

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 12<sup>th</sup> March 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 January 2012 against the following key areas:

- i. Council's Gold Projects covering the period to 31<sup>st</sup> January 2012.
- ii. Performance Scorecard covering the period to 31<sup>st</sup> January 2012 (Appendix A).
- iii. Revenue and capital monitoring position to 31<sup>st</sup> January 2012 (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 £2.380m following the reallocation of resources as laid out in section 15 of this report.
  - Note that the Housing Revenue Account (HRA) reported a forecast under spend of £362k.
  - Note the identified areas of risk and emerging issues;
  - Approve the reallocation of resource in section 15 of this report.

##### **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 31<sup>st</sup> January 2012. 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 eleven Gold Projects in total, of which highlight reports have been received for ten as at 31st January 2012. The eleventh Gold Project ('Debt Management') 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.
- Of the ten gold projects which continue to be active, eight have been assessed to have an overall 'Green' status and two 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
Debt Management ( <b>new</b> )		
Delivering Personalised Services Programme	GREEN	6-10
Family Placement Service ('FPS')	GREEN	10-13
Public Health Transition Programme	GREEN	13
Safeguarding Improvement Plan	AMBER	14-16
School Places in Slough	AMBER	17
Slough Local Asset Backed Vehicle ('LABV')	GREEN	18
Thames Valley Transactional Services Project	GREEN	19-20

<b>Britwell Regeneration</b>			Project <b>SPONSOR</b>	John Rice	
<b>Wards affected: Britwell &amp; Haymill</b>			Project <b>MANAGER</b>	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	03/02/2012
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>06/01/2012</i>
Project start date:	28/03/2011		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 <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. Regeneration Tender – evaluation underway.</li> <li>2. Work underway to commence relocating four commercial tenants beneath Wentworth Flats to facilitate demolition in September 2012.</li> <li>3. Tender for the Britwell Hub – Contractor appointed 10/01/12. Start on site w/c 27 February with 41 week build time.</li> <li>4. Jolly Londoner/Car sales &amp; Library sites (15 dwellings) – 4 tenders received, evaluated and recommendations prepared for award by Cabinet 14/02/12.</li> <li>5. Scout &amp; Guides Accommodation – new building tendered and contractor appointed. Pre-contract discussions underway for planned completion early May 2012.</li> <li>6. Conducted initial engineering scoping works for the demolition of the “bridge” between Wentworth Flats and the remaining commercial properties.</li> </ol>					
Key activities / milestones scheduled for <b>next</b> period:					
<ol style="list-style-type: none"> <li>1. Conduct compliance interview for Regeneration Tender.</li> <li>2. Pre-commencement interview with Britwell Hub Contractor 07/02/12.</li> <li>3. Newbeech House Site (18 dwellings) - Tender receipt and award mid Feb 2012 if delegation agreed by Cabinet on 14/02/12.</li> <li>4. Commission enabling works to support commercial tenant relocation.</li> </ol>					
Key issues of <b>risk / obstacles to progress</b> :					
<ol style="list-style-type: none"> <li>1. Unable to reach agreement with highest scoring Regeneration Tenderer preferred bidder – risk attenuated by pre-contract.</li> <li>2. Delay with delivering commercial housing due to economic downturn, / housing market down turn.</li> </ol>					
Recommendations for CMT:					
To note the continuing progress with the project.					

<b>Business Continuity</b>			Project <b>SPONSOR</b>	Roger Parkin	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Dean Trussler	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	03/02/12
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>06/01/12</i>
Project start date:	July 2011		Anticipated Project end date:	Feb 2012	
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 <b>this</b> period:					

- 1-1's have taken place with KPMG/Heads of Service.

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

- Cancelled 1-1's with KPMG/heads of service being organised for February.
- Plan Templates updated.
- Completion of Business Impact Assessments.
- Draft Business Continuity Plan.

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

- Resource availability to support project
- Cancelled 1-1 meetings to complete BIA's

**Recommendations for CMT:**

- Ensure Directorate support of Heads of Service 1-1 Interviews.

<b>Customer Focus Programme</b>			Project <b>SPONSOR</b>	Roger Parkin	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Judith Davids/ Mohammed Hassan	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	01/02/2012
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	01/01/2012
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 <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in <i>this</i> period:</b>					
1. A very successful implementation of the new CRM system, Oracle on Demand, on Monday 23 <sup>rd</sup> January, with no loss of service. My Council staff and back office teams are very pleased with the implementation.					

2. All Customer Service Advisers (CSAs) and staff from Council Tax, Business Support, Highways and SEC received training on the new system, with named CSAs receiving additional training on the new Email module.
3. All PCs at My Council were upgraded to Internet Explorer version 8 to facilitate use of the new Oracle on Demand system.
4. Hub implementation meetings were held with Planning, Schools and Transport, and the transfer of work was agreed. All is ready to go live with Transport and School Admission calls on 1<sup>st</sup> February.
5. From 17<sup>th</sup> January an additional weekly drop-in session started for Schools Admissions, in order to deal with the increase in numbers of customers coming to Landmark Place.
6. The 9 new CSAs are receiving training on Council Tax and Housing Benefit calls so that they are able to deal with enquires during busy times to support both hubs.
7. Procurement of Click Tools, the decision-tree application, has commenced in time for installation by mid February.
8. A two week consultation was carried out to test public understanding of the proposed 12 new "Golden" contact telephone numbers. A total of 132 responses were received and the findings will be reported to the February Customer Service Programme Board.

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

1. Transport and School Hubs to go live on 01<sup>st</sup> February.
2. Analysis work to start in February with Public Protection, Early Response and Registration Services to review customer facing processes and identify work that can be transferred into the My Council operation.
3. User Acceptance Testing to be carried out for the Analytics component of Oracle On Demand.
4. Click Tools decision making application to be installed ready for use.
5. Decision to be finalised with Programme Board and CMT on "12 Golden" numbers proposal.
6. Benefits realisation/evaluation for "Tell Us Once" to be completed for circulation to project board.

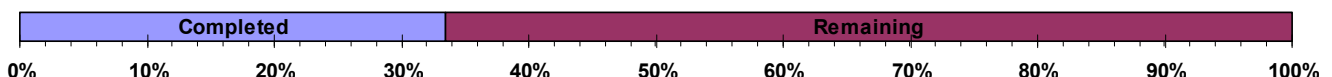
**Key issues of risk / obstacles to progress:**

1. Delays with Early Response as service managers failed to agree a February go live date, awaiting a response back from their senior management team in order to progress forward, follow up meeting to be scheduled with service to discuss actions for February.
2. Further delays also with the Planning Hub as the management team have yet to agreed work to be transferred over, in agreement with the AD for service we are aiming to move forward in February.

**Recommendations for CMT:**

1. To note level of progress achieved and risks identified.

<b>Delivering Personalised Services Programme</b>		Project <b>SPONSOR</b>		Jane Wood	
<b>Wards affected: All</b>		Project <b>MANAGER</b>		Mike Bibby & Mary McGorry	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	31/01/2012
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	<i>04/01/2012</i>
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

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

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

**1.1 LDP1 – Value for Money Reviews**

***(use of Respond respite service and review of costs of LD residential placements)***

- Desktop exercise begun to look at the needs and trends of use of Respond.
- As part of the Care home fee work, there will be work with LD residential providers where the people don't want to or can't move, to identify a fair cost for care using the Care Funding Calculator.

