

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 4th February 2016

CONTACT OFFICER: Joseph Holmes; Assistant Director, Finance & Audit & s151 officer

(For all enquiries) (01753) 875358

WARD(S): All

PART I **FOR COMMENT**

FINANCIAL & PERFORMANCE REPORT – Q3 2015-16

1 Purpose of Report

- To provide 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 approve the write offs contained within this report
- To approve the virements contained within this report

2 Recommendation(s)/Proposed Action

- The Committee is requested to note the virements and write offs contained within this report
- The Committee is requested to note the current financial forecast position, balanced scorecard and update on Gold projects

3. The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

3a. Slough Joint Wellbeing Strategy Priorities)

The report indirectly supports all of the Community Strategy 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.

Corporate Plan 2015/16

The report helps achieve the Corporate 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

Risk	Mitigating action	Opportunities
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

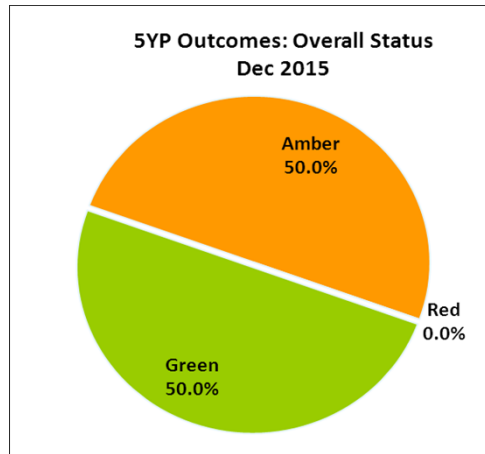
None

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

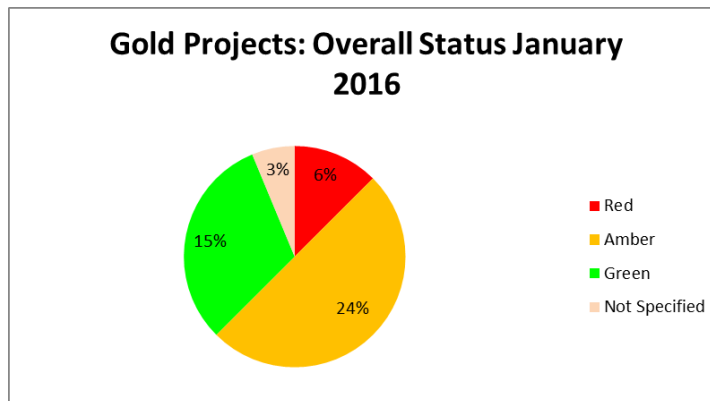
5 **Supporting Information**

- 5.1 The Council is forecasting overspend of **£0.486m** as at month 9. The overall position is significantly better than the month 8 report. The Children and Families service overspend position has now been confirmed, and there has been additional under spends reported in both the Chief Executive and the Customer and Community Services Directorates.
- 5.2 Service action plans have reduced the underlying overspend. Whilst no additional savings are expected from the Children and Families service the Adult Social Care service remains committed to ensuring all steps are taken to get as close to break-even as possible. The result of these action plans is shown in the summary budget monitor attached as appendix A.
- 5.3 The summary of the seven 5YP outcome highlight reports submitted as at December 2015 indicates that the overall status of three has been assessed as **'Green'**, three as **'Amber'** and one as **'Amber / Green'**.



5.4 The summary of the 16 Gold project updates submitted as of January 2016 indicates that the overall status of five projects have been assessed as 'Green', eight as 'Amber' and two as 'Red'. One status was 'not specified' as this relates to the overall status of the Better Care Fund Project, this is because full reporting is being undertaken for all sub projects in this area.

