

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 10th April 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 February 2012 against the following key areas:

- i. Council's Gold Projects covering the period to 29th February 2012.
- ii. Performance Scorecard covering the period to 29th February (Appendix A).
- iii. Revenue and capital monitoring position to 29th February (Appendix B).

Due to Financial and Performance end of year close-down, the next Finance and Performance report will be made at the start of the new municipal year following local elections.

2. Recommendation(s) / Proposed Action

Overview and Scrutiny Committee members are requested to note and comment on the following aspects of the report:

- i. Project management
 - Note the current reported status of each Gold Project.
- ii. Performance Scorecard
 - Note the performance issues identified and highlighted.
- iii. Financial performance – revenue and capital
 - Note the current projected outturn position on the General Fund of an under spend of £1.656m.
 - Note that the Housing Revenue Account (HRA) reported a forecast under spend of £362k.
 - Note the identified areas of risk and emerging issues.

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

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

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

4. Community Strategy Priorities

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

5. Other Implications

(a) Financial

These are contained within the body of the report.

(b) Risk Management

Supporting Information

6. Gold Project Update

The summary below provides an update on the Council's Gold Projects as at 29th February 2012. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided from page 2 onwards.

Please note that the highlight reports are submitted using a standardised format requested by the Chief Executive.

Monthly Period Summary

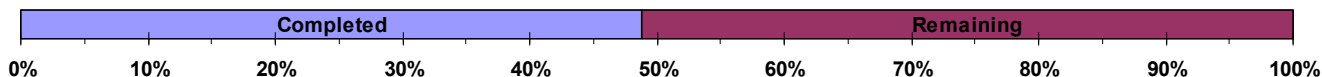
- This report covers eleven Gold Projects in total, of which highlight reports have been received for all as at 29th February 2012.
- All of the Gold Project update reports have been agreed and authorised by the Project Sponsors.
- Of the eleven active gold projects, seven have been assessed to have an overall 'Green' status and three as 'Amber'; five projects have been evaluated at 'Amber' status for '*Issues and Risks*', two at 'Amber' status for '*Timeline*'. Note that RAG statuses have not been provided for the 'Debt Management' project.
- Across all projects, only one component has been assessed as being of 'Red' status: *Timeline* for 'Business Continuity'.

	Gold Project Name	Timeline	Budget	Issues + Risks	Overall status	Page
1	Britwell Regeneration	Amber	Green	Green	GREEN	3
2	Business Continuity	Red	Green	Green	AMBER	4
3	Customer Focus Programme	Green	Green	Amber	GREEN	5
4	Debt Management	Amber	Green	Green	GREEN	6
5	Delivering Personalised Services Programme	Green	Green	Amber	GREEN	7-12
6	Family Placement Service	Green	Green	Green	GREEN	13-16
7	Public Health Transition Programme	Green	Green	Amber	GREEN	17
8	Safeguarding Improvement Plan	Amber	Green	Amber	AMBER	18-20
9	School Places in Slough	Green	Green	Amber	AMBER	21-22
10	Slough Local Asset Backed Vehicle ('LABV')	Green	Green	Green	GREEN	23
11	Thames Valley Transactional Services Project	Green	Green	Green	GREEN	24-26

Britwell Regeneration			Project SPONSOR	John Rice	
Wards affected: Britwell & Haymill			Project MANAGER	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	GREEN	GREEN	02/03/2012
<i>Previous month</i>	AMBER	GREEN	GREEN	GREEN	03/02/2012
Project start date:	01/03/2011		Anticipated Project end date:	31/03/2018	
<p>Completed: 10% Remaining: 90%</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been formally agreed and authorised by the Project Sponsor? Yes					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Britwell Hub – Work commenced on site 27/02/12. 2. Regeneration Tender – evaluation underway. 3. Work continuing to commence relocating four commercial tenants beneath Wentworth Flats to facilitate demolition in September 2012. 4. Jolly Londoner/Car sales & Library sites (15 dwellings) – Contractor appointed – work to commence on site late March 2012. 5. Newbeech House Site (18 dwellings) - Delegation to appoint contractor agreed by Cabinet on 14/02/12. Evaluation completed. 6. Scout & Guides Accommodation – Contractor appointed. Planned completion early May 2012, subject to planning application. 7. Conducted initial engineering scoping works for the demolition of the “bridge” between Wentworth Flats and the remaining commercial properties. Structural Engineer appointed to provide an opinion on the concrete frame structure. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Finalise evaluation of Regeneration Tender. 2. Britwell Hub construction underway. 3. Newbeech House Site (18 dwellings) - Preferred Bidder to be appointed early March. 4. Commission enabling works to support commercial tenant relocations. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Unable to reach agreement with highest scoring Regeneration Tenderer preferred bidder – risk attenuated by pre-contract; 2. Delay with delivering commercial housing due to economic downturn, / housing market down turn. 					
Recommendations for CMT:					
To note the continuing progress with the project.					

Business Continuity			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Dean Trussler	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	RED	GREEN	GREEN	AMBER	01/03/12
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	03/02/12
Project start date:	July 2011		Anticipated Project end date:	Apr 2012	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been formally agreed and authorised by the Project Sponsor? Yes					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Completion of Business Impact Assessments. 2. Risk Workshops have been arranged. 3. Corporate Working Group Meeting Held. 4. Meeting Held with IT to scope Disaster Recovery Plan 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Business Impact Assessment Reports to be written and signed off by each Directorate. 2. Risk Workshops to be completed. 3. Draft Business Continuity Plan. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Resource availability to support project – due to delays due to AD’s cancelling meetings or not attending appointments, the resources allocated to the project are now limited. 2. Cancelled 1-1 meetings to complete Business Impact Assessments – difficulty in arranging appropriate meetings with AD’s. 3. IT Disaster Recovery Plan needs urgent development to complement Business Continuity project. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. Ensure Directorates support the Workshops. 2. Directors ensure their AD’s attend when appointments are scheduled. 					

Customer Focus Programme			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Judith Davids/ Mohammed Hassan	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	01/03/2012
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	01/02/2012
Project start date:	17/2/2011		Anticipated Project end date:	31/3/2013	



Has this highlight report been formally agreed and authorised by the Project Sponsor? **Yes**

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

1. The success of the new CRM system, Oracle on Demand, continues with My Council staff and back office teams remaining very pleased with the implementation.
2. Performance of Phase 1 hubs has continued to improve in terms of call waiting times and calls answered.
3. The Transport and School Admission Hubs went live and started taking direct calls from the public on February 1st as planned.
4. School Admissions now also have an additional drop-in afternoon for parents at My Council.
5. Analysis work is being carried out with Public Protection/Business Support and the Early Response service areas. Details yet to be finalised with service managers to agree the level of work to be transferred to My Council.
6. Procurement of Click Tools, the decision-tree application, has been slightly delayed but should be in place now by mid-March.
7. Based on the analysis of the results of the public consultation carried out on the proposed 12 new "Golden" contact telephone numbers, the Programme board had agreed to proceed further. This work is an essential strand within the project to replace the various My Council contact management applications with a single system.
8. Work has started on the Tell Us Once benefits realisation plan, with staff, customer and management surveys ready for circulation.
9. Construction of the new-look website continues and is on track for a "soft launch" on 2nd April.

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

1. Planning Hub scheduled to go live on March 5th 2012.
2. Further analysis work to be carried out with Public Protection together with Registration Services to review customer facing processes and identify work that can be transferred into the My Council.
3. User Acceptance testing to be carried out for the Analytics component of Oracle on Demand - this work is ongoing.
4. Click Tools decision making application to be installed ready for use.
5. Decision to be made with regard to the range of first contact, and information services within Children's Services to be moved to Landmark Place.

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

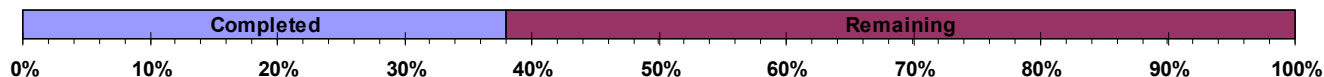
1. Ongoing delays with the Early Response move scheduled for March 15th, due to restructuring and the fact that the Referral Assessment Team now reports within a different management structure in Children's Services. A meeting is to be held with relevant Director, Assistant Directors and Heads of Service in an effort to move things forward.

