Appendix D: Slough Borough Council - Corporate Balanced Scorecard 2014-15: to end of June 2014

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the following headings: "Financial health", "Customer focus", "People" (relating to workforce development and well being), and the 5 themes of "Economy and Skills", "Health and Wellbeing", "Housing", "Regeneration and the Environment" and "Safer Communities".

Performance against target is recorded as **red** (more than 5% off target), **amber** (between 0% and 5% off target), or **green** (on target or better). Its purpose is twofold: firstly, to provide members with a balanced view of how the organisation is performing in these four respects. Secondly, to provide a small number of high priority quantitative performance indicators which act as a litmus test of organisational health, rather than presenting detailed outturn data for all performance indicators monitored across the council.

n/a = not applicable, because this is a **volume** indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex.

Direction of travel indicates whether performance has improved (\spadesuit) , deteriorated (Ψ) or remained unchanged $(\Rightarrow \Leftarrow)$ compared to previous performance.

				Financial heal	lth		
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Council Tax collection rate: Percentage of total amount due for 2013-14 collected to date	July 2014	94.8% [2013-14 in-year collection rate] 95.3% [2012-13 in year collection rate]	to be set	30.04% [April to June 2014]	n/a		There was no agreed collection profile for 2013-14, and this has still not been agreed for 2014-15. Our current collection rate (which is cumulative and will grow as the year goes by) cannot therefore be objectively assessed in terms of whether it meets target or not. Nevertheless it is approximately at same level as last year (30.2%) as some properties in Britwell were billed late due to the boundary changes.
Business Rates collection rate: Percentage of total amount due for 2013-14 collected to date	July 2014	96.2% [2013-14 in-year collection rate] 94.9% [2012-13 in year collection rate]	to be set	30.03% [April to June 2014]	n/a		There was no agreed collection profile for 2013-14, and this has still not been agreed for 2014-15. Our current collection rate (which is cumulative and will grow as the year goes by) cannot therefore be objectively assessed in terms of whether it meets target or not. Nevertheless it is slightly under the level achieved at same point last year (30.9%).

				Customer Foo	us		
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of online financial payments made	July 2014	2,511 [March 2014] 2,034 [March 2013]	increasing 2,000+	3,670 [June 2014]	*	Green	2014-15 is seeing a significant increase in volume of e-Payments. The volume of online payments remains significantly above baseline position, and represents very effective cost savings for transactions.
Percentage of calls to MyCouncil that were abandoned by the caller rather than queuing (in the month)	July 2015	27.0% [March 2014] 44.8% [March 2013] 38.8% [March 2012]	KPI is being baselined	14.6% [June 2014]	•	n/a	A significantly improved abandoned calls position than the 21.3% value obtained in May. In June MyCouncil offered 19,588 calls of which 2,860 calls were abandoned outside service level agreement (SLA) by customers - an abandoned calls rate of 14.6%. Despite not formally agreeing a numeric improvement target, this service had been delivering a significantly improved response rate. This performance measure is in a period of baselining until December 2014, at which point agreed 'targets' will be formalised.
Number of Freedom of Information requests made (total across whole council)	July 2014	106.7 [average per month 2013-14] 79.1 [average per month 2012-13]	n/a	99 [June 2014] 110.5 monthly average year to date	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond, and to inform public information releases. The number of FOI requests made to the council has increased dramatically throughout the past year and continues to increase. 2013-14 saw an annual total of 1,280 requests - an average of more than 106 per month. In terms of Departments, Customer and Community Services is the subject of most FoI requests with 43% of all requests received during 2013/14.

