

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14<sup>th</sup> September 2015

**CONTACT OFFICER:** Joseph Holmes; Assistant Director, Finance & Audit & s151 officer  
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**WARD(S):** All

**PORTFOLIO:** Councillor Rob Anderson, Commissioner for Finance & Strategy

### **PART I** **KEY DECISION**

#### **FINANCIAL & PERFORMANCE REPORT – Q1 2015-16**

##### **1 Purpose of Report**

- To provide Cabinet with the latest forecast financial information for the 15-16 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2015-16
- To summarise the Council's performance on 'Gold' projects during 2015-16
- To approve the write offs contained within this report
- To approve the virements contained within this report
- To approve an administration penalty in respect of the Council Tax Support scheme of £50

##### **2 Recommendation(s)/Proposed Action**

The Cabinet is requested to resolve:

- (a) That the virements and write offs contained within this report be approved.
- (b) That the current financial forecast position, balanced scorecard and update on Gold projects be noted.
- (c) That the addition of an administration penalty of £50 within the Council Tax Support Scheme be approved.
- (d) That the re-commissioning be approved of Mental Health Residential Care and Supported Living services and the direct award of the contract for the Pilot project for a Mental Health Supported Accommodation and Step down service to Look Ahead Care and Support.

- (e) That the commissioning of a portfolio of temporary accommodation units from private sector landlords in order to deliver ongoing reductions in revenue expenditure under Part 4 - 4.6 Financial Procedure Rules be approved.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

3a. **Slough Joint Wellbeing Strategy Priorities**

The report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council to ensure that it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

**Five Year Plan**

The report helps achieve the Five Year Plan objectives by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and Gold projects reporting, and in delivering the Council's budget in line with the approved budget.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial		
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

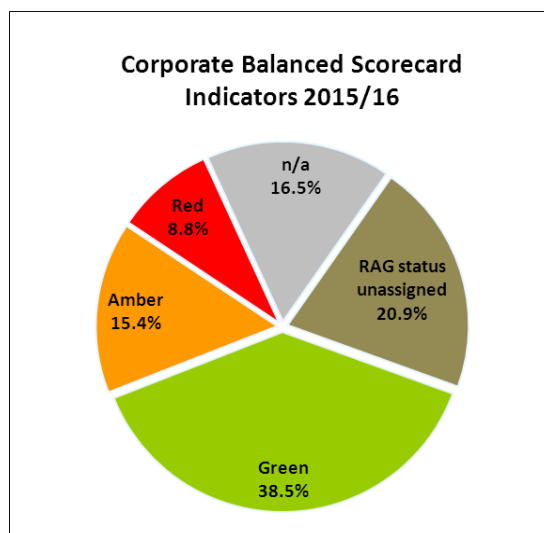
None

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

## 5 Supporting Information

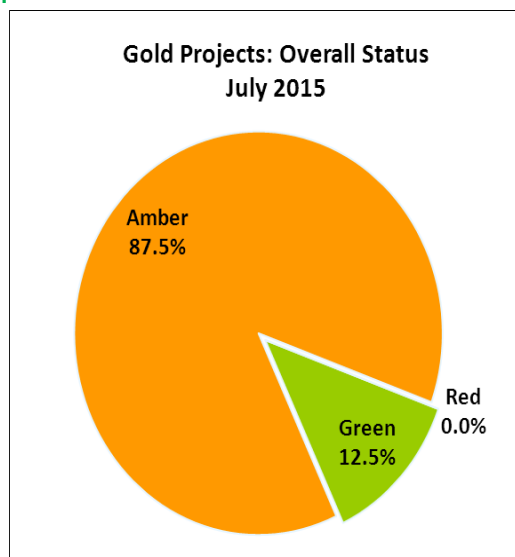
- 5.1 The Council is forecasting overspend of £2.803m as at month 3 after allowing for additional funding sources. This is a better position compared to month 2 when the Council reported a potential £4.4m overspend. Whilst the month 2 overspend within the Children and Families area remains there is an additional pressure within the Adult Social Care and Health Partnerships with a forecast overspend of £0.618m.
- 5.2 Current spending projections were showing overspend in excess of £5m. All services were requested to prepare action plans to reduce this and to contain any additional budget pressures going forward. The result of these action plans is shown in the summary budget monitor attached as appendix A.
- 5.3 This is the first quarter review of the Five Year Plan (5YP) Balanced Scorecard. There are 91 indicators in total across the eight main outcomes.
- 5.4 Currently 57 of the 91 indicators (62.6%) have been assigned a RAG status of either **'Red'** (8, 8.8%), **'Amber'** (14, 15.4%) or **'Green'** (35, 38.5%).
- 5.5 The remaining 34 indicators are recorded either as:
- **'N/A'** (15, 16.5%) - not applicable because this is a volume indicator only or the value which SBC cannot seek to directly influence or because the issue is complex.
  - **RAG status unassigned** (19, 20.9%) – where a RAG status is currently unassigned or that the indicator is to be updated later in the year.
- 5.6 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 1 June 2015 the Council's performance is as below:



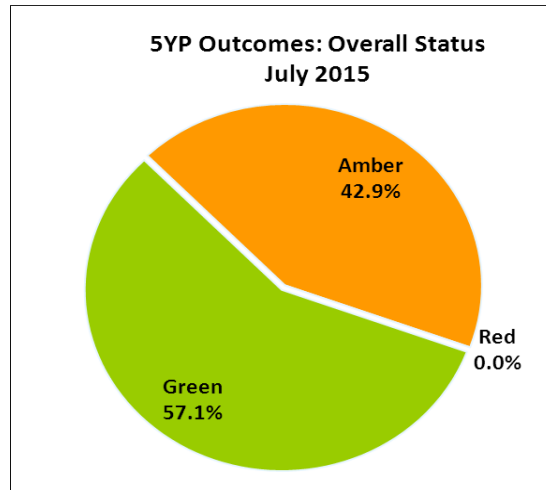
For each indicator the RAG status has been assigned by the responsible manager.

- 5.7 There is further work to be carried out to ensure that each of the indicators is allocated a target which is SMART (Specific, Measurable, Attainable, Relevant and Timely). Indicators where the target is entered as 'increasing' or 'decreasing' should be revisited to ensure that either a specific target or target tolerance is set.

- 5.8 CMT is requested to review the list of 91 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.
- 5.9 Where performance is below target, details of the correction actions that will be taken need to be added to the supporting commentary.
- 5.10 Key areas of noteworthy concerns flagged as **'Red'** status are:
- Business rate debit increase each year
  - Number of tenant verification visits completed
  - Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP
  - Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check
  - Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.
  - Social Isolation: percentage of adult social care users who have as much social contact as they would like
  - Number of adults managing their care and support via a direct payment
- 5.11 The summary of the eight Gold projects updates submitted as at July 2015 indicates that the overall status of seven projects have been assessed as **'Amber'** and one as **'Green'**.



- 5.12 The summary of the eight 5YP outcome highlight reports submitted as at July 2015 indicates that the overall status of four have been assessed as **'Green'** and three as **'Amber'** and one 'unassigned'.



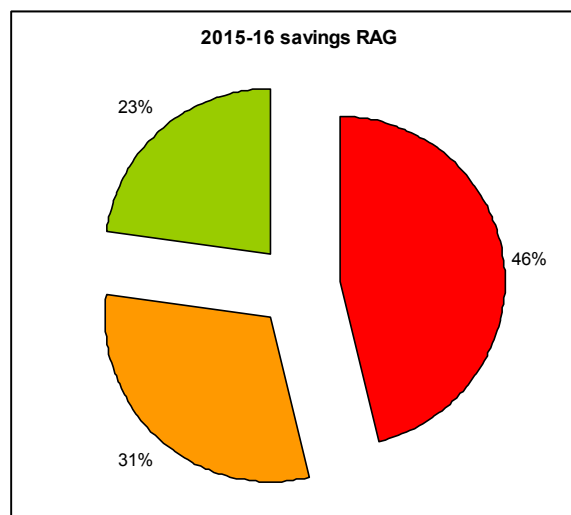
## Executive Report

### 6 Introduction

- 6.1 This is the quarter 1 report to Cabinet for the 2015-16 financial year in respect of the financial and performance position of the Council

### 7 Financial Performance

- 7.1 The Council is forecasting overspend of £2.561m as at month 3. The main service areas showing variation from budget are Children and Families, Adult Social Care and Health Partnerships and Estates and Regeneration. These have been offset by some corporate under spends.
- 7.2 Following last month's budget monitoring report, CMT requested that all overspending budgets should submit action plans showing how the budget can be brought back to break even. This has been communicated to Service Directors and an Action Plan has been received from the Adult Social Care (ASC) Service (details in paragraph 3.0 below). These proposals total **£1.2m** in savings and are included below. There are several other proposals yet to be costed that are not included. It must be noted that a number of these proposals are still not fully developed. The service is committed to ensuring that all steps are taken to get as close to breakeven as possible.
- 7.3 Of the £10.0m of savings for 2015-16, nearly a half, £4.6m are still showing as red, with £2.3m (23%) showing as green, and £3.1m as amber.



- 7.4 Children and Families have worked closely with the Finance team to model the financial impact of cost reduction activities. When the savings outlined in these plans are applied and if the growth funds monies were to be released to the Service budgets, the updated summary position would be as follows:

Service	Budget	Outturn	Variance	Last	Chg	%
Children Young People & Families	21,778	24,082	2,303	3,290	-987	%
Adult Social Care	34,384	35,002	618	1,819	-1201	5%
Education (Non Schools)	5,689	5,969	280	272	8	5%
Public Health	-400	-400	0	0	0	0%
Central Management	49	33	-15	-22	6	-32%
Schools (DSG)	-337	-337	0	0	0	0%
<b>TOTAL</b>	<b>61,163</b>	<b>64,349</b>	<b>3,186</b>	<b>5,358</b>	<b>1,210</b>	<b>11.0%</b>

## 7.5 Children, Young People & Families

The budget pressure in this service area has to £2.3m. This is the effect of removing the funds allocated for growth in the 15-16 budget build. These growth monies are agreed subject to business cases being presented and agreed by CMT. Although business cases have been presented, CMT have requested additional information and made very clear that these funds have not been formally agreed for inclusion in the Service budget but for consistency with other papers coming to Cabinet this adjustment has not been shown in appendix A.