Recommendations for CMT:

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

Customer Debt Management			Project SPONSOR	Julie Evans	
Wards affected: All			Project MANAGER	Emma Foy	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	GREEN	GREEN	14 March 2012
<i>Previous month</i>	<i>n/a*</i>	<i>n/a*</i>	<i>n/a*</i>	<i>n/a*</i>	<i>n/a*</i>
Project start date:	tbc		Anticipated Project end date:	31 st March 2013	
*N.B. this is the first highlight report for this project, therefore no previous report can be referenced.					
Has this highlight report been formally agreed and authorised by the Project Sponsor? Yes					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Income Collection and Debt Recovery policy approved by Cabinet on 14 February 2012. 2. Outside terms debt reduced from £3.06m to £1.68m at 14 March 2012 (£250k due to write offs and £1.13m from cash collection). 3. Improved processes for collecting social care debt developed and being implemented. 4. Three temporary debt collectors recruited (one covering vacant post, one covering staff sickness and one supernumerary) 					
Key activities / milestones scheduled for next period:					
Working closely with external supplier to ensure relevant KPI's are incorporated into contract					
Key issues of risk / obstacles to progress :					
New working practice embedded effectively for transferring staff					
Recommendations for CMT:					

Delivering Personalised Services Programme			Project SPONSOR	Jane Wood	
Wards affected: All			Project MANAGER	Mike Bibby & Mary McGorry	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	29/02/2012
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	31/01/2012
Project start date:	01/07/2011		Anticipated Project end date:	31/03/2013	



Has this highlight report been formally agreed and authorised by the Project Sponsor? **Yes**

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)

- Review of usage and trends and needs of users at Respond.
- Work underway to negotiate lower costs for some users in very high cost placements, based on a review of their needs and application of a Care Funding Calculator tool

1.2 LDP2 – Employment support for People with Disabilities

- Three of the 11 long-term operatives seeking alternative employment have been interviewed by Legoland and potentially 2 would be suitable for employment with additional support from Ways into Work (RBWM service that Legoland work with). Negotiations with RBWM and Legoland commenced.
- Four volunteers have secured alternative volunteering opportunities.
- Discussions continuing with Interserve on potential opportunities.
- New Employment Service launched on 28th March to support remaining Operatives and other Service Users who want to work.
- Closure of Speedwell plan progressed with Facilities and IT.
- Friendship Group, initially to be supported by Slough and then be managed and run as wanted, by the operatives and volunteers met and is planning a Speedwell farewell event.

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
- Costs for day centres to be reviewed in April
- A block has developed where families do not wish to manage a direct payment needed for individual support to access different opportunities in the community. Therefore a Business Case will be developed for a pilot to create an independent broker for such services
- **Safeguarding & Personalisation** – Training is now under way to roll out Positive risk taking tools and protocols.
- External support to review Safeguarding Practice against CQC Inspection Services is being sought.

1.4 LDP4 – Supported Living Service

- Floating support tender for Supporting People should be resolved with new service model in 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 ITT's have been evaluated and meetings are scheduled for March with 11 prospective providers.
- Individuals living at Hershell Street are in the process of moving to new accommodation with support.

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.
- A spot contract for supported living is in place with Choice/Excel which will allow 3-4 people identified to return at a saving of £1775 per week fye for two plus £30K fye for another 1.
- A financial reckoner with profiled savings achieved and required will be produced in April
- A desk top exercise to model the total need for LD housing and care within Slough is underway with the aim of enabling the Council to consider the long term strategic and financial implications and options

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.
- Needs mapping over 4-5 year period to be undertaken.
- There are significant risks as many of the young people have very complex needs and we do not currently have suitable options for them.

2. **Commissioning Services**

- 2.1 **Home Support (Domiciliary Care and Personal Assistants)** – Contracts awarded and going live in April
- 2.2 **Information, Advice & Advocacy Service** – briefing meetings with ASC Teams and Partnership Boards continuing. Developed Performance Framework (service monitoring, contract monitoring, safeguarding), provided to Gateway for implementation. Short term carer support services for mental health and end of life amended to ensure continuity of service if cared for becomes ASC eligible.
- 2.3 **Floating Support** – consultation completed. Tender documentation completed and posted on SE Business Portal, closing date 08/03/2012. Questions invited and responses provided.
- 2.4 **Berkshire Equipment Service** – established majority of new stock levels, identified prescriber training needs and venue options. Progressed TUPE transfer, premises and existing asset list negotiations. Steering group has met to consider various issues including financial structure and architecture for new IT system.
- 2.5 **Carers Respite & Support Services** – tender workshop for unsuccessful tenders undertaken to encourage future market development.
- 2.6 **Substance Misuse (Accommodation)** – implementation meetings continuing satisfactorily with successful provider including consideration of draft contract. New contract start April 2012.
- 2.7 **Mental Health Day Services** – New contract with Richmond Fellowship goes live on April 2nd
- 2.8 **Learning Disabilities Supported Living** – re-evaluation completed. Desk exercise to be followed by meeting of Tender Evaluation Panel to shortlist providers. First draft of Evaluation Report prepared.
- 2.9 **Domestic Abuse** – project group (Supporting People, Children’s Services and Safer Slough Partnership reps) in operation. Plan agreed, including publication of PQQ on SE Business Portal before the end of the month. Continuation of work on business case and specification.
- 2.10 **Voluntary Sector Commissioning** - Advice and Information Service and Capacity Building Service tender evaluations and presentations completed. Further clarification being sought. Evaluation of submissions for the Prevention Service underway.

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.

Additional Support being sourced to ensure SBC is meeting all CQC expectations and meets ADASS and SCIE Best Practice Guidance.

5. **Mystery Shopping**

Mystery shopping process agreed with appointed agency and scenarios to be used developed.

6. Positive Risk Taking

Planning toolkit reviewed and implemented across all care teams.

7. Warm Homes Healthy People Fund

Financial allocation and work stream governance in place. Progress report produced.

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
Finance Measures														
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%	Not yet available		-15%
Quality Measures														
% 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	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	Not yet available		-5.40%
Volume Measures														
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	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	Not yet available		
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	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	Not yet available		
Outcome Measure														
2B: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into Reablement/ Rehabilitation services	90%	100%	100%	100%	100%	95%	100%	100%	95%	100%	95%	Not yet available		+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.
- 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.
- 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 are 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.
- Complexity of needs of young people in the Transitions process meaning we have trouble organising local services for them

2. Commissioning

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

Recommendations for CMT:

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

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



Has this highlight report been formally agreed and authorised by the Project Sponsor? **Yes**

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

Project Management

- In February part of the Family Placement Service (the Adoption Agency) was inspected by Ofsted 20-23rd February, verbal feedback was good, published report is awaited. The inspectors showed considerable interest in the FPS Gold Project and were impressed by the commitment of Slough Borough Council to increasing short term & permanent family placements for children looked after.
- Some support is being provided from the performance team to produce a project plan and Gantt chart for the project.

Staff Recruitment progress on remaining fixed term contracts

- 3 new fixed term started.
- In total: 6.5 fixed term now in place.
- 2 still being negotiated.

Connected and Unconnected Fostering recruitment

- Special Recruitment Project advertising and articles in the local papers have also boosted the enquiries for fostering.
- Fostering preparation group ran in February with 6 households attending.

Special Recruitment Project

- Preparation course ran on 11th, 18th and 27th February as planned and 6 households attended.
- All the reports about applicants' participation in the prep group have been completed.
- 6 Home studies (assessments) have been allocated, 1 is for foster carer who wishes to adopt a Slough child already in placement with them.

Core Adoption Recruitment

- 2 adopters attended the February Consortium preparation course with RBWM and have been allocated for their assessments.
- Adopter handbook is now completed and being given to all prospective adopters.
- 4 matching meetings held for 5 children, 3 to progress to adoption panel (4 children). Family Finding continues for the 5th Child.
- 2 adopter reports submitted to adoption panel and awaiting date from BAAS to present for approval.
- 2 further adopter assessments allocated (14 current home studies in total).
- 4 more adoption enquiries received.
- 2 initial visits carried out and those applicants put forward for next Slough prep course.