5.5



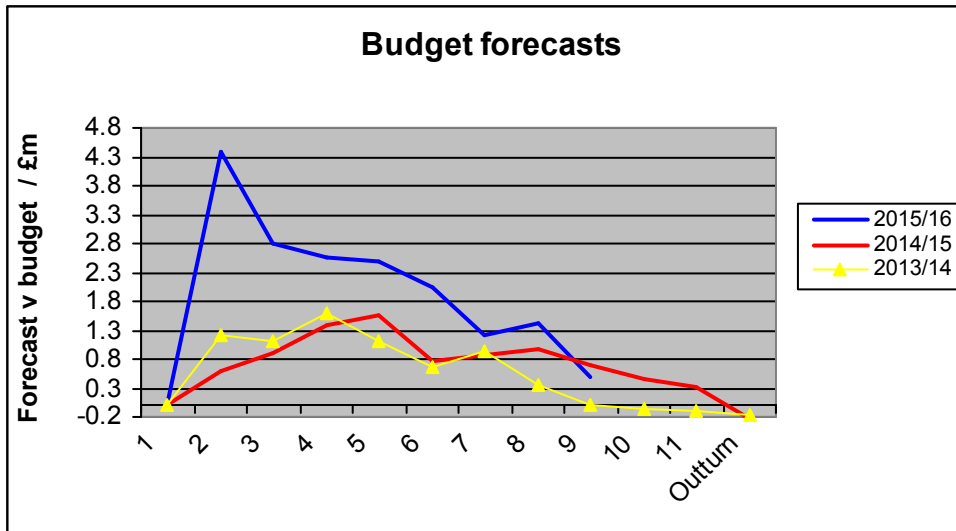
Executive Report

6 Introduction

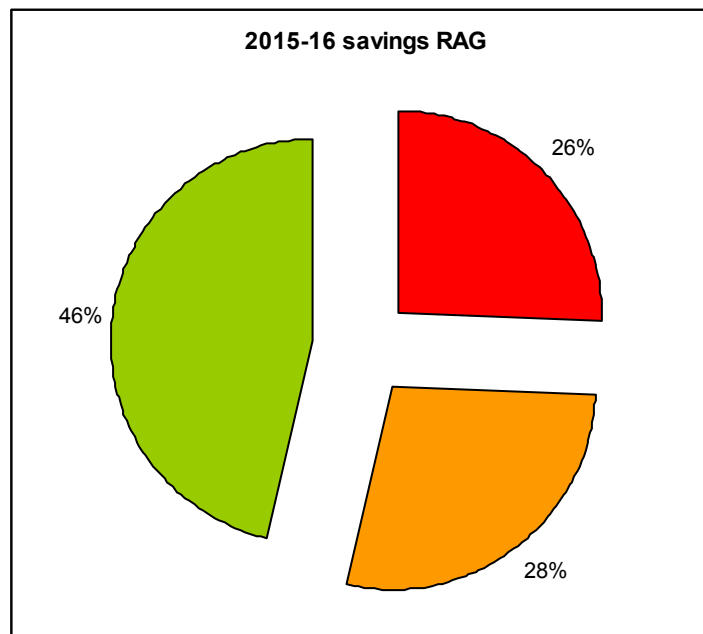
6.1 This is the third quarter report for the 2015-16 financial year in respect of the financial and performance position of the Council

7 Financial Performance

7.1 The Council is forecasting overspend of **£0.486m** as at month 9. The overall position is significantly better than the month 8 report. The Children and Families service overspend position has now been confirmed, and there has been additional under spends reported in both the Chief Executive and the Customer and Community Services Directorates.



7.2 Of the £10.0m of savings for 2015-16, nearly a half, £4.6m (46%) are now showing as green, with £2.6m (26%) showing as red, and £2.8m (28%) as amber.



8 Five Year Plan (5YP) Balanced Scorecard

8.1 This is the third quarterly review of the Five Year Plan (5YP) Balanced Scorecard. There are 91 indicators in total across the eight main outcomes.

8.2 Due to the timing of this report i.e. two weeks following the end of quarter 3, this update is not finalised. Several of the quarter 3 figures i.e. crime rates, children social care rates, overall unemployment rate etc. are not available to report on until later in the month. In addition the supporting commentary in the 'actions' column have not all been authorised by the Outcome Leads.