- 7.6 The underlying budget position including the budget adjustment is shown below with substantial budget pressures on LAC (£1.7m) and staffing (£2.6m). This is the 'as is' position if there is no action plan and if the growth monies were not to be approved. This is shown in more detail in the table below:-:

Service	Budget	Forecast	Variance	Last Month	Change
Asylum Seekers	86	86	0	0	0
Children Looked After	7,053	8,764	1,711	1,261	450
Commissioning & Social Work	6,466	9,057	2,592	1,781	811
Learning Disabilities and Difficulties	2,018	1,907	-111	-112	1
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	166	-6
Family Placement Service	2,512	2,769	257	257	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-63	-86
<b>Total</b>	<b>20,485</b>	<b>24,944</b>	<b>4,459</b>	<b>3,290</b>	<b>1,170</b>

## 7.7 Action Plans

The cost reduction plans prepared by the Children's Services leadership team are given below. This modelling suggests that if the service carried out the actions detailed in the table below, there would be in year savings of approximately **£863k**.

	Notes	£k
1	50 children moved from Sept 15, to March 17. 12 children by 31st March 2016, based on 10 new Foster Carers due to be approved by March 2016. 38 more children in 16/17 based on 25 new foster carers recruited in 16/17. A further 13 moved in 17/18 to achieve upper quartile % LAC children with inhouse Foster Carers.	-115
2	Agency SW's replaced with permanent staff over a one year period from July 15.	-548
3	Reduce average cost of placements over 1 year for all external placements from December 15. (Strategic Commissioning working with the Trust)	-110
4	Over 14 months from July, make 1 other (non Social Worker) post permanent to achieve 90% permanent staff to 10% Agency	-94
5	Move one child into Mallards in October 2015, one in November 2015, two in December 2015 and two in March 2016.	-82

If the financial effect of the actions above and if the growth bid funds are approved and added to the service budget then revised financial position of the service would be as follows:

Service	Budget	Forecast	Variance	Last Month	Change
Asylum Seekers	86	86	0	0	0
Children Looked After	7,503	8,543	1,040	1,261	-462
Commissioning & Social Work	7,309	8,415	1,107	1,781	-674
Learning Disabilities and Difficulties	2,018	1,907	-111	-112	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	166	-6
Family Placement Service	2,512	2,769	257	257	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-63	-86
<b>Total</b>	<b>21,778</b>	<b>24,082</b>	<b>2,303</b>	<b>3,290</b>	<b>-1,227</b>

## 7.8 Children Looked After

With the budget adjustment of nearly £0.5m adversely affecting this service area the budget pressure is now £1.7m. This is mainly due to delay in meeting achieving the savings of **£908k** and the effect of an increase in LAC numbers since the budget forecast was agreed. This includes the pressure of £180k LAC 16-18 Expenses remain from last year.

## 7.9 Staffing Budgets

A dedicated workforce lead has been appointed supported by the DFE improvement funds. Two national campaigns have been implemented between May and August 2015, in order to recruit permanent social workers. A further campaign is planned for September 2015. The majority of staff who have been offered and have accepted will be in place by middle of November resulting in a reduction in costs.

### 7.10 Early Help

Following the latest audit and report, it has been confirmed that the Troubled Families programme have earned £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date means there is a total underspend in this area of **£149k**. The next PBR claim is due in January 2016 and a further assessment of any additional income which may be received will be made at that time.

### 7.11 Adult Social Care

This service has an underlying budget pressure of **£1.8m**. This is largely unchanged from last month. This is due to slippage on the savings agreed for this year.

Savings	Agreed £'k	Slippage £'k
Learning Disability Change Programme	1,000	361
Review of Day Services, High Cost Packages & Supported Living	100	50
Extra Care; Internal Day & Residential Services	350	300
Reform of Social Care 2 – Promoting Independence	189	48
Community & Voluntary Sector Commissioning & Telecare	275	275
Reform of Social Care 1 - Front Door, Assessment & Brokerage	300	300
Reform of Social Care 2 – Promoting Independence	500	500
<b>Total</b>	<b>2,714</b>	<b>1,834</b>

The underlying summary forecast for the service is shown below:

Service	Budget	Forecast	Variance	Last Month	Change
Safeguarding and Governance	241	240	0	2	-2
Management & Business Support	778	-676	-1,455	-187	-1,267
Access & Long Term Intervention & Support	2,645	2,914	269	254	16
Re-ablement & Directly Provided Services	4,981	5,392	411	-294	705
Mental Health	3,936	3,941	6	-24	29
Commissioning Budgets	17,922	20,296	2,374	1,851	523
Commissioning & Contracts	3,882	4,121	239	217	22
<b>Total</b>	<b>34,384</b>	<b>36,229</b>	<b>1,845</b>	<b>1,819</b>	<b>26</b>

7.12 The service has submitted an initial action plan that is designed to introduce measures to either accelerate the achievement of existing savings in the current year or new shorter term additional measures to limit the impact on the budget of not fully achieving the saving targets agreed.