## **1.2 LDP2 – Employment support for People with Disabilities**

- Notification to Shaw Trust to terminate contract w.e.f 31st March 2012, places being passed onto other supported employment schemes as they become available.
- Shaw Trust employment assessment surgeries with operatives completed.
- Interim service specification developed.
- Mencap skills café attended by workshop operatives.
- Next Steps, interview skills and confidence building one-to-one meetings completed.
- One of the 11 long-term operatives seeking alternative employment has secured extended hours of employment with Sainsbury's.

## **1.3 LDP3 – Day Centres and Day Services**

- 20 people have reduced day centre attendance 1 day per week to do alternative activities at a cost of just circa £450 per week to ASC – a recognised significant achievement. Need to understand impact on reducing cost pressures for agency staff at Elliman post April.
- Need to move at people's pace; some people need longer than 6 weeks to decide to stay doing new and different things as they have been going to day services for a long time.
- **Safeguarding & Personalisation** – Positive risk taking tools and protocols are being tested and implemented to ensure we balance safeguarding with personalisation.

## **1.4 LDP4 – Supported Living Service**

- 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 – on Housing list and also canvassing individual providers who can provide both supporting people and social care support.
- Floating support tender for Supporting People should be resolved with new service model by July.
- Formal consultation exercise is ongoing with service users from all service groups, and their carers and families on the service specification and evaluation mechanism.
- The social care supported living framework was re-opened, now closed, and final evaluations being undertaken.

## **1.5 LDP5 – Helping People return from Residential Placements to Slough**

- Discussions taking place with a range of providers regarding opportunities they can offer for people with higher needs to return to Slough.
- Two service users have returned to the area with £50,000 per annum return to the Council.
- Detailed planning taking place for known transitions young people with providers.

## **1.6 LDP6 – Transition from Children's Services**

- Base line information gathered from Year 9.
- Transitions Protocol reviewed and tightened and re-issued to senior management team as a reminder.
- Meetings established with specialist providers, including preparation for 13 young people with complex needs being transitioned in next two years.

## **2. Commissioning Services**

- 2.1 **Home Support (Domiciliary Care and Personal Assistants)** – all reviews concluded, successful and unsuccessful tenderers advised. Tender evaluation report signed off. New framework comes into operation April 2012, with 15 providers available.
- 2.2 **Information, Advice & Advocacy Service** – range of new "Gateway" services in operation, involving 16 partners. Joint presentations being undertaken to ASC Team meetings. Work with providers focused on establishing a Performance Framework (service monitoring, contract monitoring, safeguarding), based on Adult Social Care Outcomes Framework.
- 2.3 **Floating Support** – business case and specification sign offs all completed. Formal service users' consultation completed.
- 2.4 **Berkshire Equipment Service** – tender feedback completed. Experienced project management resource appointed to oversee implementation. Implementation governance arrangements put in place with new supplier.
- 2.5 **Carers Respite & Support Services** – all reviews completed. Tender evaluation report signed off. Tender feedback underway. New Framework commences April 2012, with six providers.
- 2.6 **Substance Misuse (Accommodation)** – first implementation meeting held with successful provider. New contract start April 2012.
- 2.7 **Older Peoples Services** – following initial report on current service provision / future options, further scoping document prepared as a step towards formulating older people's strategy.
- 2.8 **Mental Health Day Services** – presentations held 6<sup>th</sup> January, evaluation completed week

commencing 9<sup>th</sup> January. Evaluation Report completed.

- 2.9 ***Learning Disabilities Supported Living*** – tender process extended and re-evaluation commenced.
- 2.10 ***Domestic Abuse*** – project group (Supporting People, Children’s Services and Safer Slough Partnership reps) formed and work commenced on plan, business case and specification.
- 2.11 ***Voluntary Sector Commissioning*** - Advice and Information Service and Capacity Building Service tendered and desk evaluation completed. Prevention Service development tendered on 18th January.

3. **Contracts**

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.

5. **Positive Risk Taking**

Positive risk taking guidance and risk planning tool agreed by Executive Board. Managers testing tool with case studies.

6. **Slough Services Guide**

Communication for launch of service being developed. Providers now able to register to review and update own details, to be validated by SBC leads before publication.

7. **Warm Homes Healthy People Fund**

Commissioning Team coordinating the spending of £70,885 awarded in December. Governance arrangements now in place for three work streams within the programme:

- Severe Weather Coordinator and Activist appointed by Age Concern implementing a number of preparatory measures (register of vulnerable and volunteers by area);
- Extension to Private Sector Heating Improvement Scheme;
- Programme of Green Doctor inspections (additional 70) aimed at reducing fuel poverty.

## 8. Performance Highlights

	Target	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-11	Feb-12	Mar-12	Variance against Target
<b>Finance Measures</b>														
Savings Performance: Savings Achieved or Projected to be Achieved as a percentage of Total Savings Agreed (year to date)	100%	72%	72%	74%	85%	85%	85%	85%	85%	85%	85%			-15%
<b>Quality Measures</b>														
% of ASC assessments completed within 4 weeks of first contact: monthly snapshot	90<95%	83.6%	79.7%	80.3%	75.4%	79.7%	80.3%	88.3%	Not yet available	Not yet available	Not yet available			-1.70%
% ASC services in place within 4 weeks of completed assessment: monthly snapshot	75>90%	97.6%	67.7%	71.9%	63.4%	83.0%	83.3%	69.6%	Not yet available	Not yet available	Not yet available			-5.40%
<b>Volume Measures</b>														
Number of assessments made per month by Adult Social Care Services	n/a	196	220	223	202	208	236	178	Not yet available	Not yet available	Not yet available			
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	920	936	970			
Number of reviews completed per month by Adult Social Care Services	n/a	231	141	356	305	271	229	222	277	Not yet available	Not yet available			
Number of safeguarding referrals leading to a strategy meeting per month	n/a	11	15	22	23	18	25	17	10	15	18			
<b>Outcome Measure</b>														
2B: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into Reablement/ Rehabilitation services	90%	100%	100%	100%	100%	95%	100%	100%	95%	100%	95%			+10%



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

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

- Conclude desktop review of Respond usage
- Continue planning for young people in transition so that services will be available locally and they won't have to move away from their families and friends
- Ongoing meetings with providers for complex needs to consider opportunities on an individual, needs-led basis.
- Closure of Speedwell and start of Interim service at Windmill Resource Centre
- Care Funding Calculator work will begin when care home fee project concludes
- 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 residential care using day care centres.
- Sure Trust and Job Centre Plus event in February with local employers to promote employment of people with disabilities.
- Ongoing work with operatives and volunteers to identify opportunities, job search, provide support with applications and interview preparation.

### 2. **Commissioning Services**

- **Residential Services** – further consideration of future options for provision and commissioning of residential and nursing care provision – internal workshop planned.
- **Home Support** – concluding implementation processes / practices for April.
- **Information, Advice & Advocacy Service** – formal launch to take place 13/03/2012. Publicity of the event and to encourage wider use of Gateway Partnership services to be organised in consultation with the Council.
- **Floating Support** – following the ITT closing date of 08/03/2012, evaluations to be undertaken by Tender Evaluation Panel, to identify providers to be invited to presentations in April.
- **Berkshire Equipment Service** – Conclusion of any TUPE transfer, premises and existing asset list negotiations, if not concluded earlier. Planning of data mapping, transfer and loading into new system. Final agreement of financial structure, ready for go live.
- **Carers Respite & Support** – implementation meetings with new providers, for April start to new contract.
- **Substance Misuse (Accommodation)** – further implementation meetings with successful provider, as necessary and conclusion of formal contract. New contract start April 2012.
- **Older Peoples Services** – following earlier preparation of report on current service provision / future options and further scoping document further direction anticipated to prepare an older people's strategy.
- **Mental Health Day Services** – implementation / handover meetings to be held with successful provider.
- **Learning Disabilities Supported Living** – clarification / presentation events to be held for shortlisted providers, particularly to establish capabilities in sourcing properties.
- **Domestic Abuse** – conclusion and sign off (Children's Partnership Commissioning Board, Supporting People Commissioning Board and Procurement Board) of business case and specification, for ITT phase. ITT publication planned for early April.
- **Voluntary Sector Commissioning** – evaluation of Advice and Information Service and Capacity Building Service to be completed and Evaluation Report prepared. Prevention Service submissions to be evaluated and priorities considered, awards proposed.
- **Warm Homes Healthy People Fund** – continue monthly monitoring, to complete spend by end of March.