				Customer Foc	us		
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Proportion of Freedom of Information requests made in month by people who had made at least one previous FoI application in the past 12 months	July 2014	41% [2013-14] 39% [2012-13]	n/a	36% 36 of 99 [June 2014]	n/a	n/a	The measure seeks to assess the degree of 'repetition' that exists within Fol applications, and states the proportion of Fol applications made by individuals who have made at least one other Fol application in the preceding 12 months. Across the whole year to end of June 2014, 42% of all Fol requests made were by individuals with a history of previous requests. Some requesters are particularly enthusiastic: for example, in the same period one individual made at least 64 separate applications, or 5% of all the requests received.
Number of stage 1 complaints made (across the council, including avarto)	July 2014	Total: 494 41.2 monthly average [2013-2014] Total: 442 36.8 monthly average [2012-13] Total: 638 53.2 monthly average [2011-12]	45 or fewer per month	Total: 43 511 in year to date 42.6 monthly average year to date [year to June 2014]	↑	Green	June 2014 saw 43 stage one complaints logged, a total for the year-to-date of 511, with a monthly average for this period of 42.6. An increased number of complaints in April & May were linked to active canvassing and the local elections. The Council Tax service also saw a particularly pronounced increase in complaints, linked to end-of-year collection processes and a delay in responding to emailed enquiries. Following specific complaint training council wide over the last year, departments are recognising and logging complaints, these figures therefore represent a significant improvement over historic patterns in the quality of SBC services, and / or a much improved communication to residents and service users of what they can realistically expect from each service interaction. Detailed Directorate and service-level complaints figures are circulated to target attention on those areas generating highest volumes of complaints.

				People			
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of staff in establishment	July 2014	1,161	reduce	1,171	•	Green	The number of staff has reduced as new models of service delivery
(headcount)		[Q4 2013-14]		[June 2014]			are implemented.
		1,413					
		[Q4 2012-13]					
		1,521					
		[Q4 2011-12]					
Number of staff in establishment	July 2014	894.90	reduce	905.3	4	Green	The number of staff has reduced as new models of service delivery
(FTE - 'full time equivalent')		[Q4 2013-14]		[June 2014]			are implemented.
		1,136.8					
		[Q4 2012-13]					
		1,286.9					
		[Q4 2011-12]					
Staff turnover (resignations only)	July 2014	11.4%	5-15%	10.7%	^	Green	Data is provided as a 'rolling year' position.
		[2013-14]		[year to Jue			Although still within parameters. Staff turnover has increased at a
		7.9%		2014]			faster rate. Further investigation is require into the reasons why
		[2012-13]					more staff are resigning.
		5.5%					
		[2011-12]			_		
Average staff sickness rate (days lost	July 2014	8.3 days	8.5 days by Sept	8.6	♥	Amber	Data is provided as a 'rolling year' position.
per FTE)		[2013-14]	2013.	[year to June			Managers and Staff encouraged to use overall Balanced Scorecard
		9.9 days	6.5 days by Sept	2014]			diagnostically to focus on areas of high sickness.
		[2012-13]	2014.				
		11.6 days					

				Economy and S	kills		
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of Slough primary schools in special measures or with notice to improve	July 2014	3 [Mar 2013] 2 [Mar 2012]	0	4 [June 2014]	*	Amber	Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools. Two of the schools have been deemed to be making 'satisfactory progress' towards improvement in follow-up Ofsted judgements (Colnbrook and St Ethelberts). Foxborough is deemed to still 'require improvement'. Our Lady of Peace Junior has recently been inspected as 'require improvement'.
New: % of pupils achieving a good level of development across the Early Years Foundation Stage.	Oct-13	New indicator for 2012/13 hence no baseline exists	increase	50.1% [2012-13]	n/a	n/a	This is a new indicator that was introduced by DfE this year to replace the percentage of pupils achieving at least 78 points across the Early Years Foundation Stage (with at least 6 in each of the scales in Personal, Social & Emotional Development and Communication, Language & Literacy). Achievement in the 2012-13 academic year shows performance in Slough is just 1.9% under the England average (52%).
New: % of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	19-Feb-14	73% [2011-12]	increase	74% [2012-13]	*	Green	This is a new indicator that was introduced by DfE in 2012/13 to replace the percentage of pupils achieving level 4 or above in english & mathematics at Key Stage 2. Achievement in the 2012-13 academic year shows a 1% improvement on the previous year. However, other authorities have also improved such that Slough's performance in 2012-13 is 1% under the England average (75%).
% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	19-Feb-14	66.1% [2011-12] 68.1% [2010-11]	increase	71.4% [<i>2012-13</i>]	•	Green	Achievement in the 2012/13 academic year shows that performance in Slough Schools has improved by 5.3% from 66.1% in 2011/12 to 71.4% 2012/13. Slough's result remains well above the England average of 59.2% for 2012/13. Slough is ranked 7th best performing nationally out of 152 local authorities.