7.13 These measures so far total £1.1m but there are many other ideas that are still to be costed. Listed below is the revised savings Plan that has yet to be fully costed and RAG rated and challenged for financial robustness in the forecasting.



Number	Desc	Item	Original Agreed Saving Level 15.16	Achieved or forecast to achieve and showing in budget Aug 15	Further plans to achieve by March 16	Slippage	Comments
1	Transformation	LD Change Programme	1,000,000			0	
1.1	Move from residential to supported living			639,000			
1.2	Increase CHC Income and various other plans				321,250		
1.3	Review of care packages and DP	that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. Enham Trust have agreed to help us with the Domiciliary care cases and the plan is to have all the reviews/re-assessments			40,000		
2	Transformation	Review of MH Day Services, High Cost Packages & Supported Living	100,000	50,000	50,000	0	
3	Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	350,000	50,000	tbc	tbc	
4	Prevention & Early intervention	Community & Vol Sector Commissioning & Telecare	275,000	0	275,000	0	
5	Transformation	Reform of social care 1 - Promoting Independence	500,000	0		tbc	The saving in this area needs to be more because of the increase in activity and costs during last year that has carried on to this year
5.1	Increase CHC Income older people and physical disability	Hire a CHC specialist (must be medically trained). To review the CHC and Funded Nursing Care potential of the adult social care cases. To prioritise these for review under the Care Act to consider their eligibility for CHC/ FNC			696,187		Investment of £25k required to undertake this role
5.2	Review of equipment - and recovery processes	Review existing contract; Equipment recovery processes and possible pharmacy equipment model			10,000		
5.3	Extend RRR service	to reduce residential placements. Pathway and service re-design: amalgamate the ARC service and the RRR to improve outcomes predominately for people discharged from the acute trust. We will build on previous successes in reducing residential. And to review impact for CMHTE			62,000		
5.4	On line channel shift	assessment and review project to allow clients and trusted assessors to use self-service tools. Current business case c£85k FYE, add this to the budget profiling			83,000		
5.5	Review of DP clients - OP/PD	client underspend and monitoring of this. Repeat a similar exercise as per 2014/15 run by IH, but extend this to LTIS and PD			40,000		
5.6	Review of care packages	that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. And Incentivise Domiciliary care providers – to review domiciliary care plans sooner than the statutory 12 months to identify support plans that are too great for the clients needs (responsibility of the domiciliary care provider to carryout this work). Domiciliary care forum			tbc		
5.7	Prevention using Domiciliary care providers	development of a focus on wellbeing and prevention support planning at regular 3 monthly intervals			tbc		

7.14 If these savings are added to the current underlying forecast then the summary would be as follows:

Service	Budget	Forecast	Variance	Last Month	Change
Safeguarding and Governance	241	240	0	2	-2
Management & Business Support	778	-676	-1,455	-187	-1,267
Access & Long Term Intervention & Support	2,645	2,914	269	254	16
Re-ablement & Directly Provided Services	4,981	5,392	411	-294	705
Mental Health	3,936	3,941	6	-24	29
Commissioning Budgets	17,922	19,069	1,147	1,851	-704
Commissioning & Contracts	3,882	4,121	239	217	22
<b>Total</b>	<b>34,384</b>	<b>35,002</b>	<b>618</b>	<b>1,819</b>	<b>-1,201</b>

### 7.15 Non Schools

There is a pressure of **£280k** forecast for this service area to the reflect the uncertainty of the saving associated with the implementation of the new revised contract with Cambridge Education. This has not yet been signed and therefore the savings are not secure. This is largely unchanged from last month.

### 7.16 Public Health

This service is now reporting a balance position. However the implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have not been factored into this as the service is still developing a response to the announcement. If the grant is reduced as indicated, this will result in a loss of funding totalling **£384k** and unless expenditure is reduced an equal amount a budget pressure will result.

The Government has launched a consultation exercise in relation to this reduction but this is only looking at options **how** the saving is to be implemented. So it is very likely that this will happen.

The service is looking at how this can be contained but as yet no concrete proposals have been presented.

7.17 As at June 2015 the Customer and Community Services Directorate is forecasting an over spend position of £116k, predominantly due to a CCTV/Careline Income shortfall.

7.18 The Regeneration, Housing and Resources Directorate is forecasting an over spend position of £755k, pending the successful delivery of the 2015/16 savings targets. £250k of the projected over spend is due to anticipated pressures on the homelessness service arising from the shortage of affordable rented accommodation in Slough, exacerbated by welfare benefit reform, pressures from households relocated from west London and a buoyant investment market speculating on the arrival of Crossrail. Measures are being put in place to secure access to suitable accommodation so that Bed and Breakfast occupancy and costs can be reduced. The Council is also working with landlords to secure access to accommodation both inside and outside the borough and is seeking a standing permission to enter into procurement contracts, some of which may be in excess of £250,000 in value (for three or five year agreements) where this results in significant and ongoing revenue savings for the Council and secures access to multiple units of accommodation.

7.19 The Environmental Strategy and Governance Manager has also highlighted £200k of pressures from waste management costs and the £67k internal rent payment to Asset Management for Chalvey Depot.