### 3. **Safeguarding**

- Strategy being drafted in line with 7 priorities outlined in Annual Plan and the Slough Model.
- Commissioning Sub-group to be re-convened to consider sharing of information regarding quality
- Information co-produced as a draft with VCS agencies on how to choose a care home or domiciliary care provider and what to do if there are concerns, for the Executive Board to review.

4. **Mystery Shopping Exercise**

Mystery shopping exercise to commence with first Contact and Assessment in March for a period of 6 weeks. Staff to be briefed.

**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.
- Public reaction to disability employment support changes.
- Family anxiety about changes in Supported Living Team to Floating Support.
- Double run on costs to run day services whilst people to encouraged to look at other alternatives in line with personalisation.
- Continuing Health Care process issues leading to financial pressures where cases are disputed or delayed by the NHS.

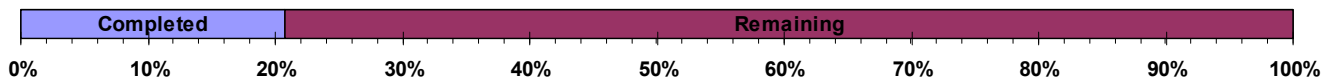
**2. Commissioning**

- 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.

<b>Family Placement Service</b>			<b>Project SPONSOR</b>	Clair Pyper	
<b>Wards affected: All</b>			<b>Project MANAGER</b>	Jill Forrest	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	06/02/2012
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	05/01/2012
Project start date:	19/10/2011		Anticipated Project end date:	31/03/2013	



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

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

- Recruitment of staff is progressing
  - 0.5 ATM in post until March 2013 (Act up).
  - 1.0 Recruitment Officer Agency.
  - 7 SW posts 2 Agency, 5 Fixed Term.
- Unconnected Fostering recruitment
  - 13 telephone enquiries received during the month.
  - 4 telephone enquiries not suitable.
  - 9 information Packs sent out.
  - 3 initial enquiries forms returned.
  - 1 initial visit made.
  - January Foster panel – 1 fostering assessment of prospective foster carers to be presented for approval – Update: Due to issues with medical this was not presented.
  - 9 unconnected Foster families currently being assessed.
- Special Recruitment Project activity

- 5 more enquiries received (1 outside of Slough).
- 6 more initial visits undertaken since December (10 in total).
- Not proceeding with 2.
- 1 more initial visit scheduled.
- Purchased Adoption Placements
  - We have purchased 3 adoptive placements matched in January.
  - 2 voluntary sector which would have been £27K each but negotiated sibling rate so cost is 43K.
  - 1 Berkshire consortium = £6k.
- Core Adoption recruitment
  - 5 adopters put forward for January 2012 information session with RBWM.
  - 3 enquiries received and put forward for Slough information session on 13.3.12.
  - 1 initial visit carried out.
  - 4 initial visits to prospective adopters to be allocated.
  - 2<sup>nd</sup> visits arranged to 4 sets of adopters (1 Slough 1 VAA 1 consortium and 1 LA) for matches with 4 Slough children.
  - 4 adoption orders granted (1 inter-country and 1 step parent).
  - 3 further adopter assessments have started.
- Tracking of LAC data, Care Planning, Placement and costs
  - 1<sup>st</sup> Strand meeting held on 24.1.12.
  - System now in place for updating the spreadsheet from a variety of information sources.
  - The collection/update cycle has been put in place from month end January 2012.
- Supported lodgings
  - Agency SW recruited for fixed term contract.
- Finance
  - IB continues to monitor actual spend and commitments against the FPS Gold Project and FPS core service budgets.
- Commissioning
  - Placement Commissioning Team have audited the placement approvals and contracts for all existing LAC and Care Leavers placements.
  - New individual placement agreements to providers for individual children have been issued ahead of new IFA tender starting 1 April 2012.
  - Second Placements Social Worker recruited- awaiting checks.
- Care Planning
  - New LAC Social Work teams in place.
  - Group Manager has prepared action plan for improvement.
- Marketing
  - Training session run with Family Placement Service and Placement Commissioning Team focusing on agreeing key messages and shared approach to initial enquiries.
  - Press release articles Slough Observer and the Slough Express 6/1/12.
  - Continued range of marketing initiatives instigated to keep Slough in the public arena as a service of choice.

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

- Staff Recruitment progress on remaining fixed term
- Unconnected Fostering recruitment
  - Number of applicants at fostering pre- group: 9 families have been invited to the pre-group held in Feb 2012. 4 couples confirmed that they will attend.
- Special Recruitment Project
  - Preparation course booked for 11<sup>th</sup>, 18<sup>th</sup> and 27<sup>th</sup> February-8 households invited (1 declined).
  - 5. Advertising outside of the Slough area.
  - Completion of prep course reports.
  - Home studies to commence after preparation course.
  - Continued advertising.

- plan next info session.
- Core Adoption Recruitment
  - 3 adopters put forward for February preparation course with RBWM.
  - 2 adopter assessments to be allocated.
  - Adopter handbook being developed.
- Tracking of LAC data, Care Planning, Placement and costs
  - To monitor the effectiveness of the data collection process/cycle, review and make improvements as necessary and ensure all data outstanding from social workers is uploaded onto the current spreadsheet, so only placement moves, changes in social worker, care planning and legal proceedings, new Lac and exits should be updated along with all financial information.
  - To ensure ATM's are ensuring ICS data is correct and working within collection timescales.
- Supported lodgings
  - To have completed a full list of young people suitable for supported lodgings by 6.2.12.
  - To have met with Reading to learn from their supported Lodgings experience
  - IS to complete research on local supported lodgings schemes in Slough and other areas including voluntary and private sector.
  - JP to update Slough supported lodgings policy.
  - SM to update enquiry form for Family Placement service to reflect the needs for supported lodgings carers.
- Finance
  - Finance strand to meet to set up the financial tracking for individual children as their care plans progress.
- Care Planning
  - LAC Social Workers are attending adoption training with BAAS in March.
  - Action for improvement focusing on Statutory Visits.
- Marketing
  - Organise communications meeting between Communications team and FPS to ensure that we can maximise potential marketing opportunities.
  - Analyse responses to marketing initiatives and conversion rates from enquiries to assessments to approvals for all placement types.
  - Continue efforts to get across the message to potential applicants outside Slough.
  - Contacting other Local Authorities to explore possibility of Adopter exchanges to mitigate the risk of applicants for the Special Recruitment Project being mainly from Slough residents.