Tracking of LAC data, Care Planning, Placement and costs

- Tracking spreadsheet has now been extended to incorporate all new placements and discharges on a monthly basis.
- The FPS administrator collates information for tracking of Family Finding, this has now been added to the information used to update the tracker in terms of the progression to permanence for these children.
- Monthly briefing with the Finance Officer who tracks placement costs has commenced at the end of each month. Purpose: To verify information.

Supported lodgings

- The Supported Lodgings Strand met with Reading Fostering Manager to discuss supported lodgings

scheme. Purpose: To gather ideas from an existing supported lodgings scheme.

- The Supported Lodgings Strand have updated Slough supported lodgings policy.

Finance

- Finance strand has met to plan the setting up of the financial tracking for individual children as their care plans progress.
- Budget for project is being closely monitored and kept within budget.

Care Planning

- 2 adoption orders in January and 3 adoption orders granted in February.
- During February we ended 5 sets of Care Proceedings for 12 children. Of these 12:
 - 4 were granted Care Orders with Placement Orders (plan for adoption);
 - 3 were given Residence Orders (children went to live with their father and grandmother);
 - 3 were granted Care Orders with a plan for long term fostering;
 - 1 was granted a Special Guardianship Order (child is placed long term with a family member); and
 - For 1 other, no order was granted at our request as the child was protected by going to live with his mother.

Marketing

- Excel spreadsheet set up to track the effectiveness of different marketing initiatives.
- Continued 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 – list of suitable Local Authorities to approach compiled. Purpose: Most adoptive children need to be placed in a different area to their birth families.

Commissioning

- Tracking and checking of outstanding placement approvals will be completed end of March 2012.
- Draft care monitoring procedure and form circulated for comments prior to introduction in April 2012.
- New individual placement agreements have been signed off and are being sent out.
- Finalisation of IFA tender ready for implementation in April 2012; including revised common referral form being progressed.

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

Project Management

- The Adoption Agency Ofsted Inspection report will be published.
- The FPS will publicise this as another reason for potential applicants to choose Slough as their Family Placement Service of choice.
- The Project Managers current contract ends on 31st March 2012.

Staff Recruitment progress on remaining fixed term

Connected and Unconnected Fostering recruitment

- All the reports about applicants' participation in the prep group to be completed.
- Allocation of suitable applicants for home studies (assessments).

Special Recruitment Project

- Progress the 6 current home study assessments.
- Plan next information session.
- 3 initial visits to arrange.
- Continue marketing to attract the next group of applicants.

Core Adoption Recruitment

- Consortium Adoption Information session arranged in Slough for 13 March – 13 households of which 6 are Slough potential applications.
- 2 initial visits to prospective adopters due to be undertaken.
- 7 adopters due to be presented for approval at panel within the next 3 months.
- 5 adopters due to be presented within the next 6-8 months.
- 3 matches to be presented at adoption panel in next 2 months.
- Launch of adopters charter on 28th April.
- Completion of consortium information session.
- Planning for Slough Consortium Adoption preparation course scheduled for 18th and 28th April and 9th May.

Tracking of LAC data, Care Planning, Placement and costs

- Continue to populate, and monitor the effectiveness of, the data collection process/cycle, reviewing and making improvements as necessary.
- To work with ATM's to ensure ICS data is correct and working within collection timescales.
- March strand meeting to focus on developing simple monthly reports.

Supported lodgings

- The Supported Lodgings Strand to meet with Commissioning and Placements Manager to gather information regarding the external placements currently purchased for 16 + young people - date to be set.
- The Supported Lodgings Strand to attend 16+ team meeting on 29.3.12 to discuss young people who need placements.
- Devise an assessment format for supported lodgings carers, having already researched other authorities formats.
- The Supported Lodgings Strand to work with housing to jointly plan support for young people leaving care.
- Begin developing training specifically for supported lodgings carers, including contracts with carers and young people.
- SM to update enquiry form for Family Placement service to reflect the needs for supported lodgings carers.

Finance

- Draft financial tracking for individual children as their care plans progress, to be complete by end of March 2012.
- Any under spend of project funding for 2011/12 to be carried forward through Gold Project status into 2012/13.

Care Planning

- LAC Social Workers are attending adoption training with BAAS in March.
- Adoption file training being planned for SWs in the LAC service.
- Discussions taking place with BAAS for possible case discussion with the LAC SW Teams, to further Learning and Development.
- Action for improvement focusing on Statutory Visits – timeliness, quality and recording.

Marketing

- Organise 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 work to get across the message to potential applicants outside Slough.
- Contacting other Local Authorities to explore possibility of Adopter exchanges.
- Launch of advertising banner at Absolutely Ice Rink.
- Build on the successful marketing technique of having articles in the local paper, by preparing an article to go in about the successful Adoption Inspection as soon as the report is published.

Commissioning

- New IFA Contract meeting with providers and Local Authority Commissioners to be held early March to finalise arrangements for the implementation.
- Training on new IFA contract, common referral form and other documentation to be provided for placing SWs and Managers by the Commissioning and Placements Manager prior to "go live" on 1st April 2012.
- Ongoing work on resolving issues with placement approval process and transfer to contracts, including attachment of documentation to individual child/young person record.
- Integration, training and induction of Commissioning and Placements team now that 2nd Placement SW has started.
- Quarterly meetings set up between the FPS Manager the Commissioning and Placements Manager and our two main Independent Fostering Placement Providers (Separately).
- Initial meetings with YMCA, Group Manager LAC and the Commissioning and Placements Manager to scope possible new resource for Looked After and Care Leaving young people 16 Plus.
- Negotiations to take place with Look Ahead Housing Association to explore the possibility of having

an emergency bed at the Foyer to reduce the need for B&B in urgent situations.

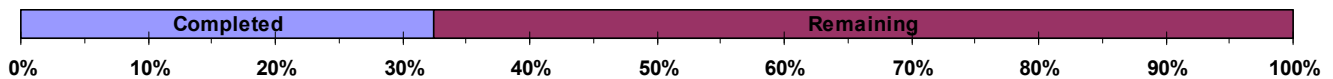
Key issues of risk / obstacles to progress:

- Time taken for Adoption Inspection 20-22 Feb 2012 was resource intensive in the Family Placements Service and LAC teams.
- 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 campaigns will be variable.
- Recruitment to all fixed term project posts not yet complete.
- Experience in fostering and adoption assessment demonstrates that not all applicants attending pre-groups will progress onto next stage of the assessment. This is a positive self-selection at this stage in the assessment.
- Possible difficulties in gathering data from social work staff due to time constraints/caseload commitments in line with reporting deadlines.
- 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. This is being mitigated through change to dedicated LAC social work teams since December 2011.
- Delayed CRB checks returns.
- Limited capacity in the Communications Team may prevent full use of marketing opportunities such as Twitter. A meeting is being arranged by MD to help resolve.

Recommendations for CMT:

1. None

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



Has this highlight report been formally agreed and authorised by the Project Sponsor? **Yes**

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

1. Temporary programme manager appointed and in post.
2. Met Help and Care (LINK host) to discuss development of HealthWatch.
3. Cabinet considered report on public health transition, and agreed Terms of References of Shadow Health and Wellbeing Board.
4. Submitted high level transition action plan to SHA, feedback received.
5. Berks transition project board in place.
6. Formal meetings with Primary Care Trust re Public Health contracts.
7. Cross Berkshire CX and DASS away session to consider models for Public Health transfer.

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

1. Development of Joint Health and Wellbeing Strategy (by Public Health).
2. HealthWatch/community engagement JD to be drafted and recruitment to commence.
3. Shadow Health and Wellbeing Board work programme to be developed.
4. Detailed transition plan to be worked up and submitted to Strategic Health Authority.
5. Commence profiling Public Health commissioning landscape, commitments, financial flows and opportunities.
6. Further develop workforce options.
7. Further develop the JHWS.