- 7.20 The above Financial pressures can be mitigated by a number of additional funding sources that has helped to reduce the projected overspend by £1.4m. Without these additional funding items the overspend would have been shown as £6.5m

Item	Amount £k
Loan note returns from the Slough Regeneration Partnership	400
Additional RSG received just before the budget was approved	197
Additional 's31' monies in respect of Business Rates	350
Insurance	416

- 7.21 All of these budget pressures are further detailed in appendix C.

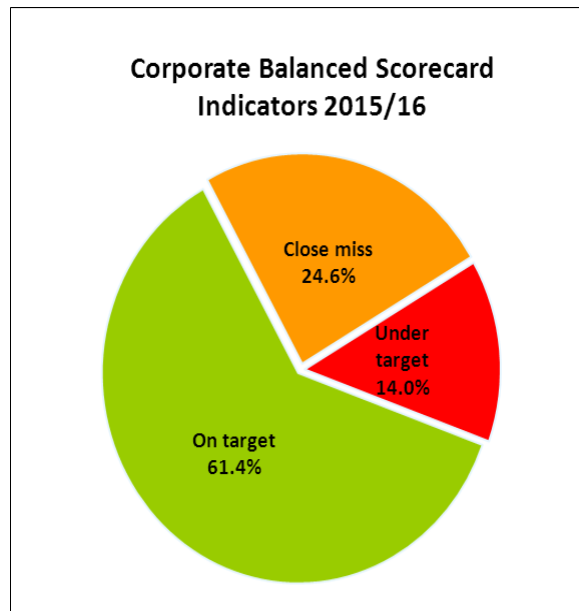
## 8 Virements

- 8.1 Virements during the first quarter of the current financial year were as follows

Service Area		Amount	Reason
From	To	£'000	
Customer and Community Services	Regeneration, Housing and Resources	51,960.00	Transfer of Major Contracts budget.
Wellbeing	Regeneration, Housing and Resources	113,300.00	Transfer of property related budgets to Corporate Landlord.
Customer and Community Services	Regeneration, Housing and Resources	123,400.00	Transfer of property related budgets to Corporate Landlord.
Customer and Community Services	Regeneration, Housing and Resources	4,900.00	Transfer of residual income budget for Haymill.
Customer and Community Services	Regeneration, Housing and Resources	281,200.00	Transfer of property related budgets to Corporate Landlord.
Reserves	Customer and Community Services	124,000.00	Release of Transformation Reserve re: improvement of CT and NNDR collection rates.
Customer and Community Services	Regeneration, Housing and Resources	64,480.00	Transfer of ASB worker budget moved to Housing.

## 9 Council Performance

- 9.1 This quarter, of the 57 performance indicators that were RAG rated – the majority are rated as '**Green**' (35; 61.4%) or '**Amber**' (14; 24.6%). Those rated as either '**Green**' or '**Amber**' - taken together - account for 86% of measures. Eight measures this month (14.0%) are **Red** rated as being off target by more than 5% in this report.



## 9.2 **Noteworthy Concerns**

The following eight indicators were rated '**Red**' this quarter as being more than 5% adrift of their currently defined target values:

- **Business rate debit increase each year**  
There has been a 0.10% decrease in the net collectable debit in the first quarter of 2015/16. An inward investment strategy and action plan is being developed.
- **Number of tenant verification visits completed**  
At the end of Q1 217 tenant verification visits were completed.
- **Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP**  
New contract out to tender to deliver a healthy weight programme in schools in the new term.
- **Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check**  
During 2014-15 GPs in Slough were focussed to deliver through the CCG for a prediabetes screening programme as well as for health checks. As a result the offer was less than in the previous year. This will change in 2015-16 as the prediabetes screening has ceased. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community.
- **Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.**  
This rate published in the 2015 Health Profile reflects 81 early deaths from heart disease and stroke 66% in males. Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care.  
The original indicator (under 75 mortality rate from cardiovascular diseases considered preventable) is no longer published.
- **Social Isolation: percentage of adult social care users who have as much social contact as they would like**

The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2013/14 340 residents completed and returned the survey.

There was a 2.6% increase between 2011/12 and 2013/14. However the social isolation rate reported locally for 2013/14 was below the England value (44.5%) and South East value (45.3%). The survey was not reported in 2012/13.

- **Number of adults managing their care and support via a direct payment**  
Direct Payments are a robust vehicle for driving person-centred planning and care arrangement.  
All Local Authorities are encouraged to promote the use of Direct Payments.  
Over the past year, the number of people in receipt of Direct Payments has risen by just 4 (187 in Jun-14).  
It is believed that there are many more service users who could be persuaded to take up direct payments for some or all of their care needs.

The Full Corporate Balanced Scorecard is provided as **Appendix D**.

## 10 **Council's Gold Project Update**

10.1 The summary below provides CMT with an update on the Council's Gold Projects as at the 31<sup>st</sup> July 2015. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E**.

10.2 Please note that the highlight reports are submitted using the standardised format requested by the Chief Executive. The intention of this format was to ensure that the pertinent points are drawn to CMT's attention, particularly any recommendations or requests that require CMT action to support project delivery.