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

**Project Management**

- Time taken for Adoption Inspection 20-22 Feb 2012 is resource intensive in the Family Placements Service.
- Delay in implementation of ContrOCC link to ICS will delay its use to combine care planning for children with placement commissioning.
- Succession planning for project management from April 2012.
- Success of advertising campaign yet to be assessed.
- Recruitment to all fixed term project posts not yet complete.
- There is strong possibility that not every one attending Fostering Preparation Group will progress onto next stage of assessment, based on Slough and national experience.
- Strong possibility that not everyone attending pre-groups will progress onto next stage of the assessment.
- Possible difficulties in gathering data from social work staff due to time constraints/caseload commitments in line with reporting deadlines.
- Capacity issues in performance team.
- If the recruitment campaign is very successful, capacity of existing workers to take on more

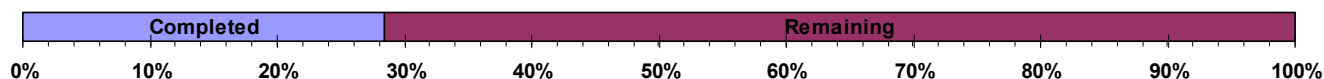
assessments.

- Changes of the child's allocated social worker hinders progressing the permanency plans.
- Applicants-may not be suitable.
- Delayed CRB checks returns.
- Limited capacity in the Communications Team may prevent full use of marketing opportunities such as Twitter.

**Recommendations for CMT:**

1. None.

<b>Public Health Transition Programme</b>			Project <b>SPONSOR</b>	Jane Wood	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	03/02/2012
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	06/01/2012
Project start date:	08/08/2011		Anticipated Project end date:	30/04/2013	



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

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

1. Shadow HWB met and agreed a sub structure.
2. Health Scrutiny Panel considered a report on public health transition.
3. Brief for temporary programme manager agreed.
4. Outline Public Health Transition Plan prepared.

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

1. Meet Help and Care (LINK host) to discuss development of HealthWatch.
2. Development of Joint Health and Wellbeing Strategy.
3. Programme Manager's recruitment to commence.
4. Community engagement role to be developed and recruitment to commence.
5. Cabinet to consider report on public health transition, including ToR of Shadow HWB.

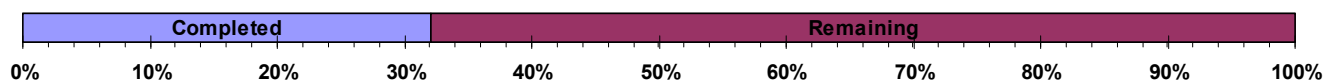
**Key issues of **risk / obstacles to progress**:**

1. Resource to take forward the project.
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:**

None.

<b>Safeguarding Improvement Board</b>			Project <b>SPONSOR</b>	Clair Pyper	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Keren Bailey	
		Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	31/01/2012
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	10/01/2012
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:

- Members considered progress with the Improvement Plan at Cabinet on 23.1.12.
- Education and Children's Services (ECS) Scrutiny Panel Scrutiny received an update on progress with the Improvement Plan on 24.1.12.
- Member questions at the meetings included social work caseloads, partner engagement, staff training and recruitment and retention of staff. They have asked us to report back on those aspects of the Plan at future meetings.
- The Improvement Board met on 10.1.12. The Board felt that considerable progress had been made and that the focus should now be on embedding improvements to social care practice, and improving partner engagement in the Local Safeguarding Children's Board (LSCB) and early intervention.

### **Theme 1 - Social Care Practice**

- The long term structure for Children's Services has now been agreed and job descriptions are being drawn up.
- The phased implementation of the Quality Assurance Framework (QAF) continues with a focus on improving practice on: reflective and analytical case work and supervision; work between child protection conferences to prevent planning drift for children on Child Protection Plans; and reinforcing the use of the risk assessment framework.
- The continued implementation of the QAF, which includes the audits, is providing information that demonstrates the extent to which the changes that have been made are embedded.
- Further development of the web based procedure manual (Tri-X) is continuing. This is particularly critical to support business continuity in terms of operating practice during this period of change.
- All historical out of time 'Initial Assessments completed and authorised within the timescales' and out of time 'Core Assessments completed within timescale' have now been cleared. This means that they will no longer impact negatively on performance data. Improved performance is expected to continue as managers and staff that have poor performance in this area are being supported to improve.
- Specifications for coaches and mentors for social workers and managers to improve social work practice have been developed for the additional sector support project. Once recruited, they will support the development of best practice (to adhere to all SBC policies, procedures and guidelines), the identification of areas (themes) for improvement in practice across the Service, the identification of areas of good and satisfactory practice within the Service, the delivery of specific learning and development interventions and make recommendations for topics for inclusion in ongoing learning and development plan. This is part of the additional Sector Support work that has been made available to us.

### **Theme 2 - Capability and Capacity**

- Work on drawing up and grading job descriptions for the new structure has started.
- The Assistant Director recruitment will start in the w/c 13.2.12.
- A wide programme of communications, led by the operational leaders who are making use of opportunities for both giving and receiving information in their interactions with their teams, is in place

supported by the Communications team. A quick 'survey' of what works and how communication could be improved is being carried out to identify other ways of communicating with staff that could enhance this programme.

- The first draft of the Corporate Workforce Strategy has been discussed by the Corporate Management Team and will be adopted for the council following discussion at the Senior Leadership Team (SLT).
- The Training Plan has been developed including Leadership Development and Practitioner training, to reflect the priorities in the Improvement Plan. Training is currently being commissioned and a training programme should be available for staff by mid-February.

### **Theme 3 - Quality Assurance and Performance Management**

- A high proportion of managers and practitioners attended Performance Management workshops which looked at developing corrective actions where performance is poor. The findings from the workshops are being used in the Performance Management Framework.
- The first stage of the sector support work on the Independent Reviewing Officer (IRO) service has been completed. Initial findings have been reported and the recommendations are being developed.
- The LSCB Development Day on 6.1.12 discussed the structure of LSCB and its sub-groups, 2012-15 Business Plan and expectations of partners. These were confirmed by the LSCB Executive Board on 2.2.12.

### **Theme 4 - Early Intervention and Prevention**

- Sector Led Support has agreed to 6 to 10 days of extra support, funded from the additional sector support money allocated to Slough, to support the development and implementation of the Early Intervention Strategy across all agencies, including clarifying thresholds and improving partner contributions to the Early Response Hub.
- A second event for partners is being planned for the 22<sup>nd</sup> February. This is for middle managers, team leaders and key front line staff. This will be a practical sessions concentrating on specific partnership activity needed to engage partners in the implementation of the Early Intervention Strategy.
- Preparation for this event includes a paper setting out 'What's in it for me?' and clarification for partners of the thresholds for entry to Social Care and the Early Response Hub.
- Visits are being arranged to the Early Response Hub from Health Visitors, Police Officers and the LSCB to enhance partnership involvement.
- Schools have made a financial contribution to Early Intervention which will help with the development of processes to support an electronic Common Assessment Framework (CAF).

### **Theme 5 - Leadership, Governance and Finance**

- Planning for the future structure and its implementation continues and this is focusing on addressing risks to business continuity that may arise due to recruitment at senior levels.
- The Children's Partnership Board (CPB) review continues and a survey has been developed through the Slough Focus portal during December/January and is being tested before distribution to partners. Replies are required by the second week in February.
- The Children and Young Peoples Plan was considered and agreed by the ECS scrutiny panel on 24<sup>th</sup> January 2012.
- A paper on the Medium Term Financial Strategy was discussed by the Improvement Board showing previous, current and future years spend on safeguarding and looked after children, and SBC commitment to future expenditure. The Board has asked for further work to now consider partner spend in these areas.
- Assistant Team Managers are attending SMT meetings throughout January to account for performance and their team's contribution to the Improvement Plan.
- Team plans are now in place that incorporate actions from the Improvement Plan. Staff appraisals and personal development plans reflecting the Improvement Plan for each member of staff will be linked to these plans.
- Further work on responsibilities of LSCB, CPB, ECS Scrutiny to be updated to include Health and Well-Being Board, Safer Slough Partnership and Adult Safeguarding Board.