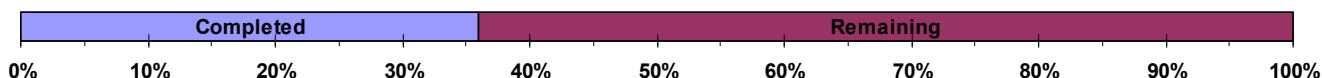
Key issues of **risk / obstacles to progress**:

1. Sufficient resource to deliver 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.
3. Lack of detailed information from existing provision to inform decisions re transition arrangements and planning.
4. Public Health budget transfer disadvantages Slough.

Recommendations for CMT:

None.

Safeguarding Improvement Board			Project SPONSOR	Clair Pyper	
Wards affected – All			Project MANAGER	Keren Bailey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	1.3.12
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	
Project start date:	June 2011		Anticipated Project end date:	June 2013	



Has this highlight report been formally agreed and authorised by the Project Sponsor? **Yes**

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

- The Improvement Board will be on the 13th March and a range of reports on ongoing work have been prepared for this meeting. The Improvement Plan has also been updated with progress.
- The key focus has been to complete the work needed to consult on the proposed long term structure for children's social care and complete the preparatory activity required to put this in place, as well as ensure that financial planning is complete.
- Two of the sector support reviews have been completed and recommendations will be considered by the Board in March and this will inform further work; one of the sector support reviews has been completed, but additional funding from C4EO has enabled work on the Early Intervention Strategy to continue; and the IRO review is still to be completed.

Theme 1 - Social Care Practice

- The majority of the original actions in this theme are now complete. Work to embed required standards of practice, tested through audit work and management oversight, continues.
- Levels of contacts and referrals to the service remain high, although there are signs that the Early Response Hub is reducing the demand on children's social care.
- Performance on Initial and Core assessments continue to show high rates of completion within timescales.
- Coaches/mentors now appointed to deliver the sector support funded project that will help front-line staff to improve practice where necessary and ensure that this is embedded.
- Input to the development of the training programme is ensuring that the new training being commissioned reflects a child centred approach. Management oversight activity is also focusing on the child's voice.
- Systems have been put in place to ensure that notifications of private fostering cases from the Early Response Hub are being assessed by the Children's Social Care Duty team.
- A supervision audit has been completed and recommendations to ensure that there is secure storage for supervision records and amendments to the files are being followed up.
- Succession and handover arrangements ready for the new structure has been planned.

Theme 2 - Capability and Capacity

- The Immediate Needs Management Development Programme is now available, including ICS training and change management workshops being delivered during February and March.
- Training Plan for managers has been developed and a company appointed to run it, programme will start in March.
- Training Plan for practitioners is being developed and tenders are being assessed, programme will start in April.
- Workshop with practitioners and The College of Social Work on 13th February 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 was very useful and will help to make sure new structure is addressing all the requirements.
- The Assistant Director recruitment has started and interviews are planned for the 23rd and 24th April
- Work on the recruitment and retention strategy for Children's Social care staff has started, including the review of the current pay and reward offer, and benchmarking with other local authorities
- Draft job descriptions and person specifications for the new structure have been done and the consultation document for the proposed new structure was launched on 1.3.12
- Preparation for recruitment to the new structure is complete, including job descriptions based on the social work capabilities framework

Theme 3 - Quality Assurance and Performance Management

- The Senior Management Workshop on Performance Management was held on February 9th and was very well attended
- The outcomes from this workshop are being taken forward including identification of specific areas for applying performance improvement and corrective action techniques; and further development of 'early warning' signs and reporting arrangements from practitioner level to SMT and the corporate performance scorecard.
- An audit of the use of the supervision template has been carried out
- Interim recommendations for the Independent Reviewing Officer (IRO) Service as a result of the review carried out by Sector Support will be reported to the Safeguarding Improvement Board on 13.3.12. The recommendations will be implemented and built into the IRO manual
- The Local Safeguarding Children's Board (LSCB) has developed its Quality Assurance Framework and a balanced scorecard which reflects the business plan and Improvement Plan priorities. This will be implemented for future LSCB meetings.
- The normal audit programme was interrupted by the audit of 15 cases in preparation for the adoption inspection. The audit plan is now 1 month behind but will be caught up again by April.

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.
- This will help with finalising the threshold documents for access to Social Care and Early Response Hub services which have been developed in conjunction with partners and will be communicated through partner representatives
- A second event for partners was held on the 22nd February. This was for middle managers, team leaders and key front line staff and was a practical sessions concentrating on specific partnership activity needed to engage partners in the implementation of the Early Intervention Strategy
- Further analysis of the Common Assessment Framework is taking place and shows that the Hub is contributing to the decrease in number of contacts and referrals to social care

Theme 5 - Leadership, Governance and Finance

- Leadership and change management workshop held on 1.3.12
- 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 continues. The social care assistant team managers and LLD teams attended SMT to report on their team contributions to the improvement plan
- Recruitment for a permanent LSCB Chair (interviews on March 7th) and a permanent AD Children and Families has started
- The survey of the Children's Partnership Board has been completed. The future structure and function of the CPB needs to be aligned with the responsibilities of the Health and Well-Being Board.
- First meeting of the new LSCB executive took place and the executive signed off the LSCB business plan
- Work has started to test receipt of communications aimed at staff
- Meeting with the Police to discuss the volume to police contacts and resolution to reduce the burden on Children's Social Care and the Early Response Hub. Awaiting the results of a pilot in Reading to inform Sloughs future approach

Key activities / milestones scheduled for next period:

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

The Improvement Board on the 13th March will make some decisions based on the recommendations from the sector support work and will consider the effectiveness of partner engagement.

Theme 1 – Social Care Practice

- Consultation on the proposed new structure
- Phased plan for the recruitment and retention of staff (see Theme 2).
- Continued work to embed required standards of practice, tested through audit work and management oversight.
- Start of the coaches/mentors as part of the Sector Support project
- Work to identify root cause of any data inaccuracy that affects performance reporting
- Identification of individual training needs and staff availability for training to enable attendance at required training while continuing with key tasks within the service

Theme 2

- Approval of the Corporate Organisational Development and Workforce Strategy. Once this is agreed the directorate will need to start development and implementation of its own specific strategy
- Development of an attraction message, a phased recruitment plan, and a retention strategy, led by an external organisation.
- Ongoing development programme for managers will be in place from March
- Ongoing development programme for social care staff will be in place from April
- Short listing for the permanent AD for Children and Families.

Theme 3 - Quality Assurance and Performance Management

- Establishing targets to inform corrective action reports
- Start Implementation of IRO review recommendations based on the Interim Sector Support report as agreed by the Improvement Board
- Begin work on the IRO manual of business processes
- Interviews for the permanent LSCB Chair

Theme 4

- Multi-agency corporate parenting strategy to be completed
- Implementation of Early Intervention and Prevention review recommendations as agreed by the Improvement Board, and clarification of partner input to the Early Response Hub
- Refinements to the work on thresholds finalised and communicated throughout partner agencies

Theme 5 - Leadership, Governance and Finance

- More work through team meetings to check receipt, action and feedback loop for staff briefings and newsletters
- Further work on stakeholder communication
- Follow up on result of Reading pilot to inform Sloughs approach to deploy social care staff to work with the police on contacts and referrals
- Actions identified by the Board to enhance partner engagement

Key issues of risk / obstacles to progress:

The Project Board has been working on succession planning for the new structure to minimise 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.

The Adoption Inspection has diverted resources from Safeguarding Improvement Plan, as preparation for adoption inspection has required focus from key managers and practitioners. The audit programme fell behind by 1 month as a result but plans to be back on track by April.

There is a high probability that a fostering inspection will take place early in the new financial year as it was postponed due to scheduling clash with adoption inspection.

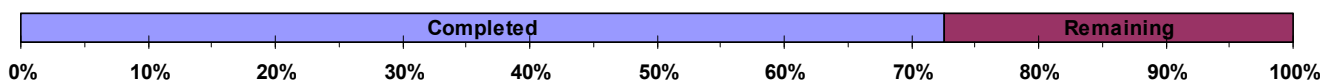
The new framework for Inspections of arrangements for the protection has been released and we are developing a Project Plan to make sure that our Improvement Plan and associated activity meets the revised requirements.