## 10.3 **Monthly Period Summary**

- This report covers eight Gold Projects in total; all highlight reports have been received in time for this report.
- Of the eight project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors.
- Of the eight submitted highlight reports, seven have been assessed to have an **overall** status of '**Amber**' and one at '**Green**'.
- For '*Timeline*' three projects have been evaluated at '**Green**' status and five at '**Amber**'.
- For '*Budget*' four are assessed at '**Green**', three at '**Amber**' and one at '**Red**'.
- For '*Issues and Risks*' six have been evaluated at '**Amber**' and two at '**Green**'.
- Accommodation and Flexible Working has been assessed as '**Green**' across all of the areas.
- Safeguarding Improvement Plan has been assessed as '**Red**' for budget.

Fuller details are provided in the table beneath, and in the Appendix E.

**Project Manager / Sponsor assessed status of Gold Projects as at:  
31<sup>st</sup> July 2015**

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor approval status	CMT recommendations
Accommodation & Flexible Working	<b>GREEN</b> ↑ (was Amber)	<b>Green</b>	<b>Green</b>	<b>Green</b> ↑ (was Amber)	Approved	<ul style="list-style-type: none"> <li>To support the project board with the proposed changes to working practices and promote these within your service areas, including flexible working, clear desk policy, general tidiness etc.</li> <li>Reliance on Partners – Where CMT members have management of partners under their area, support this project by ensuring the provider delivers as required i.e. Arvato, Interserve etc.</li> <li>CMT to ensure all their service areas return the flexible/smart working data collection to the Head of Facilities Management.</li> </ul>
Fit for the Future Programme	<b>AMBER</b>	<b>Amber</b>	<b>Green</b>	<b>Amber</b>	Approved	<ol style="list-style-type: none"> <li>Organisational development <ul style="list-style-type: none"> <li>Assistant Director, Organisational Development and Human Resources starting 7th September 2015.</li> <li>First draft of the Fit for Future Project Initiation Document (PID) completed.</li> </ul> </li> <li>Leadership and management development <ul style="list-style-type: none"> <li>Evaluation design of the management development programme, cohorts 3 and 4 completed.</li> <li>Planning of lunch time briefings for Heads of Services started.</li> <li>Feedback provided to MDP facilitators on draft outline of refresher session for SLT.</li> </ul> </li> <li>Developing skills <ul style="list-style-type: none"> <li>Agreed further workshops to raise awareness of prevent (WRAP training) and roll out e-learning module to key staff.</li> </ul> </li> <li>Recruitment and retention <ul style="list-style-type: none"> <li>Current format of the electronic form reviewed.</li> </ul> </li> <li>Employee engagement <ul style="list-style-type: none"> <li>SLT continuing to promote nominations for SBC heroes.</li> <li>Draft of staff survey passed to CMT for consideration and sign off.</li> <li>SLT answers in response to staff questions signed off.</li> </ul> </li> <li>Employee Wellbeing</li> </ol>

						<ul style="list-style-type: none"> <li>• Milestones for plan to implement 'Smoke Free' Council in April 2016 developed.</li> <li>• Directorates considering follow on events similar to the sports night held by staff from Adults Social care teams.</li> </ul>
Implementation of an integrated ERP (Enterprise Resource Planning) Solution	AMBER	Green ↑ (was Amber)	Amber ↓ (was Green)	Green ↑ (was Amber)	Approved	<ul style="list-style-type: none"> <li>• To support the project communications council wide.</li> <li>• To be available to provide support, guidance, and ensuring full rollout of the system across the Council which will be required when introducing a new ICT Solution that will invoke a large footprint of change council wide.</li> <li>• To assist in managing strategic stakeholders.</li> </ul>
Learning Disabilities Change Programme	AMBER	Green	Green	Amber	Approved	CMT to note the report and the progress that is being made to deliver the savings and improved outcomes for people.
Safeguarding Improvement Plan	AMBER	Amber	Red	Amber	Approved	<ol style="list-style-type: none"> <li>1. CMT to discuss, challenge and support progress and proposed actions as appropriate.</li> <li>2. CMT to note and challenge performance outcomes.</li> <li>3. CMT to approve Risk Register and ratings.</li> <li>4. CMT to stay apprised of and be involved in identifying key transition work programmes/issues, to ensure readiness for the transition to the Trust, and redress the impact of the Trust on the Council.</li> <li>5. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross-council contribution to improvement to support the continuous improvement across the services and LSCB partnership; particularly, though not exclusively, in relation to: <ul style="list-style-type: none"> <li>• Corporate parenting responsibilities</li> <li>• LAC redesign</li> <li>• Children's Social Care Workforce Strategy</li> <li>• Housing options and service experience for care leavers</li> <li>• Management information</li> </ul> </li> </ol>
School Places Programme	AMBER	Amber	Green	Amber	draft	<ul style="list-style-type: none"> <li>• There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council.</li> <li>• Although the Project Management capacity in Property Services has</li> </ul>

						increased, this has not resulted in sufficient capacity being dedicated to the school places programme. Recommend this is more transparent and addressed urgently.
Slough Children's Services Transition	AMBER	Amber	Amber	Amber	Approved	<ul style="list-style-type: none"> <li>Note progress since last month's Gold Highlight report.</li> <li>Note key activities that need to be completed in the next reporting period.</li> <li>Advise on any further actions to be considered at this stage.</li> </ul>
The Curve	AMBER	Amber	Amber	Amber	Approved	<ul style="list-style-type: none"> <li>Note progress and activity on site.</li> <li>Note management of risks to project timeline and budget.</li> <li>Take appropriate action to address risks as indicated above.</li> </ul>