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

Clear milestones for specific aspects of the work are contained in the Improvement Plan.

### **Theme 1 - Social Care Practice**

- Recruit staff to revised job descriptions, carry out succession planning and handover, and create an induction and training programme ready for the new structure.
- Work to embed required standards of practice, tested through audit work and management oversight.
- Appointment of coaches/mentors as part of the Sector Support work.

### **Theme 2**

- Continue to commission the highest priority elements and review existing elements of the immediate learning and development plan.
- Workshop with practitioners and The College of Social Work to consider how the Professional Capabilities Framework and other Social Work Reform Board/Munro 'products' will work in practice, and how they can be used both on an strategic and individual basis.

### **Theme 3 - Quality Assurance and Performance Management**

- Senior Management Workshop on Performance Management on February 9<sup>th</sup>.
- Outcomes from the SMT workshop to be taken forward – developing an early warning system that show non compliance with the performance system, learning of coaching skills to support managers using the performance framework and developing the audit plan to ensure compliance and to identify further support needed to use the framework proficiently.
- Reinforcement of messages about the use of the supervision template and audit by end February to check use.

### **Theme 4**

- Development of Early Intervention Implementation Plan.
- Finalisation of Social Care and Early Response thresholds.
- Hold the second half day event for middle managers, team leaders and key front line workers.
- New software associated with the electronic CAF.
- Further analysis of CAF and case auditing of CAF.
- Partners to consider how they can contribute to the Early Response Hub in terms of providing services.

### **Theme 5 - Leadership, Governance and Finance**

- Continued succession planning for the move to the new structure and work to ensure business continuity is maintained and the improvements to practice are sustained.
- Work on building the Improvement Plan into appraisal, performance monitoring and personal development plans.
- Specific work with police on levels of referral which is still proving problematic.
- Continue recruitment for a permanent LSCB Chair.
- Finish work on survey of CPB based on impact of outcomes for children and distribute.
- SMT/Lead Member training through sector support team postponed from 13<sup>th</sup> January in order to assimilate the results of the work with teams on performance management, now planned for 9.2.12.

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

The Project Board has highlighted the risk of a lack of business continuity and a potential failure to sustain improvements in practice if careful succession planning is not carried out. There is a risk, with the recruitment of an almost entirely new Senior Management Team, that organisational memory will be lost. This also applies to Assistant Team Managers within the Children and Families Fieldwork teams who are also on fixed term contracts. The Project Board is ensuring that this is addressed. Delivery of the Learning and Development Plan is essential to ensure staff are able to carry out their roles in improvement work.

### **Recommendations for CMT:**

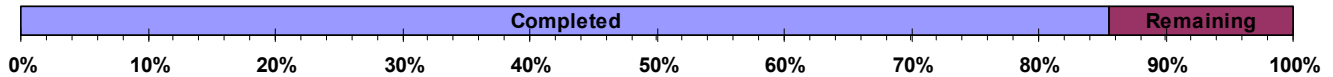
- N/A



<b>School Places In Slough</b>			Project <b>SPONSOR</b>	Clair Pyper	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Robin Crofts	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	01/02/2012
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	<i>01/01/2011</i>
Project start date:	2008		Anticipated Project end date:	2020	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in <b>this</b> period:</b>					
<ol style="list-style-type: none"> <li>1. Recently approved primary expansion projects are proceeding at Montem Primary (Phase 1), Marish Primary (2 additional classes), Priory (Phase 2), Lynch Hill (Phase 2) and Littledown (primary special).</li> <li>2. DfE has confirmed Slough's capital underspend for 2010-11 will <b>not</b> be clawed back as it is fully committed to the Parlaunt Park Primary project.</li> <li>3. Capital Strategy Board has approved the procurement of an options appraisal for the possible expansion of Wexham School.</li> <li>4. Lynch Hill and Sikh faith school promoters are exploring the options for the creation of a secondary free school. Slough secondary Heads are also exploring the options for a secondary free school their Heads group (SASH). Small scale expansions being discussed will not met projected demand, but may ease short term pressures.</li> <li>5. Changes in the format of the Primary Expansion Summary table. As requested by CMT the table is currently under review.</li> </ol>					
<b>Key activities / milestones scheduled for <b>next</b> period:</b>					
<ol style="list-style-type: none"> <li>1. Meetings of the School Organisation Group and Slough Association of Secondary Heads (SASH) are arranged to further develop the expansion programme</li> <li>2. To meet Haybrook College and plan the expansion of special school and PRU places.</li> <li>3. First indications of the number of applications for primary school places for September 2012 will be known during February 2012.</li> </ol>					
<b>Key issues of risk / obstacles to progress:</b>					
<ol style="list-style-type: none"> <li>1. There are emerging pressures in a number of year groups at primary, secondary and special schools. All applicants are being offered places but for some secondary school applicants this is at schools outside Slough. These applicants may be eligible for transport. This is not an option for primary places, so new expansion projects can be required at short notice.</li> <li>2. In order to ensure every secondary pupil secures a school place, the first new secondary school places should be in place for 2013-14. This will require early agreement on the proposed project allowing it to move forward without delay.</li> </ol> <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>					
<b>Recommendations for CMT:</b>					
None.					

<b>Slough Local Asset Backed Vehicle ('LABV')</b>			<b>Project SPONSOR</b>		Julie Evans
<b>Wards affected: All</b>			<b>Project MANAGER</b>		John Rice
	Timeline	Budget	Issues & Risks	OVERALL status	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	03/02/2012
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	06/01/2012
Project start date:	19/09/2011		Anticipated Project end date:		31/12/2012
<p>Completed: 30% Remaining: 70%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in <b>this</b> period:</b>					
<ol style="list-style-type: none"> <li>1 Ernst &amp; Young appointed as the financial advisors for the LABV Project.</li> <li>2 Four strong Pre-Qualification Questionnaires returned 09/01/12.</li> <li>3 Comprehensive evaluation undertaken including securing credit and company reference checks for the consortium lead companies and partner companies in all cases.</li> <li>4 Pre-Qualification Questionnaire process successfully completed on 20/01/12 with four high scoring Bidders selected to be Invited to Participate in Dialogue.</li> <li>5 Project Board on 23/01/12 confirmed evaluation process and the four Bidders to be invited to ITPD. Meeting Agendas agreed for three competitive dialogue meetings to be held with each Bidder. Risk Log considered and mitigation action approved.</li> <li>6 Successful Bidders notified of progression to the next stage in the procurement process.</li> <li>7 All four Volumes of the ITPD together with the 18 technical appendices to Volume 2 drafted, standardised and finalised. Detailed evaluation matrix including scoring and score weighting system prepared. Cost model and Profession Fees Modes prepared.</li> <li>8 Invitation to Participate in Competitive Dialogue ("ITPD") issued on time at 9.00 a.m. on 01/02/12.</li> <li>9 Meeting with the HCA to further understand their interest in actively participating in the LABV for key Heart of Slough (HoS) sites. Also to review progress with the HoS legal agreements between the Council, the HCA and the University of West London. Legal advice sought on the options for the HCA relationship with the LABV.</li> <li>10 Updated Project plan enhanced (attached).</li> </ol>					
<p>LABV Project Plan 06 01 12.mpp</p>					
<b>Key activities / milestones scheduled for <b>next</b> period:</b>					
Please refer to Project Plan.					
<ol style="list-style-type: none"> <li>1. Commence dialogue – three meetings with each Bidder planned between mid-February and mid-March (response to ITPD due 30/03/2012).</li> <li>2. Options for the HCA relationship with the LABV developed and shared with HCA.</li> <li>3. Project Board Meeting – 27/02/12.</li> </ol>					
<b>Key issues of <b>risk / obstacles to progress</b>:</b>					
Please refer to the attached risk log.					
<p>Risk Log 120112.xls</p>					
<b>Recommendations for CMT:</b>					
1. To note the progress.					