				Economy and S	kills		
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Unemployment: Overall	July 2014	2.8%	maintain at low	2.2%	¥	Amber	JSA claimant rate in June fell to 2.2%, comprising 2,088 people.
unemployment rate: proportion of		[Mar 2014]	level compared				Slough's rate has historically been lower (better) than the GB
resident population of area aged 16-			to national	2,088 people			average, but these values are now close.
64 claiming Job Seekers Allowance		3.7%	value	[June 2014]			The council and partners are seeking to increase employment
(JSA)		[Mar 2013]					opportunities and improve skills to secure a reduction in overall
				SE: 1.4%			unemployment. Local value is historically better than nationally but
		3.7%					remains high for the South East of England.
Comparisons for latest data:		[Mar 2012]		GB: 2.4%			The Council is continuing its work with partners to support the
Great Britain ('GB') and South East							unemployed off unemployment benefit and back into the labour
of England ('SE')							market. Our current activity is being delivered through 'Aspire for
							You' which includes community based Jobs Clubs, careers
							information, advice and guidance, CV and interview preparation
							support. The Business Community Start Up project support
							individuals that wish to develop their business idea and set up in
							business.
							In relation to employment at Heathrow Airport, SBC is part of the
							Academy Model around retail, construction and aviation. Our
							programme prepares interested individuals who are then referred to
							the relevant Academy. The academy prepares the individual further
							and guarantees a job interview in competition with other
							candidates. SEE PDG and Aspire have set up a further task group: Job
							Outcomes Group that will bring the town's employment support
							providers together to enhance partnership working, better
							coordination of activity and better preparation of individuals for
							local vacancies.
							Other task groups of the SEE PDG are Apprenticeships led by East
							Berkshire College and Business and Enterprise Skills Development
							led by a private sector partner.

				Economy and S	kills		
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Unemployment: Proportion of unemployed 18-24 year olds who have been unemployed for more than 6 months (JSA claimants).	July 2014	34.9% [Mar 2014] 33.3% [Mar 2013]	decrease	36.7% [June 2014]	•	Green	In June, official figures show a total of 395 people aged 18-24 were claiming JSA; 145 of these were claims of 6 months or more (36.7%, or just over one-third). This percentage has reduced slightly on last month. All the programmes referenced in the preceding indicator are open to all cohorts, including young unemployed. The council seeks to to engage with young unemployed residents to increase their employment opportunities and secure a reduction in long term unemployment. The structural changes to the labour market have disadvantaged this cohort who are often seen as less favourable to the employer as they lack the experience that employers require. This time of the year will also see an increased level of unemployment amongst this cohort due to seasonal employment
Unemployment: Proportion of the economically inactive working-age population who state they want a job. [Measure derives from ONS Annual Population Survey, and is updated quarterly.] National: 24.6% South East: 26.7%	July 2014	24.4% [year to March 2012]	increase	32.8% [year to Mar 2014]	•	Green	This measure is established by a small scale national survey and is updated periodically by Office for National Statistics. The latest data estimates a big increase in the proportion of economically inactive residents who state that they are actively seeking employment. This context will be referenced locally in assistive employment activities. The recent research commissioned by SBC into the barriers faced by economically inactive people who aspire to enter the labour market, highlighted key factors that hinder this; these factors include: expensive childcare, inflexible job opportunities and low skills of the resident population. The "Jobs Outcome Group" task group will look into how partners can work collectively to address these barriers and provide more engagement and opportunity for these residents to find work.