N.B. Arrows show direction of change in Rag rating since the last Project Highlight report

↓ indicates a reduction in status

↑ indicates an improvement in status

No arrow indicates maintained status since last report

The individual Gold Project Updates are provided as **Appendix E**

## 11 **Council's 5YP Outcome Update**

11.1 The summary below provides CMT with an update on the Council's 5YP outcome updates as at the 31<sup>st</sup> July 2015. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix F**.

### 11.2 **Monthly Period Summary**

11.2.1 This report covers the Five Year Plan (5YP) 8 outcomes in total; highlight reports have been received in time for this report from all.

11.2.2 Of the eight highlight reports which have been RAG-rated, four have been assessed to have an **overall** status of '**Green**', three at '**Amber**' and one 'unassigned'.

11.2.3 For '*Timeline*' six projects have been evaluated at '**Green**' status, one at '**Amber**' and one 'unassigned'.

11.2.4 For 'Budget' four are assessed at '**Green**', three at '**Amber**' and one 'unassigned'.

11.2.5 For '*Issues and Risks*' one has been evaluated at '**Green**' status, six at '**Amber**' and one 'unassigned'.

Fuller details are provided in the table beneath, and in the Appendix F.

**Outcome Leads assessed status of 5YP 8 Outcomes as at:**



31<sup>st</sup> July 2015

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Key issues of risk / obstacles to progress
1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay	GREEN	Green	Green	Green	Implementation of Outcome 8 on ability to install implementation of 'online payment' portal.
2. There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough	AMBER	Green	Amber	Amber	<ul style="list-style-type: none"> <li>Increased PS market rent levels rendering the sector inaccessible to households on benefits.</li> <li>Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.</li> <li>Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.</li> <li>Increase in construction costs rendering small and infill site development non-viable.</li> <li>Staff vacancy rate and inability to recruit to undertake housing regulation functions.</li> <li>Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.</li> <li>Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.</li> </ul>
3. The centre of Slough will be vibrant, providing business, living, and cultural opportunities	GREEN	Green	Green	Amber	<ul style="list-style-type: none"> <li>Resource allocation</li> <li>Budget identification</li> </ul>
4. Slough will be one of the safest places in the Thames Valley	AMBER	Green	Amber	Amber	<ul style="list-style-type: none"> <li>Interim Community Safety Partnership manager and Interim DA Partnership Manager appointed. Permanent CS post offered to candidate.</li> <li>Vacancies in Neighbourhood Services and capacity to deliver.</li> <li>Staff attendance at WRAP training session; Attendance has improved 4 sessions planned in August dependent on facilitator availability – need to keep up momentum until Prevent Coordinator in place.</li> <li>Prevent Delivery – fluid and time consuming; dependent on national and world events, appointment of coordinator essential (due to start 01.09.2015) Prevent work very</li> </ul>

					<p>intensive and takes priority over general cohesion, this should ease when Prevent Coordinator in place to lead.</p> <ul style="list-style-type: none"> <li>• Future funding arrangements for CSE Co-ordinator role requires confirmation and agreement on location of post to maintain continuity and momentum for delivery of action plan.</li> </ul>
5. Children and young people in Slough will be healthy, resilient and have positive life chances					<ul style="list-style-type: none"> <li>• Transition of Children's Social Care into new arrangements.</li> </ul>
6. More people will take responsibility and manage their own health, care and support needs	<b>GREEN</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Timescale for delivery of all actions not achieved.</li> <li>• Ability to deliver the revenue savings.</li> <li>• Impact on key performance targets.</li> <li>• Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support.</li> <li>• More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding.</li> <li>• Lack of agreement of use of contingency funding in BCF from CCG.</li> <li>• Management of lots of change at same time – capacity and change fatigue.</li> <li>• Management information and data.</li> </ul>
7. The council's income and the value of its assets will be maximised	<b>GREEN</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.</li> <li>• Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.</li> <li>• Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning &amp; ensuring an effective link to Outcome Based Budgeting.</li> </ul>
8. The council will be a leading digital transformation organisation	<b>AMBER</b>	<b>Amber</b>	<b>Amber</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Capital investment requirements higher than present budget allocation.</li> <li>• Lack of in house capacity to deliver transformation</li> </ul>

The individual 5YP Outcome Updates are provided as **Appendix F**.

## 12 Capital

- 12.1 The summary of projected capital expenditure as at month 3 on a consolidated and directorate basis can be shown as follows:

	Revised 15-16 Budget	Projected Outturn
Directorate	£000s	£000s
Resources	31,199	21,896
Wellbeing	15,512	14,298
Customer & Community Services	16,501	6,856
Housing Revenue Account	19,838	18,017
<b>Total</b>	<b>83,050</b>	<b>61,067</b>

- 12.2 The council is expecting to spend 74% of its available 2015-16 Capital Budget in the current financial year. More detailed directorate narrative is attached as appendix B.