There are some difficulties in releasing staff for training due to operational demands. The training programme is being planned in a flexible way with, where possible, all events being run on more than one occasion; managers are identifying key staff to attend based on their identified development needs; and clear guidance given about the acceptable reasons for not attending training.

Recommendations for CMT:

- N/A

School Places In Slough			Project SPONSOR	Clair Pyper	
Wards affected: ALL			Project MANAGER	Robin Crofts	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	AMBER	01/02/2012
<i>Previous month</i>	GREEN	GREEN	AMBER	AMBER	01/01/2011
Project start date:	2008		Anticipated Project end date:	2020	



Has this highlight report been formally agreed and authorised by the Project Sponsor? **Yes**

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

1. Recently approved primary expansion projects are proceeding as planned at Montem Primary (Phase 1), Priory (Phase 2), Lynch Hill (Phase 2) and Littledown (primary special).
2. The expansion of Marish Primary has been deferred. The school has been given two modular classrooms that were freed up at another school and if the reception places are required this year, they can be used, otherwise the school will admit the extra class from September 2012.
3. Discussions on expansion have been widened to include the Roman Catholic Diocesan schools for the first time. This is necessary as there remain only 6 non-Voluntary Aided schools that are yet to expand and 3 of these are on sites thought too small for expansion.
4. Three Free School promoters are all believed to have submitted applications for a new secondary Free School by the 24th February deadline.

Primary Expansion Summary

	Availability Reception classes	Demand Reception Classes	Urgent bulge classes
May-07	55	52	
May-08	56	55	
May-09	56	56	
May-10	59	61	2
May-11	65	65	2
Jan-12	73*	72	

New Forms of Entry
+ 1
+ 1
+ 4
+ 10
+ 18 (33% growth in primary estate or the equivalent of 6 large new primary schools)

* Marish can open an additional class at short notice if required

For September each year the aim is to have some spare capacity for reception places because past experience suggests that there are always late applications and new arrivals (the in-year growth) requiring a school place. Slough's strategy for the school expansion programme is to provide places on a 'just-in-time' basis where practical, to ensure that places are created as they are needed. This minimises capital investment while ensuring all pupils obtain a school place.

Growth in demand is set to continue based on the latest birth data, as shown in the table below. Therefore any slight over-capacity provided in one year lessens the scale of growth required for the proceeding year. It will be important not to build places for a peak in demand and evidence is continually monitored to assess this risk.

	Reception Forecasts	
	Range of Expected Demand	
	Low	High
May-13	74	76
May-14	76	77
May-15	77	78

5. Discussions have been held with Haybrook regarding the expansion of both SEN and PRU places at the school.
6. Application data for September 2012 reception admissions is now available. Places will be offered on the 13th April. The number of applications received by the closing date for Slough schools has increased by 49 compared to 2011. Late applications are expected between now and September. The number will be monitored, but based on previous years experience, it is likely that the additional places already planned will be sufficient to meet demand between now and September.
7. The number of applications from Slough residents for secondary school places for September 2012 increased by 51 compared to 2011. There were also more applications from parents from outside Slough for places at Slough schools and only a slight increase in the number of Slough residents applying for places in schools outside Slough. Despite the increase in pressure on places in Slough schools all Slough residents were offered a place on the 1st March, although the proportion being offered a place at none of their preferred schools increased from 7% in 2011 to 9% in 2012.

Key activities / milestones scheduled for next period:

1. Project initiation meeting to be held with Wexham School
2. Report to be brought to Cabinet on proposals for expanding Haybrook College
3. First proposals being prepared for expanding SEN Resource provision in mainstream schools

Key issues of risk / obstacles to progress:

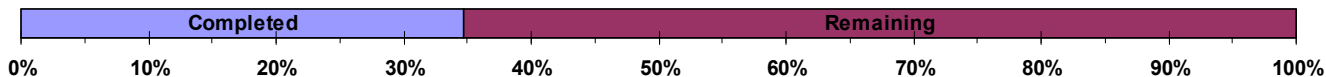
1. All pupils continue to be offered a school place although there are emerging pressures in a number of year groups, including primary, secondary and special school places. Places are available out-of-borough in secondary and special schools and transport can be arranged where pupils are eligible. This is not a practical solution for primary places and new expansion projects can be required at short notice.
2. There is a risk that the current Free School applications are unsuccessful and applications for new build schools are not approved this year. This could lead to a projected shortfall in places from 2014 onwards. It will not be possible to expand existing schools sufficiently to meet demand from 2014 and new schools will be required. Therefore if unsuccessful applications will need to be resubmitted next year and the LA will need to continue to support applicants with site options.

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, changes in parental preference for specific schools and for secondary year 7 places, the proportion of Slough applicants who are successful in the 11+ test. 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.

Recommendations for CMT:

1. None.

Slough Local Asset Backed Vehicle ('LABV')			Project SPONSOR	Julie Evans	
Wards affected: ALL			Project MANAGER	John Rice	
	Timeline	Budget	Issues & Risks	OVERALL status	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	02/03/2012
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	03/02/2012
Project start date:	19/09/2011		Anticipated Project end date:	31/12/2012	



Has this highlight report been formally agreed and authorised by the Project Sponsor? **Yes**

Key activities completed / milestones achieved in this period:

- 1 First stage of competitive dialogue held with 4 Bidders. Very successful and helpful to provide early clarification and discussion of options.
- 2 One Bidder withdrew.
- 3 Special dialogue meetings held for Education; Culture and Leisure; and Planning.
- 4 Clarification questions issued by Bidders and responses provided.
- 5 Second meeting with the HCA to develop the form of agreement for supporting SBC in participating in the LABV.
- 6 Updated Project plan enhanced.

Key activities / milestones scheduled for next period:

Please refer to Project Plan.

1. Commence dialogue – two meetings with each Bidder planned in March (response to ITPD due 30/03/2012).
2. Response to further questions raised by Bidders at competitive dialogue meetings or directly.

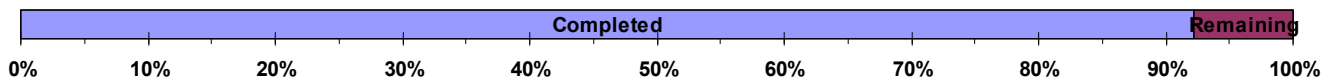
Key issues of risk / obstacles to progress:

These are updated at CMT monthly and the Project Board. Details available on request.

Recommendations for CMT:

1. To note the progress.

Thames Valley Transactional Services Project			Project SPONSOR	Roger Parkin	
Wards affected : All			Project MANAGER	Vijay McGuire	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	02/03/12
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	05/02/12
Project start date:	17/02/2011		Anticipated Project end date:	01/04/12	



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

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

1. Contract redrafting now in final stages and full contract negotiation meeting scheduled for 6th March
2. TUPE consultation launched on 20th February 2012
3. Staff presentation on consultation completed
4. Staff TUPE briefings underway.
5. Work underway to confirm final list of temporary / fixed term staff to resource services after 31st March
6. Heads of Services ensuring appropriate knowledge transfer for all staff taking voluntary redundancy
7. Staff Q & A scheduled week commencing the 19th March – updated FAQ's for Intranet site
8. Transition / Implementation plan and risk management matrix subject to ongoing monitoring
9. Ongoing Lean Reviews of operational areas.
10. Detailed technical dialogue and scoping reviews ongoing with both ICT teams.
11. Weekly ICT meetings set up to review progress, share information discuss resource allocation and timescales
12. Employee Platform (Arvato Intranet) –VPN connection established for first stage link of SBC network to Arvato. The 1st phase of the Employee Platform is now complete and work is underway to populate the platform with content.
13. Meeting taken place with Arvato and Complaints, DP and FOI service area
14. Arvato attendance at SLT meeting to provide update on transition.