Health and Wellbeing

N.B. The current Health and Wellbeing indicators represent a holding position and are included only whilst the SBC Health Strategy is being developed. Once valid and viable performance indicators are available, these context measures will be reported on an annual basis.

Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Prevalence of modelled adult obesity as measured by the Health Survey for England	Aug-12	23.7% [2006-2008]	reducing, under 24.2% [England value]		n/a	Green	N.B. only one data set has been released to date by national Government. Although obesity is a significant health concern, there is a shortage of robust local data on prevalence.
Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP	22-Jan-14	11.8% [2011-12]1 11.0% [2010-11] 0.8% [2009-10]	reduce closer to national rate	12.4% [2012-13]	→	Amber	Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than the national average in 2012-13 (9.3%) and this has increased from the 11.8% established in 2011-12. The gap between Slough and England has marginally increased. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.
Prevalence of childhood obesity at end of primary school (Year 6) as measured by the NCMP	22-Jan-14	21.3% [2011-12] 21.2% [2010-11] 21.4% [2009-10]	reduce closer to national rate	20.7% [2012-13]	*	Green	Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than national average (18.9%) although this has decreased marginally, with the gap between Slough and England narrowing in the past year. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.

				Housing			
Performance Indicator	Date	Baseline	2014-15	Actual	Direction	RAG	Comments
Performance indicator	updated	Baseline	target	Actual	of travel	rating	Comments
Number of Housing Benefit	July 2014	11,518	n/a	11,543	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring
Claimants		[March 2014]		[June 2014]			appropriate resource to respond to public need.
							An increase of 35 claimants since the position in May.
		11,590					
		[Mar-12]					
Number of Council Tax Support	July 2014	10,410	n/a	10,518	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring
Customers (previously 'Council Tax		[March 2014]		[May 2014]			appropriate resource to respond to public need.
Benefit Claimants')							An increase of 36 claimants since the position in May.
		11,800					
		[Mar-13]					
		11,710					
		[Mar-12]					
Speed of Processing of Housing	July 2014	(a) 20.3 days	Provisional	In month			Performance speeds within June have improved in comparison with
Benefit and Council Tax Support		(b) 9.1 days	targets	performance			May's position, however both measures remain in exception.
(previously 'Council Tax Benefit')		[2013-14]		*year to date			
claims:				performance			The cumulative performance for the year-to-date also misses the
(a) New Claims		(a) 27.54 days					target for New Claims (target is 20 days) and for Changes of
		(b) 13.99 days	(a) 20 days	(a) 28.83 days	1		Circumstances (target is 10 days).
(b) Change of Circumstances		[2012-13]		*27.15 days			
			(b) 10 days	(b) 12.28 days	^		It is not unusual for the turnaround times to be higher at the
England 2011-12 : (a) 24 (b) 9		(a) 19 days		*13.10 days	T		beginning of the year as a large number of claims are submitted
		(b) 8 days	(or fewer)	[June 2014]			when main billing occurs.
England 2012-13 : (a) 24 (b) 11		[2011-12]					
						Amber	The figures for this time last year at the end of June were 22 days fo
							New Claims and 13 days for Change of Circumstance. The targets for
							last year of 20 days for New Claims and 10 days for change in
							circumstances' were achieved and we have no reason to suggest
							that they will not be achieved this year.
							It must be noted that this is an annual target. SBC is working with
							our contracted deliverer of this service to improve Speed of
							Processing times.