<b>Thames Valley Transactional Services Project</b>			Project <b>SPONSOR</b>	Roger Parkin	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Phil Hamberger	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	02/02/12
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	05/01/12
Project start date:	17/02/2011		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. Contract redrafted and reviewed by both parties, further negotiations taking place.
2. Asset Register completed.
3. Transition and implementation plans reviewed.
4. EOI exercise completed.
5. Final TUPE list issued to supplier.
6. Agreed joint communications strategy.
7. Agreed joint risk register developed.
8. Continue staff briefings and 1-2-1's.
9. Continue Trade Union briefings.
10. Organised next all staff briefing.
11. Arvato Implementation Team located at Airways House.
12. Service reviews commenced.
13. SLA's agreed with MyCouncil for Benefits and C-tax.
14. KPI reviewed and agreed.
15. Introductory meetings attended (Schools Forum and Housing Senate).
16. Established a staff information pages on SBC Insite intranet site.

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

1. Contract negotiations to be finalised and contract signed.
2. Further staff briefings to be held.
3. Implementation plans to be agreed and signed off.
4. Finalise client side monitoring arrangements.
5. Ongoing engagement with Unions - through DCF reporting on project progress.
6. Further develop SLA's between the preferred supplier and the retained organisation.
7. Further development of SBC implementation plan.
8. Review of Risk Register.
9. Develop joint communications strategy.
10. Develop FAQ's on insite pages.

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

1. **Staff concerns about TUPE transfer process.** This risk continues to be a high priority for the project team as we move towards the contract going live. 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 includes 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.
- HR Surgeries if required.

**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 21<sup>st</sup> 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. The KPIs are forming part of the contract;

**3. Contract Negotiations.** Legal Services continue to be fully engaged with the contract negotiations to protect the council's interests and have been involved to ensure that there is a robust contract in place with either supplier.

**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 2<sup>nd</sup> April 2012.

#### Recommendations for CMT:

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 the Council's latest performance for the period to 31<sup>st</sup> January 2012, and should be read in conjunction with the full Performance Scorecard attached as an appendix to this report.

### 7.1. Key People Measures

All People Measures are provided by Human Resources department, and this is reported on a quarterly basis. As such, the data referenced in this section of the scorecard remains the same as presented previously, relating to the period up to and including 30<sup>th</sup> September 2011. Data for the final quarter of 2011 is currently being collated and verified, and will be reported at a future date.

### 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 195 press releases issued, and CMT are encouraged to facilitate the release of positive news stories. The same period has seen 547 press enquiries and 1,343 press articles monitored. Of the press coverage assessed by SBC Communications team in January, the majority (52.4%) was deemed to be either 'positive' or 'very positive'. Across the entire 2011-12 year to date (April-January 2012), a total of 1,343 press items have been monitored; the majority of this press coverage has been positive or very positive (58%) with only 11% of coverage negative in tone.

SBC continues to receive a steady stream of Freedom of Information requests and press enquiries. Between April 2011 and January 2012, a total of 724 logged Fol applications have been made – an average of 72 every month; this represents an additional 73 applications compared to the same period for 2010-11 (an increase of some 11%), and has obvious impacts on staff time. The table below depicts the primary directorate to which each Fol application has been made.

<b>Fols logged by Directorate</b>	April 2011	May 2011	June 2011	July 2011	Aug 2011	Sep 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	<b>Total</b>	<b>%</b>
Resources & Regeneration	28	41	35	33	35	28	32	36	18	26	<b>312</b>	43%
Community and Wellbeing	18	14	15	7	20	11	14	26	7	15	<b>147</b>	20%
Education & Children's services	5	15	10	11	12	19	14	13	8	9	<b>116</b>	16%
Chief Executive's department	16	10	9	2	9	5	11	16	10	14	<b>102</b>	14%
Customer & Transactional services	3	3	4	6	3	2	0	8	2	16	<b>47</b>	6%
<b>Total</b>	<b>70</b>	<b>83</b>	<b>73</b>	<b>59</b>	<b>79</b>	<b>65</b>	<b>71</b>	<b>99</b>	<b>45</b>	<b>80</b>	<b>724</b>	

Directorates are encouraged to regularly review the subject matter of Fol 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 unique visitors in October, which reduced to 74,139 in January) and this underscores the value of the current redevelopment work on our website. The 74,139 visitors to our website in January made 205,232 visits and viewed a total of 573,408 pages between them. January saw a total of 1,571 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 ('HB') and Council Tax benefit ('CTB') 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. 310 HB claimants and c.60 CTB claimants. Improving employment and income opportunities for local residents remains a core priority for Slough Borough Council and its partners.

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. During April to December 2011 children's social care has dealt with a total of 6,472 contacts (an increase of 25% on the same period in 2010) and 1,407 referrals (an increase of 3% compared to the same period one year previously). 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 200, this has increased by 74% - 85 additional children – compared to December 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 December 2011 there have been 148 adult safeguarding referrals made which required a strategy meeting to be convened. This represents an increase of 33 (or 29%) on the numbers received in the same period of 2010.

The period April 2011 to January 2012 has seen 337 homeless cases determined, with 93% of decisions issued with 33 days. This represents a significant increase in volume of presenting cases over the corresponding period for the previous year (265 cases) *and* an improvement in speediness of decisions (from 91.3%).

### 7.3. Key Quality Measures

The period of April to December 2011 saw a total of 527 logged complaints across the council – a fall of almost 25% from the total (701) in the corresponding period one year previously. Provided that all complaints are being adequately recorded, then this represents considerable improvement in the quality of services delivered and in the public perception and satisfaction with the council. SBC is reiterating the importance of handling complaints according to established borough procedures, and a revised customer feedback and complaints leaflet was issued in January 2012 which clarifies the process for complaints handling, recording and escalation of issues. The Corporate Complaints Officer has been investing time with departments to improve the cross-council learning from complaints and enable ongoing service improvement. Complaints in the final quarter of 2011 were distributed across council directorates as follows:

Resources and Regeneration	74	54%
Customer and Transactional Services	38	28%
Community and Wellbeing	13	9%
Education and Children's Services	9	7%
Chief Executive's division	2	1%

This distribution appropriately reflects the volumes of service contacts and types of service provided by each directorate. All directorates have experienced a reduction in complaint numbers compared to the previous quarter. Alongside this, the number of complaints which escalate to the final stage has reduced, indicating effective and early resolution of the issues. Between April and December 2011, 41 complaints have progressed to stage 2 (8%) and 13 progressed to stage 3 (2%).

Within Children's social care, there is evidence of improvement. Note that January values are being collated (the business has requested two weeks beyond month end to enable data recording). By the end of December, the proportion of Initial assessments completed within timescales had increased to 69.6% for the whole of the previous 12 months – this increase is due to particularly improved performance in the most recent period. (48.1% 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 slightly lower than one year ago, current improvement activity is achieving the desired results, with 86% of the initial assessments completed *during* December meeting timescales. 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* December, 58% achieved timescales (significantly better than the 30.3% achieved in December 2010). 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 12.4%).

