerging Opportunities

Directorate Specific

12.1. Community & Wellbeing

Where possible the Department will be looking to implement any efficiency that has been agreed for 12/13 as early as possible. This may create some opportunity to realise savings in 11/12 but more importantly ensure a full year saving for 12/13 is achieved.

12.2. Education & Children's Services

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

12.3. Customer and Transactional Services

The department will look to exploit additional opportunities through the implementation of the partnership arrangement with Arvato Bertelsmann.

12.4. 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.

12.5. 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 confirmed in the "Shadow" HRA subsidy determination for 2012/13 is issued. This is also included in the Self – financing model and forms part of the settlement payment calculations.

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.

13. 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.

14. Capital Monitoring

The 2011-12 Capital Budget is £59,032K, spend to the end of November 2011 is £26,221. Total projected spend for 2011-12 at the end of March 2012 is £50,752.

15. Inter- directorate Budget Virements

In accordance with Financial Regulations we report the following inter-directorate budget virements in the year to date.

Service Area		Amount	Reason
From	To	£	
Contingency	Directorates	1,285,910	Allocation of the 2011/12 contracts inflation
Contingency	Directorates	701,200	Funding of the cost of staffing increments for 2011/12
Contingency	Directorates	312,780	Staff budget adjustments made as a result of the Job Evaluation process
R & R	CWB	173,710	Transfer of Policy Team budgets
R & R	C & TS	85,210	Transfer of Recruitment Team staffing budgets
Directorates	Procurement	131,700	Allocation of Procurement Savings
R & R	R & R	540,300	Transfer of 2010/11 EOI savings
Appropriations	Schools	3,582,033	Release of School's reserves and balance of DSG
Appropriations	DAAT	421,160	Release of funding for DAAT commissioned services
CWB	R & R	168,320	Transfer of Caretakers budgets
ECS	CWB	303,000	Allocation of EIG budget for the Family Intervention Program
CE	Contingency	32,000	Re-allocation of a 2010/11 corporate budget saving
Contingency	Directorates	215,680	Allocation of Detriment funding
Sources of Funding	ECS	106,410	Budget build relating to additional EIG received for 2011/12
Directorates	Contingency	495,820	Allocation of 2011/12 EOI savings
Contingency	R & R	699,000	Allocation of the 2011/12 Concessionary Fares Budget
Sources of Funding	Contingency	323,994	Budget build relating to additional New Homes Bonus received for 2011/12
Sources of Funding	Contingency	9,501	Budget build relating to additional Council Tax Freeze grant received for 2011/12
Contingency	C & TS	252,250	Budget adjustment re: Customer and Transactional Services Management Team
Appropriations	CWB	35,870	Release of reserve re: expansion of capacity of substance misuse FIP
Contingency	CWB	67,000	Realignment of Vol Sector budgets
Appropriations	Directorates	1,289,540	Release of 2010/11 Carry Forwards
Appropriations	CWB	89,380	Release of grant reserves
Sources of Funding	Appropriations	611,810	Allocation of the 2011/12 Local Services Support Grant
Appropriations	CE	60,100	Release of grant reserves

16. Conclusion

The position as at the end of November 2011 leaves an overall headline under spend position of £1.323m against the General Fund revenue account.