Number of households in temporary	July 2014	99	95 or less	94	↑	Green	An decrease from 97 households in May 2014.
accommodation including hostels		[March 2014]		[June 2014]			Homelessness is increasing both locally, regionally and nationally,
							and targets for 2014/15 are being reviewed in light of this national
		87					change. The demand for temporary accommodation is predicted to
		[Mar-13]					increase. We are increasing our permanent offers to those cases on
							the housing register but have a significant fall in the number of
		90					vacancies that we get in each year. SBC have created a new social
		[Mar-12]					lettings agency to discharge our duty into the private rented sector.
New: Number of families placed in	July 2014	0	Nil	0	↑	Green	This is a new indicator that has been added to the scorecard report.
Bed & Breakfasts (B & B's).		[March 2014]		[June 2014]			

			Regene	ration and the E	nvironmen	it	
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Improve bus punctuality: Non- frequent bus services running on time (formerly NI 178a)	Oct-13	77.5% [2009/10] 83.0% [2011/12]	increasing	91.0% [2012/13]	↑	Green	Data is collated and reported annually by Department for Transport. There was an 8% improvement from the previous year [83% 2011/12]. Local punctuality is above the England value for 2012/13 (82.8%).
The percentage of household waste sent for reuse, recycling or composting.	19-Jun-14	29.9% [2012-13] 30.7% [2011-12]	>30.7%	29.4% [year to March 2014]	→←	Amber	Full year results show a small reduction on 2012-13 levels, and a narrow miss of the target (30.7%). We have experienced a reduction in recycling due to loss of the green waste service in December. Recycling Service figures have reached plateau and are static around the 29 - 31% rate and fluctuations are now due to composting. A reinstatement of 12 month garden waste service would increase recycling rate to previous levels. Data is available on a quarterly basis only (some months in arrears),
Percentage of municipal waste sent to landfill.	19-Jun-14	9.9% [2012-13] 6.4% [2011-12]	<6.4%	5.9% [year to March 2014]	*	Green	Full year results show an outturn of 5.9%, meeting our target for the year of 6.4% or less. In total, 3,158.64 tonnes of municipal waste was disposed of by landfill during 2013/14. An exceptional performance for Q4 of only 0.8% landfill use due to peak performance from EfW. Q2 showed the highest rate of landfill use at 17%, due to a Planned EfW offline shutdown, but waste was only sent to landfill in September.

				Safer Commun	ities		
Performance Indicator	Date	Baseline	2014-15	Actual	Direction	RAG	Comments
Performance indicator	updated	Daseille	target	Actual	of travel	rating	Comments
Percentage of Single Assessments completed and authorised within 45 working days (in month)	July 2014	50.9% [2013/14]	100%	80.0% [in month of June 2014]	*	Red	PROVISIONAL DATA Current performance of 80.0% is a vast improvement on the March 2014 position of 50.9%. From 14th October 2013 Children & Families moved to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the previous dual approach of Initial and Core Assessments ceased. Although we are seeing marked improvement in compliance with these timescales, almost 1-in-5 assessments were still not finalised within the 45 working day timescale. Target for this measure is
Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) Rate per 10,000 local children.	19-Jun-14	172 (54.3) [March-12] 185 (48.3) [March-13]	rate below last England average (59.1 in 2012, 60.1 from 2013)		*	Green	PROVISIONAL DATA The Council is legally obliged to accommodate children when this is necessary to ensure their safety. This number has risen by 6 since March 2014.
Children subject to Child Protection Plans at month end (a) Number (b) Rate per 10,000 local children.	July 2014	256 (66.9) [March-14] 146 (38.1) [March-13] 209 (55.9) [March-12]	rate within +/- 15% of last England average (37.0 to 50.0 in 2012; 31.2 to 42.2 from 2013)	(a) 256 (b) 66.9 [June 2014]	•	N/A	June records show a total of 256 children subject to child protection plans. The service has removed any value-led 'tolerance' levels which determine if the local value is cause for concern or investigation. Our target was originally set with the aim of being within ± 15% of the Statistical Neighbour average (at March 2012) but we have seen a significantly larger than expected number of children suffering abuse or neglect and requiring this level of protection. More recent comparator rates for March 2013 have recently been released; the service is reviewing these with a view to revising these in September 2014.