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

1. Contract sign off scheduled Week Commencing 6th March
2. Complete TUPE consultation 21st March
3. Complete TUPE Briefings with all affected staff week commencing 6th March
4. Confirmed list of fixed and temporary staff post March 31 – and offers to be given week commencing 6th March
5. Launch and Completion of Skills Audit to develop Staff Development Plan for post April 2012.
6. Completion of Lean reviews week commencing 19th March
7. Finalise client side monitoring arrangements
8. Ongoing engagement with Unions - through DCF reporting on project progress.
9. Further develop SLA's between the preferred supplier and the retained organisation
10. Ongoing monitoring of transition and Implementation Plan & Risk Management Matrix
11. Arvato Attendance at Landlords Forum

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

The risks associated with the Transactional Services Programme Implementation and Transition stage continue to be monitored as part of the project governance framework. Following a meeting with the Risk and Insurance team, all risks associated with the Procurement Phase that are no longer live have been closed down.

The current risks which impact on a smooth transition and implementation are as follows:

1. **Failure to successfully deliver a smooth transition and implementation ready for 'go Live'**

This overarching risk is being rigorously monitored through a full and detailed project management methodology.

The project has in place a Joint transition and implementation plan, which is subject to ongoing discussions and monitoring team on a weekly basis by both SBC Implementation lead and the Arvato Lead for transition and implementation.

This is further endorsed by joint fortnightly meetings with the SBC and Arvato project team to ensure that progress is reviewed jointly and additional risks are acknowledged as they become apparent.

Regular monthly reporting to CMT on progress.

Day to day interaction with Arvato's implementation and transition team who are on site 3/4 days per week have significantly helped to manage the transition and implementation stage and have continued to strengthen relationships overall. Regular contact and access has enabled issues to be addressed efficiently and effectively as and when they arise.

Weekly Communications meetings with the SBC Implementation Lead take place to review and update the current draft plan and wherever possible consider communication opportunities with key stakeholders as and when required

2. Contract Sign off – to formally establish the partnership arrangements and to support SBC's MTFS.

To mitigate this risk the following steps have been taken:

- Joint legal meetings to ensure open and transparent dialogue and agreed understanding of contractual requirements.
- Commissioning of an external Legal team to provide expert commercial advice

It is envisaged that the formal contract signing will take place week commencing the 6th March.

3. IT Implementation - to ensure appropriate ICT provision for 'Go Live'

To mitigate this risk the following steps have been taken:

- Introduction of weekly ICT meetings for both ICT Leads which will include both SBC Project Sponsors: Roger Parkin and Arvato's Partnership Director John Wybrant and both Implementation leads.
- List of all ICT related contracts and the Assets Inventory have been provided to Arvato to allow assumptions to be made regarding equipment purchase and License novation.

4. Sufficient Resources to provide ongoing service

Following the completion of the EOI exercise, work is now underway in partnership with Arvato to ensure business continuity for existing service provision and to plan for comprehensive knowledge transfer for all staff due to leave at the end of March.

5. Staff disruption and concern about TUPE transfer process.

This risk becomes increasingly critical as we move towards 'go live' and has been carefully considered as part of the communications action plan for this phase and remains a priority for both implementation teams.

Staff briefings are scheduled to take place in the next few weeks and as such have been programmed into the communications plan.

To alleviate anxiety and concern amongst staff, joint project teams are running regular Q & A exercises to introduce a vehicle for two way dialogue. These have been consulted and discussed with the Unions and if successful will become a regular vehicle for staff to ask questions and receive answers.

Specific TUPE briefings, pension surgeries and HR surgeries will be discussed and agreed with the Unions as part of the TUPE consultation process.

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 an update on the Council's key Performance indicators in the period to 29th February 2012, and should be read in conjunction with the Council Scorecard attached as an appendix to this report. Note that February values for some indicators have not yet been fully discussed by individual service areas and their Directors, and so are not included here at this stage.

7.1. Key People Measures

All People Measures are provided by Human Resources department, and this is reported on a quarterly basis. The data referenced in this section of the scorecard relates to the period up to and including 31st December 2011.

Accurate and timely management information is a key part of the Transactional services specification and as such we expect the quality and availability of information about the council's establishment to improve over the life of the contract.

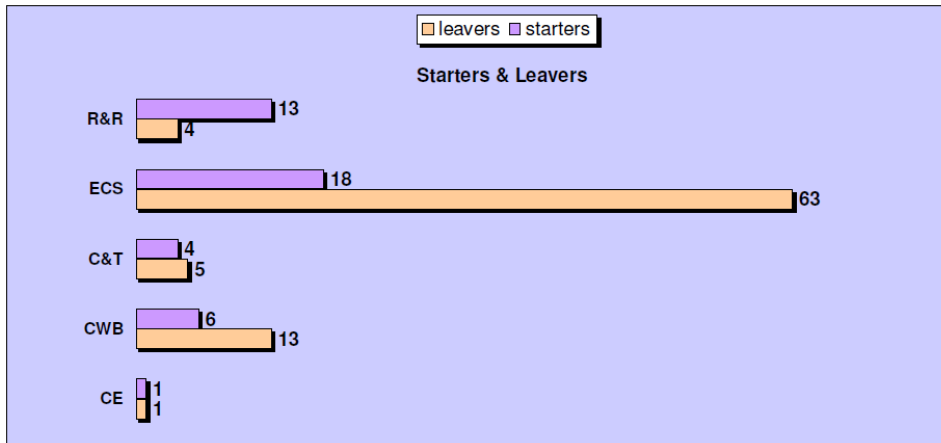
The total number of staff employed by the council across all directorates stood at 1,581 which is a decrease of 221 (or 12.3%) on the position at December 2010. This represents a total of 1332.9 'Full Time Equivalents'.

Directorate	Headcount	FTE	% of Workforce
Chief Executive	25	24.1	1.8%
Community & Wellbeing	513	383.8	28.8%
Customer & Transactional	229	210.2	15.8%
Education & Children's Services	451	383.2	28.8%
Resources & Regeneration	363	331.5	24.9%
TOTAL (October-December)	1581	1332.8	100%
TOTAL (July-September 11/12)	1618	1324.0	-
TOTAL (October-December 10/11)	1802	1441.4	-

The period of October to December 2011 saw 86 staff leaving employment and 42 starting employment with the council. A variety of reasons exist for staff turnover in the period including redundancies (19) and resignations (17). The staff 'turnover rate' for the quarter for resignations only was 1.1%; the cumulative turnover rate for the 2011-12 year is now 5.7%.

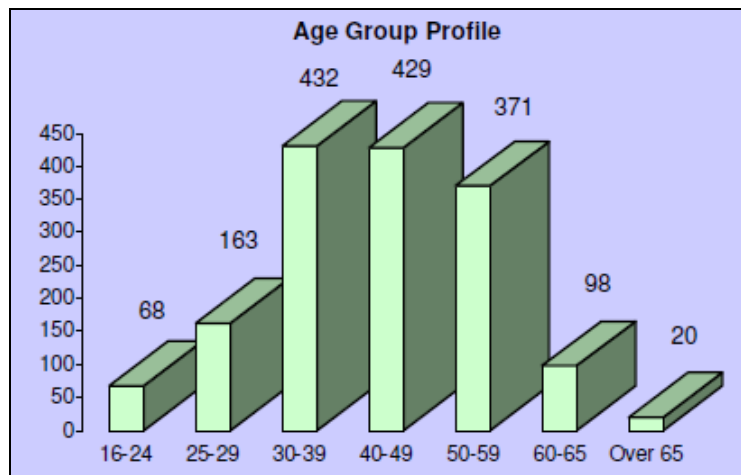
Termination Reason	Total
Resigned	17
Retirement (Ill Health, Early, Age)	3
Redundancy (Compulsory, Voluntary)	19
Dismissed	2

Termination Reason	Total
Compromise Agreement	1
Death In Service	1
End of Contract	3
Other	40



The reported average sickness rate for the quarter was an average of 2.9 days per FTE. This is slightly down on the average 3.0 days per FTE in the same period of the previous year. Lower salary bands have reported higher rates of sickness absence – staff on salaries below £15,000 averaged 2.9 days per employee, whilst staff on salaries above £45,000 averaged less than one day each.