An internal programme of regularised case auditing has commenced, with 16 individual children's files having been audited in October, 18 in November, 38 in December and 21 in January. This exercise will be repeated every month, and a quarterly report on audit findings prepared in early 2012. 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 and the audit results are being fed into the training plan. Audits are showing signs of improvement in case recording, response to referrals, the quality of new assessments and outcome-focussed child protection plans. Further work is continuing to drive up the management oversight, preventing drift in care planning and enabling progress with child protection plans.

All statements of special educational need prepared in 2011-12 have been issued within statutory timescales. However the numbers issued have been steadily increasing from 9 issued in October 2011 to 17 issued in January 2012. If the numbers issued continue to rise at this rate this will put pressure on resources within the team with the percentage rate likely to fall.

Council support continues to be delivered to local schools in measures to improve performance and compliance with expected standards. There are now only 3 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 shows a marginal increase on the corresponding period one year ago: for domestic refuse, a monthly average between April and December of 48 missed bins compared to 44 for the same period in 2010, and for recycling bins an average between April and December of 39 missed bins compared to 37 for the same period in 2010.

#### **7.4. Key Inspection Results**

2011 has seen a number of published inspection reports of council services. 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, which are being progressed.

All service areas subjected to external scrutiny react to the inspection findings, and work to address any identified service improvements, incorporating this activity in normal business improvement planning and generally within existing resources.

The council's response to the 2011 Ofsted inspection of safeguarding and looked after children's services and the Improvement Notice issued by the Secretary of State is well documented, with all inspection recommendations being addressed and monitored by the Improvement Board. The service area has received additional funding and increased internal and external support to enable sufficient improvements to service delivery.

The Youth Offending Team has similarly implemented service improvement activity to address the issues of concern raised in its inspection of 2011, and progress is reviewed and scrutinised on a regular basis by the Youth Offending and Youth Justice Boards.

## **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 1<sup>st</sup> April 2011) continue to be lower than the corresponding period one year ago:

- All crime: a rate of 83.87 recorded offences per 1,000 population (below the 97.51 of one year ago, i.e. a 14% decrease).
- Violence against the person: a rate of 5.97 recorded offences per 1,000 population (below the 7.44 of one year ago, i.e. a 20% decrease).
- Serious sexual offences: a rate of 0.83 recorded offences per 1,000 population (below the 1.05 of one year ago, i.e. a 21% decrease).
- Serious acquisitive crime: a rate of 18.94 recorded offences per 1,000 population (below the 23.34 of one year ago, i.e. a 19% decrease).

Unemployment rates in December (as measured by the JSA claimant rate) remain at 3.8% - a value just lower than the national average (3.9%) but remaining above the average for the South East (2.6%).

January has seen a small increase in the number of households in temporary accommodation (85 in January 2012 compared to 80 in January 2011), although the monthly average over 2011-12 is lower than in the corresponding period last year (84 compared to 93).

Slough continues to secure long-term permanent futures for looked after children: In the year to December 2011, 20 looked after children have been secured permanent alternative families through adoption or special guardianship orders; this equates to a value of 15.6% for indicator PAF C23, which represents significant improvement on the position one year ago of 6.8%.

The Department of Education (DfE) has this month published revised 2010/11 GCSE and Equivalent Results performance tables. Slough schools improved by 5% on the proportion of children achieving 5 or more GCSEs at grades A\* to C including English and mathematics: from 63.1% in 2010 to 68.1% in 2011. Slough schools achieve 9.2% above the national average (England 58.9%; Slough 68.1%) with the result that Slough ranks as 10<sup>th</sup> best achieving local authority area nationally. Slough also exceeded our own area target by 3.1%.



This year the DfE introduced a new key measure in the school performance tables which examines the percentage of *pupils with low prior attainment achieving 5 or more A\*-C including English and mathematics*. ('Low prior attainment' is defined as those leaving primary school with a Key Stage 2 SATs result below level 4). This new measure indicates the real value a secondary school adds to those who have not done well at primary school.

The national average for this new measure is just 6.5%. In comparison, 14.3% of low prior attainment students attending a Slough School went on to achieve 5 or more A\* to C including English and mathematics. This places Slough as 'the best' local authority outside of London.

At expected levels of progress from Key Stage 2 to Key Stage 4 in English Slough schools saw a small reduction (by 0.5%) from the previous year's results (2010 80.1%; 2011 79.6%) but remain 7.8% above the national average and therefore rank as within the top quartile nationally.

At expected levels of progress from Key Stage 2 to Key Stage 4 in mathematics Slough schools improved by 4.5% over the previous year (2010 74.9%; 2011 79.4%) and is well above the national average, placing Slough in the top quartile nationally.

The Full Performance Scorecard is provided as [Appendix A](#).

## **8. Financial Reporting**

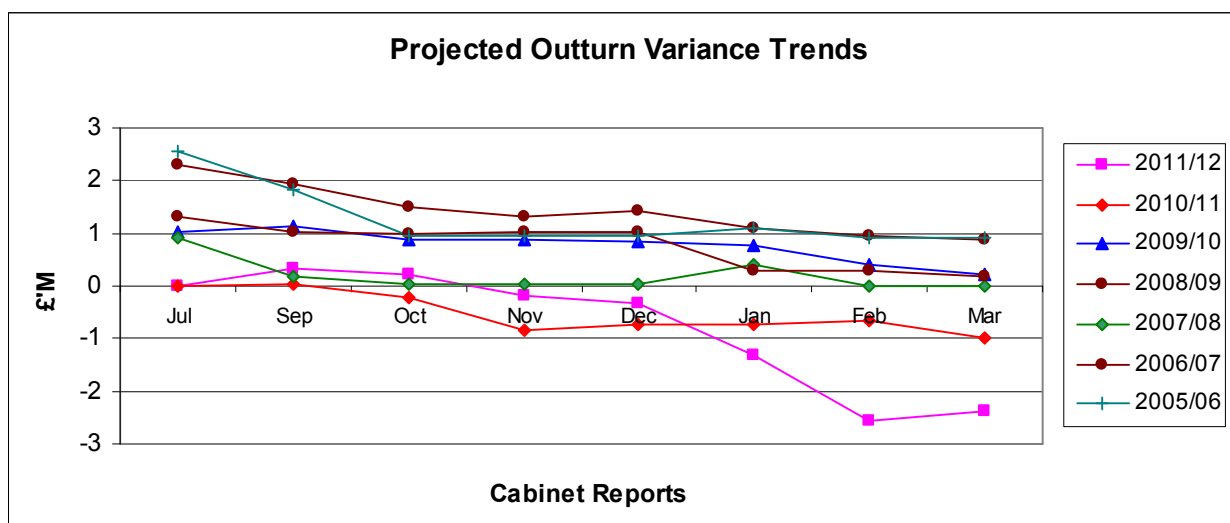
- 8.1. The Council's net revenue budget for 2011/12 is £105.1m.
- 8.2. The Housing Services agreed net operating budget for 2011/12 is a surplus of £87K.

## **9. Projected Outturn Position as at 31<sup>st</sup> January 2012**

- 9.1. There is currently a forecast under spend for the 2011/12 General Fund at the end of period ten of £2.380m following the reallocation of resources as laid out in section 15 of this report.
- 9.2. The table below shows the total under spend before any requests for earmarked reserves have been considered by the Section 151 Officer for approval as part of the close down process.
- 9.3. For the Housing revenue account there is currently forecast under spend against budget of £161K.
- 9.4. The position is summarised in Table 1, on the following page, and detailed in Appendix B.