Safer Communities												
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments					
Percentage of children looked after adopted from care or granted a special guardianship order (in year to date)	19-Jun-14	21.6% [2013-14] 14.9% [2012-13]	above 8%	20.7% [yr to May 2014]	↑	Green	Current performance represents 31 children who have secured permanent family homes due to adoption or special guardianship arrangements in the past 12 months.					
Number (and %) of Adult Safeguarding Alerts that led to a strategy meeting per month Our 'tolerance' target of 30-40% has been set as a guide for ensuring we receive all appropriate safeguarding concerns for consideration - without casting our net either too widely or too narrowly. RED = miss target for 3 consecutive months in same direction.	July 2014	34.3% [2013-14 year] 38% [2012-13 year]	low number 30-40%	34.5% 29 of 84 [June 2014]	*	Green	This month the proportion of safeguarding referrals requiring progression to strategy meetings is within the target tolerance. Across the whole of the 2014-15 period to date, this value is within the target tolerance (at 31.7%). Activities underway to ensure this is maintained include: All safeguarding alerts are triaged by a Designated Safeguarding Manager (DSM) to determine whether they need to progress through the safeguarding process. The levels of response guidance has been reissued to all DSMs enabling them to determine the need for a safeguarding response to keep individuals safe or whether other processes are more appropriate e.g. care management review, referral to other agencies e.g. Women's Aid, Anti-Social Behaviour Team.					

Safer Communities											
Performance Indicator	Date	Baseline	2014-15	Actual	Direction	RAG	Comments				
Terrormance mateator	updated	Dascinic	target	Actual	of travel	rating					
Percentage of Adult Safeguarding	July 2014	93.4%	above 80%	100%	^	Green	On target this month, and for the whole of the 2014-15 period to date				
strategy meetings taking place within				2 of 2			(100%).				
5 working days of referral per month		[2013-14 year]		[June 2014]			Activities are being sustained to maintain target achievement as				
							follows:				
		81%					All operational team administrators have been reminded by email that data should be recorded in a timely manner to ensure that data is				
		[2042 42]					accurate. Team Managers have been asked to check this in team				
		[2012-13 year]					meetings and supervisions.				
							All DSMs have been emailed and spoken to by Heads of Service to				
							ensure that all safeguarding strategy meetings will be held within five				
							working days other than in truly <i>exceptional</i> circumstances. This was				
							discussed and agreed at January Care Governance Board.				
							The Slough Safeguarding Procedure has been reviewed to provide				
							more clarity on the use of virtual as well as actual strategy meetings to ensure adherence to time guideline. It is suspected that virtual strategy				
							meetings have occurred but not been comprehensively recorded.				
							incernings have occurred but not been comprehensively recorded.				
Crime rates per 1,000 population:	21-May-14	89.78	reducing	83.54	^	Green	A significant decrease in crime rates has been secured, which				
All crime		[2012/13]		[rolling year to			represents a real decrease in crime levels.				
(cumulative from April)		110.40		March 2014]							
		110.49 [2011/12]					The year to March 2014 when compared to the previous cumulative				
					_		year to date (April 2012 to March 2013) saw a reduction in the rate				
Crime rates per 1,000 population:	21-May-14	16.68	reducing	16.31	↑	Green	of all crime (was 89.78), fewer offences in violence against the				
Violence against the person		[2012/13]		[rolling year to March 2014]			person (was 16.68) and serious acquisitive crime (was 20.53).				
(cumulative from April)		22.60		IVIAICII 2014]							
		[2011/12]									
Crime rates per 1,000 population:	19-Feb-14	20.53	reducing	17.77	1	Green					
Serious acquisitive crime		[2012/13]		[rolling year to							
(cumulative from April)				March 2014]							
		25.70		1							
		[2011/12]									