70% of the SBC workforce is female (compared to local population estimates which predict 48% of the local resident population of working age are female); 42.7% of our workforce is of black or minority ethnic background, compared to an estimated 37% of our local residents of working age. The latest quarter has seen no change in the percentage of staff who have self-declared as having a disability; this proportion remains at 6.8%. SBC Staff are being encouraged to use the employee self service system to check and verify their personal details are correct. The majority of SBC employed staff are aged between 30 and 60, although the council employs people of all ages including a number who choose to remain in work beyond 60/65 years of age, as demonstrated in the staff age group profile beneath.



7.2. Key Volume Measures

Press coverage

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 221 press releases issued, and CMT are encouraged to facilitate the release of positive news stories. The same period has seen 638 press enquiries and 1,530 press articles monitored. Of the press coverage assessed by SBC Communications team in February, the majority (64.2%) was deemed to be either

'positive' or 'very positive'. Across the entire 2011-12 year to date (April 2011 - February 2012), the majority of press coverage has been positive or very positive (58.8%) with only 11.2% of coverage negative in tone (30% of items have been 'neutral').

Freedom of Information

SBC continues to receive a steady stream of Freedom of Information requests. Between April 2011 and February 2012, a total of 813 logged Fol applications have been made – an average of 74 every month; this represents an additional 69 applications compared to the same period for 2010-11 (an increase of some 9%), and has obvious impacts on staff time. The table below depicts the primary directorate to which each Fol application has been made.

Fols logged by Directorate	April 2011	May 2011	June 2011	July 2011	Aug 2011	Sep 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Total	%
Resources & Regeneration	28	41	35	33	35	28	32	36	18	26	26	338	42%
Community and Wellbeing	18	14	15	7	20	11	14	26	7	15	17	164	20%
Education & Children's Services	5	15	10	11	12	19	14	13	8	9	15	131	16%
Chief Executive's Department	16	10	9	2	9	5	11	16	10	14	20	122	15%
Customer & Transactional services	3	3	4	6	3	2	0	8	2	16	11	58	7%
Total	70	83	73	59	79	65	71	99	45	80	89	813	

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 website

SBC's website continues to receive a large number of visits (a peak of 95,269 unique visitors in October, which reduced to 65,157 in February 2012) and this underscores the value of the current redevelopment work on our website. The 65,157 unique visitors to our website in February made 207,953 visits and viewed a total of 559,092 pages between them. February saw a total of 1,121 online payments; this results in a significant cost-reduction for processing these transactions, and represents excellent access for the public. SBC has also been expanding its modern media presence, with a total of 806 Twitter followers by end of February 2012. The revised SBC website will be launched shortly.

Housing and Council Tax Benefit claimants

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 for December 2011 indicates an increase compared to one year ago of c. 280 HB claimants and c.80 CTB claimants. (Totals are 11,560 Housing Benefit claimants and 11,690 Council Tax Benefit claimants). Improving employment and income opportunities for local residents remains a core priority for Slough Borough Council and its partners.

Social care demand

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 the period of April 2011 to January 2012

children's social care has dealt with a total of 7,114 contacts (an increase of 23% on the same period in previous year) and 1,610 referrals (an increase of 4% 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 (186 at end of January 2012) as does the number of children subject to child protection plans (at 176, this has increased by 4% - 6 additional children – compared to January 2011). 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 2011 and February 2012 there have been 187 adult safeguarding referrals made which required a strategy meeting to be convened. This represents an increase of 47 (or 35%) on the numbers received in the same period of 2010 / 2011.

Homelessness

The period April 2011 to February 2012 has seen 386 homeless cases determined, with 92.5% of decisions issued with 33 days. This represents a significant increase in volume of presenting cases over the corresponding period for the previous year (291 cases) *and* an improvement in speediness of decisions (from 91.2%).

7.3. Key Quality Measures

Complaints

The period of April 2011 to February 2012 has seen a total of 610 logged complaints across the council – a fall of 23% against the total (796) 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. SBC are reinforcing the importance of dealing correctly with complaints to ensure effective and early resolution of the issues and to prevent escalation to subsequent stages. In the 2011-12 year to date, 47 complaints have progressed to stage 2 (8%) and 14 progressed to stage 3 (2%). This is a clear reduction on the 2009-10 year which had 74 complaints escalating to stage 2 and 29 escalating to stage 3.

Social care services

Within Children's social care, there is evidence of improvement. Note that February values are being collated and have not yet been considered by the service area (the business has

requested two weeks beyond month end to enable data recording). By the end of January, the proportion of Initial assessments completed within timescales had increased to 70.5% for the *whole* of the previous 12 months – this increase is due to particularly improved performance in the most recent period. (52.1% 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 81% of the initial assessments completed *during* January 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* January, 64% achieved timescales (significantly better than the 30.7% achieved in September 2011). This improvement in recent months has impacted on the ‘year to date’ value of NI 60 to lift performance to 51.2%. There are therefore early signs of sustained remedial action, and early indications of a curve being turned.

Alongside this activity significant improvement can be evidenced since April 2011 on the proportion of children becoming subject to a child protection plan for the second or subsequent time. We are now within the nationally agreed zone of ‘best practice’ on this measure (at 10.5%, January 2012).

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. No audits were conducted in February due to the Ofsted inspection of Adoption Services. 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.

Educational support

All statements of special educational need prepared in 2011-12 have been issued within statutory timescales. In the year to date 110 SEN statements have been issued; the numbers issued per month have varied from a minimum of 4 (February 2012) to a maximum of 17 (January 2012).

Council support continues to be delivered to local schools in measures to improve performance and compliance with expected standards. There are now only 3 Slough primary schools in special measures or with notice to improve.

Refuse collection

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 January of 47 missed bins compared to 44 for the same period in 2010, and for recycling bins an average between April and January of 38 missed bins matches the 38 for the same period in 2010.

7.4. Key Inspection Results

2011/12 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.

Note that the council's **Adoption services** were inspected by Ofsted in February 2012; the inspection report confirms that SBC provides a 'Good' service with the best achievable result of 'Outstanding' for helping children achieve well and enjoy what they do and in helping children make a positive contribution.

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, action planning and the development of a specific plan to address Slough Borough Council's contributions to the Strategy are in progress.

Crime and Community Safety

Crime rates (cumulative values from 1st April 2011) continue to be lower than the corresponding period one year ago. The latest data relates to the final quarter of 2011 and has been reported previously as follows:

- 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

Unemployment rates in February 2012 (as measured by the JSA claimant rate) rose slightly to 3.9% - a value just lower than the national average (4.1%) but remaining above the average for the South East (2.8%). This relates to a total of 3,465 JSA claimants (an increase of 77 people since the previous month). With 770 Unfilled jobcentre vacancies there is now a ratio of 4.5 JSA claimants to each unfilled vacancy – a positive reduction since one year ago when the ratio stood at 5.2.

Housing

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).

Looked after children

Slough continues to improve in securing long-term permanent futures for looked after children: In the year to January 2012, 29 looked after children have been secured permanent alternative families through adoption or special guardianship orders; this equates to a value of 23.2% for indicator PAF C23, which represents significant improvement on the position one year ago of 6.8%.

Education and skills

The Department of Education (DfE) has recently 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 10th best achieving local authority area nationally. Slough also exceeded our own area target by 3.1%.

This year the DfE has 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 onto 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 29th February 2012

- 9.1. There is currently a forecast under spend for the 2011/12 General Fund at the end of period eleven of £1.656m after agreement of budget carry forwards detailed in section 15.