## 13 Write Offs

- 13.1 A net total of £0.482m has been written off during the first quarter of 2015/16. As in the previous reports the majority of this total relates to NNDR debt (a net £0.437m). The write off across the council's services for the first quarter, including the reason for write off, can be summarised as follows. The write offs below are requested for approval.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Benefits	Total
Value	Value	Value	Value	Value	Value	Value
£	£	£	£	£	£	£
Unable to trace / Absconded	136,571.43	11,080.41	20,210.41	920.55		168,782.80
Vulnerable persons			118.82			118.82
Deceased			3,957.18	2,730.69	262.90	6,950.77
Statute Barred / Unable to Enforce	86,801.13			34,851.20		121,652.33
Bankruptcy	7,922.30					7,922.30
Instruction from Client				4,240.30		4,240.30
Nulla Bona (Returned from Bailiff)				1,000.00		1,000.00
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	238,696.25					238,696.25
Misc. (incl uneconomical to pursue)	22,092.70	2,551.70	96.72	1,329.43	1.28	26,071.83
Credit Balances	(55,487.12)	(37,605.87)				(93,092.99)
<b>Total</b>	<b>436,596.69</b>	<b>(23,973.76)</b>	<b>24,383.13</b>	<b>45,072.17</b>	<b>264.18</b>	<b>482,342.41</b>

## 14 Council Tax Support Scheme

- 14.1 The Council Tax support scheme began on 1<sup>st</sup> April 2013 and the overpayments generated continue to rise. Many, if not all, do not warrant prosecution, as a first level intervention, due to the low value. This would act as:

- A deterrent to wrongdoing
- A flexible intervention alternative to prosecution

The only practical alternative is an administration penalty. The Council can apply this penalty under s11 of the Council Tax Reduction Scheme 2013 and it is recommended that the penalty is set at £50.

## **15 Procurement of Mental Health Accommodation Services**

- 15.1 The Community Mental Health Team are seeking permission to proceed with the procurement of a new pilot Mental Health Supported Accommodation and Step down service to be delivered by Look Ahead Care and Support. The service will deliver a new recovery and re-ablement support service for service users with mental ill health.
- 15.2 Look Ahead have been delivering this type of support in their supported accommodation schemes in other boroughs for many years. An opportunity has been presented to the Council to demonstrate the benefits of this model in terms of delivering outcomes for service users and stimulating the local provider market. In addition, Look Ahead own a building in Slough from which the service would be delivered. If this pilot service was put out to tender this opportunity could be lost.
- 15.3 The estimated cost of the service will be £394,000.00 and will be completed within two years from a start date of the 1st of April 2016 after which it will be out to competitive tender. Concurrently, the Community Mental Health Team will work with Wellbeing and Corporate Procurement to re-commission the currently budgeted £2,088,406 service expenditure for Mental Health Residential Care and Mental Health Supporting Living for a range of delivery models including this one.

## **16 DSG High Need block shortfall in funding for 2016-17**

- 16.1 The High needs block funding has been calculated by the DFE on information provided to them from the Local authorities (LA) in 2012-13. The High need block is split into Place funding of £10,000 a place and Top up funding (which each LA calculates from the remainder of the High need block budget). For the 4th year running no increases are expected in 16-17 High needs budget which will be finalises in the Government November spending review.
- 16.2 The High need block funds Slough special schools, PRUs, Resource bases and Statemented children, for both Maintained schools, Academies and Free schools.
- 16.3 The school population has changed since 2012-13 with last years increase (excluding free schools) of over 600 children, hence within this growth will be children with special needs. In 16-17 the growth in SEN children is estimated to be 96 children.

### **16.4 Conclusion**

- 16.4.1 Due to the expected increases in SEN children the DSG is facing an over spend in the High need block in 2016-17 of approximately £1m. 3 options were put to the CMT in August 2015 as follows.

1. Review band values
2. Ask the School Forum to fund the shortfall out of the High needs block.

3. Ask the Council to fund the shortfall.

16.4.2 The last option has been ruled out and the first option has been recommended. Finance will work with SEN and set up a Task group to look at solving the issues within the band values first, and then look at option 2 for any shortfall arising from the Banding work.

## **17 Conclusion**

- 17.1 The Council overspend continues to is currently estimated to be £2.803m at year end although work is ongoing to reduce this and the council remains hopeful that it will be able to take appropriate action to ensure that this position is mitigated at least in part by the end of the financial year.
- 17.2 Of the eight Gold project updates submitted seven have been assessed as '**Amber**' and one as '**Green**'.
- 17.3 Of the seven 5 Year Plan highlight reports four have been assessed to have an **overall** status of '**Green**' and three at '**Amber**'.

## **18 Appendices Attached**

- 'A' - Summary revenue forecasts
- 'B' - Capital Monitor
- 'C' - Revenue narrative
- 'D' - Balanced Scorecard
- 'E' - Gold projects summary
- 'F' - 5YP Outcome Performance Updates

## **18 Background Papers**

- '1' - Supporting working papers held in finance