**Table 1 - Projected as at 31st January 2012**

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	41.344	27.117	40.269	(1.075)
Education and Childrens Services	27.789	31.500	21.697	30.064	(1.436)
Customer and Transactional Services	5.206	5.920	65.387	5.991	0.071
Resources and Regeneration	33.257	34.574	27.721	33.586	(0.988)
Chief Executive	0.657	1.448	1.087	1.403	(0.045)
Corporate	0.266	0.266	(0.188)	0.277	0.011
<b>Total Cost of Services</b>	<b>106.314</b>	<b>115.052</b>	<b>142.820</b>	<b>111.590</b>	<b>(3.462)</b>
<b>% of revenue budget over/(under) spent by Services</b>					<b>-3.01%</b>
Treasury Management	3.017	3.017	0.000	3.017	0.000
Contingencies, Earmarked Reserves and Trading Accounts	4.233	(3.453)	(5.492)	(2.371)	1.082
Early Intervention Grant	(7.140)	(7.246)	(5.435)	(7.246)	0.000
Council Tax Freeze Grant	(1.187)	(1.197)	(1.197)	(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)	(0.510)	(0.612)	0.000
Sub Total	(1.207)	(9.946)	(13.088)	(8.864)	1.082
<b>Total General Fund</b>	<b>105.107</b>	<b>105.107</b>	<b>129.732</b>	<b>102.727</b>	<b>(2.380)</b>
<b>% of revenue budget over/(under) spent in total</b>					<b>-2.26%</b>



## 10. Month on Month Movement in Variances

- 10.1. Community and Wellbeing** net controllable Revenue budget for 2011/12 is now **£41.344m** (reduction by £68k following the transfer out of printing budgets). The projected total net expenditure after taking into account all known commitments and the latest projected savings is **£40.227m**. Therefore at this point in time the Directorate is forecasting an under spend of £1.075m

This is a favourable movement of **-£55k** since last month and is due to savings on Adult Social Care following reduced commitments on Learning Disabilities and Older People care packages and staff cost related savings the Neighbourhood Enforcement and Drug Treatment Service areas within Public Protection. This has helped to offset a new pressure in Culture & Skills division mainly due to the costs incurred as a result of the recent issues at the Ice Rink and Swimming Pool.

Earmarked reserve requests of **£302k** in favour of the Drugs & Community Safety and **£487k** for the Transformation Grant will be made at the end of the year as part of the close down process. The Drug & Community Safety request is result of a plan to ensure that this grant which can only be used for Drug Treatment is available next year to assist with the expected reduction in grant resources in 2012/13. This will ensure that essential front line services can be maintained whilst commissioning plans are adjusted to cope with the reduced funds. The Transformation Grant was unexpectedly received late in the budget making process this year. These funds will now be spent over the next 2 years to accelerate the progress of the significant change programme within the social care division, which will deliver significant savings whilst restructuring services in line with the personalisation agenda. If these earmarked reserve requests are approved and approved at the total value, this would reduce the total forecast under spend at the 31 March 2012 to **£286k** (0.7% of the budget).

- 10.2. Education and Children's Services** net controllable budget for 2011/12 is **£31.500m**, and the projected total net expenditure is currently **£30.064m**, an underspend of £1,436k. 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. It is envisaged that carry forward requests totalling £318k to date will be received, however these are subject to review and approval before these are finalised.
- 10.3. Commercial and Transactional services** is currently forecasting an over spend position of £66k. This represents a positive movement of £5k from that reported last month.
- 10.4. Resources and Regeneration's** Annual budget has decreased by £87,000 to £34.569m following allocation of funding in respect of Central Printing Services.

Forecast for the year is now £33.581m which is £988,000 under the revised budget after assigning £300,000 to Member priority projects in Transport & Planning. Resolution of the Fleming claim for VAT on waste collection charges was confirmed in

the period at £474,000 with other minor savings of £10,000 identified in Transport & Planning.

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** directorates' net controllable budget for 2011/12 is £1,094k and the current projected under spend position is £45k.
- 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** forecasts a breakeven position.
- 10.8. The Housing Revenue Account** balances are forecast to be £9.980m at year end which is £732,000 higher than budget and includes an improvement of £45,000 in net operating income since last period.

Income estimates have improved by £21,000 following the latest actual quarterly charges, applied to rent accounts, and agreement on the level Supporting People Grant for the year has improved the forecast by £24,000.

Self-Financing continues to be high on the agenda with the 30 year business plan and an associated revised treasury management policy to be presented for approval in February 2012.

## **11. Emerging Issues / Risks**

### **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 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.

The financial impact of the Improvement Plan required in response to the Ofsted Inspection has been reflected in this report. The implementation of the Plan has been

the top priority for the Directorate this year, reducing the capacity to deliver on other projects.

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 complete and work to deliver additional corporate and directorate savings in 2012-13 and beyond is required.

### **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.

£278k of redundancy costs within Directorate. Should be met from central contingency budget but this has yet to be confirmed.

£384k of ALMO income. There is currently no recharge mechanism in place to recover costs of service provision by the Directorate to the Housing team.

The subsidy and benefit payments reconciliation process was reviewed. The outturn is closely monitored but remains a high risk area.

### **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 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.

#### **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 rent income projections are being reworked accordingly

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 dwellings examined. Use of additional right to buy receipts is also being examined as part of this scenario.

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**

The Department of Health has announced the release of funds from PCT to Local Authorities designed to improve relieve pressure on hospital beds. This department will receive about £350k in revenue support and further sum for Disabled Facilities Grant. This will provide a challenge for the department to design and implement a programme that will deliver the benefits prescribed by the PCT. But it may also present an opportunity to improve services to local residents and help to relieve pressure on stretched budgets.

#### **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 cost reduction initiatives.

Value added tax treatment for off street parking has been challenged and the national position taken by local authorities is under consideration by Her Majesties Revenue & Customs.

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.

### **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.

The borrowing limit for Housing is proposed at £178m and the business plan currently indicates that £160m will be utilised to implement Self-financing. Additional borrowing to support affordable homes development may therefore be available.

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 Capital Monitoring Report was presented to the Capital Strategy Board on 16<sup>th</sup> January 2012 showing the 2011-12 Capital Budget as £58,423k and spend to the end of December 2011 as £30,220k. Total projected spend for 2011-12 at the end of March 2012 is £45,259k. The analysis can be found in Table 2 below:

**Table 2: Consolidated Capital Expenditure as at 31<sup>st</sup> December 2012**

<b>Directorate</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>	<b>Projection</b>
Heart of Slough	16,122	8,802	7,320	14,456
Resources (excluding Heart of Slough)	9,757	4,265	5,492	6,951
Education & Children's Services	21,249	14,254	6,995	18,326
Community & Wellbeing	1,096	111	957	355
Customer & Transactional Services	500	430	70	495
Housing Revenue Account	9,699	2,358	7,341	4,676
<b>Total</b>	<b>58,423</b>	<b>30,220</b>	<b>28,175</b>	<b>45,259</b>

## 15. Re-allocation of resources

Due to the early implementation of savings and efficiency measures combined with additional income from HM Customs and Excise we propose in this month to allocate approximately £1.082m of available resources (detailed at 4.2) to fund the following areas:

<b>Safeguarding Improvement Plan</b>	<b>£256,461</b>
<b>Looked after children (ECS Safe and Sustainable Plan)</b>	<b>£825,833</b>

## 16. Conclusion

The position as at the end of January 2012 taking into consideration the reallocation of resources detailed in Section 15 leaves an overall headline under spend position of £2.380m against the General Fund revenue account.