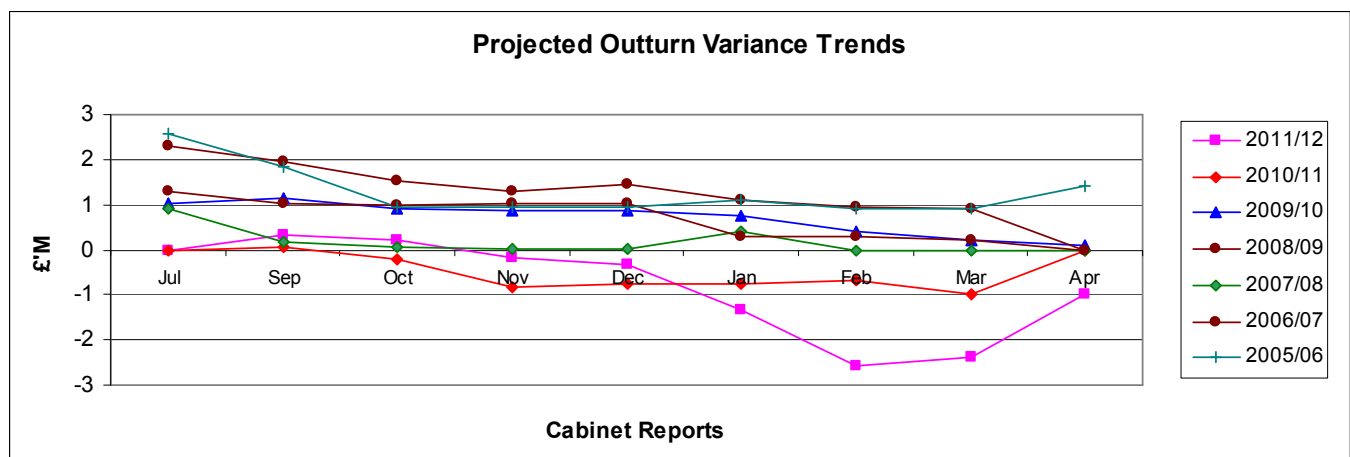
The table below shows the total under spend before any requests for earmarked reserves have been considered by the Section 151 Officer for approval as part of the close down process.

For the Housing revenue account there is currently forecast under spend against budget of £161K.

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

Table 1 - Projected as at 29th February 2012

Directorate	Base Budget	Current Net Budget	Actual YTD	Projected Outturn	Variance Over / (Under) Spend	Proposed Carry Forwards	Revised Variance Over / (Under) Spend
	A	B	C = B - A	D	E = C + D		
	£'M	£'M	£'M	£'M	£'M	£'M	£'M
Community and Wellbeing	39.139	41.344	31.434	40.281	(1.063)	0.215	(0.848)
Education and Childrens Services	27.789	31.500	20.018	29.869	(1.631)	0.255	(1.376)
Customer and Transactional Services	5.206	5.920	71.718	6.001	0.081	0.000	0.081
Resources and Regeneration	33.257	34.574	30.900	34.086	(0.738)	0.147	(0.591)
Chief Executive	0.657	1.448	1.255	1.403	(0.045)	0.030	(0.015)
Corporate	0.266	0.266	(0.187)	0.277	0.011	0.000	0.011
Total Cost of Services	106.314	115.052	155.137	111.917	(3.385)	0.647	(2.738)
% of revenue budget over/(under) spent by Services					-2.94%		-2.45%
<i>Allocation of underspend</i>	0.00	0.00	0.000	1.082	1.082	0.000	1.082
Treasury Management	3.017	3.017	0.000	3.017	0.000	0.000	0.000
Contingencies, Earmarked Reserves and Trading Accounts	4.233	(3.453)	(6.537)	(3.453)	0.000	0.000	0.000
Early Intervention Grant	(7.140)	(7.246)	(5.732)	(7.246)	0.000	0.000	0.000
Council Tax Freeze Grant	(1.187)	(1.197)	(1.197)	(1.197)	0.000	0.000	0.000
New Homes Bonus Grant	(0.130)	(0.454)	(0.454)	(0.454)	0.000	0.000	0.000
Local Services Support Grant	0.000	(0.612)	(0.561)	(0.612)	0.000	0.000	0.000
Sub Total	(1.207)	(9.946)	(14.481)	(8.864)	1.082	0.000	1.082
Total General Fund	105.107	105.107	140.657	103.054	(2.303)	0.647	(1.656)
% of revenue budget over/(under) spent in total					-2.19%		-1.61%



10. Month on Month Movement in Variances

- 10.1. Community and Wellbeing** net controllable Revenue budget for 2011/12 is now £41.344m. The projected total net expenditure after taking into account all known commitments and the latest projected savings is £40.281m.

However, earmarked reserve requests in favour of the Drugs and Community Safety and Transformation Grant will be made at the end of the year. The Drug and Community Safety request is the result of a plan to ensure that an element of 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 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, delivering significant savings whilst restructuring services in line with the personalisation agenda.

The forecast and spend projections are largely unchanged from last month, (an adverse movement of only £12k) and this is due to a small net pressure on Adult Social Care of £46k relating mainly to Care Package changes offset by new savings on Culture & Skills of -£32k – being additional income from Life Long Learning. A summary of the latest position is shown in the table below.

- 10.2. Education and Children's Services** net controllable budget for 2011/12 is £31.500m, and the projected total net expenditure is currently £29.869m, a saving of £1.631k. 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 £255K to date will be approved, however these are subject to review and approval before these are finalised.
- 10.3. Commercial and Transactional services** net controllable budget for 2011/12 is £5.924m and the projected total net expenditure is currently £6.005m, giving an overspend position of £81k at this point in time.
- 10.4. Resources and Regeneration's** Annual budget has decreased by £87,000 to £34.574m 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 and 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 and 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 £1,448k 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** reports 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, being the same as the position reported last month.

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

One of the key objectives of the Council is to safeguard the young and vulnerable. The Ofsted report following the 2011 inspection has judged safeguarding services and safeguarding outcomes for children and young people as inadequate and 4 of the 10 areas in outcomes as inadequate. There are 4 specific risks:

1. Failure to safeguard children,
2. Reputational risk to the Council,
3. Failure to identify high risk / problem areas prior to inspection, and
4. Statutory requirements are not being met.

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. Implementation of the Plan will be a continuing priority in 2012-13, including additional support and capacity which generate financial implications. The focus of carry forward requests will be to minimise the financial risks to delivery of the Plan in 2012-13.

The numbers of young and vulnerable with Child Protection Plans is increasing. There is a risk that, despite the implementation of the Gold Project, this could delay any reduction

in the numbers of looked after children or even result in an increase in the numbers of looked after children which would result in significant financial pressure in 2012-13.

There are some significant areas of development still in transition across the directorate including the implementation of the Integrated Youth Support Service (IYSS), 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 Directorate is also currently working alongside schools in the review of the centrally managed 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.

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. During the closure of accounts process, officers will consider opportunities to make provision for known pressures and submit business cases to carry forward budgets to support pressures.

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

Commissioners and Directors 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 13th March 2012 showing the 2011-12 Capital Budget as £58,631k and spend to the end of February

2012 as £34,967k. Total projected spend for 2011-12 at the end of March 2012 is £44,228k. The analysis can be found in Table 2 below:

Table 2: Consolidated Capital Expenditure as at 29th February 2012

Directorate	Expenditure			2011-12
	Budget	Actual	Balance	Projection
Heart of Slough	16,437	9,463	6,974	14,143
Resources (excluding Heart of Slough)	9,687	5,043	4,644	7,449
Education & Children's Services	21,249	14,874	6,375	16,812
Community & Wellbeing	1,071	111	942	353
Customer & Transactional Services	500	433	67	495
Housing Revenue Account	9,687	5,043	4,644	4,976
Total	58,631	34,967	23,646	44,228

15. Carry Forwards

Carry Forwards proposed for agreement are as follows:

Directorate / cost code	Carry Forwards £'000
Community and Wellbeing	
Drugs and Community Safety	75
Transformation Grant	140
Total Community and Wellbeing	215
Education and Childrens Services	
Youth carry forward	160
Partnerships & Comm	2
Early Years	23
Children with disabilities - occupational health	10
C&F Improvement Plan	60
Total Education and Childrens	255
Resources and Regeneration	
BRFE Contingency	24
BRFE Surplus	46
Business Continuity	30
Heart of Slough	8
Car Park -Options Appraisal 2	39
Total Resources and Regeneration	147
Chief Executive	
Jubilee and Olympic Torch	30
Total carry forwards	647

16. Conclusion

The position as at the end of February 2012 leaves an overall headline under spend position of £1.656m against the General Fund.