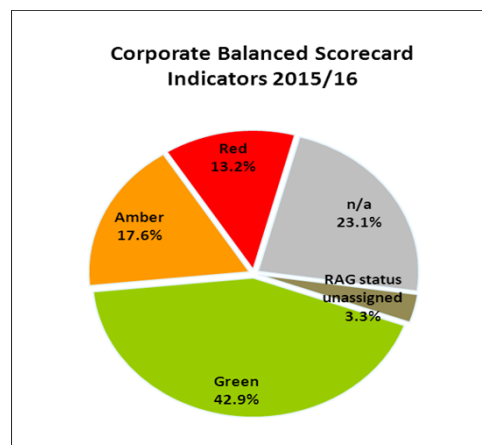
8.3 Indicators that have been updated this quarter are highlighted in yellow in the '*date updated*' column. Some of the indicators are updated annually therefore will be updated at the end of financial year 2015/16.

8.4 Currently 67 of the 91 indicators (73.6%) have been assigned a RAG status of either '**Red**' (12, 13.2%), '**Amber**' (16, 17.6%) or '**Green**' (39, 42.9%).

8.5 The remaining 24 indicators are recorded either as:

- "**N/A**' (21, 23.1%) - not applicable because this is a volume indicator only or the indicator is to be updated later in the year or the value which SBC cannot seek to directly influence or because the issue is complex.
- **RAG status unassigned** (3, 3.3%) This relates to the 3 children social care indicators where a RAG status is currently unassigned.

8.6 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 3 December 2015 the Council's performance is as below:



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

8.8 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.

8.9 Cabinet are requested to review the list of 91 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.

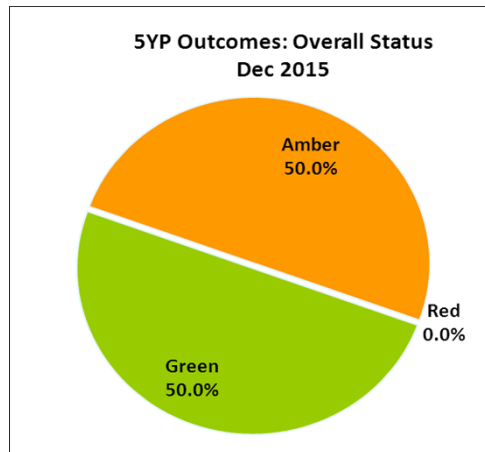
8.10 Where performance is below target, details of the correction actions that will be taken need to be added to the supporting commentary.

8.11 Key areas of noteworthy concerns flagged as '**Red**' status are:

- Business rate debit increase each year
- Number of tenant verification visits completed
- Average turnaround times on Local Authority void properties
- Crime rates per 1,000 population: Violence against the person
- An improved Ofsted inspection rating of good or outstanding
- Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP
- Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2
- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check

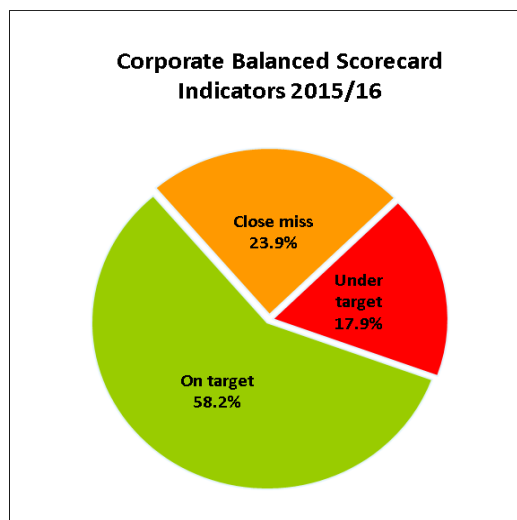
- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check
- Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population
- Social Isolation: percentage of adult social care users who have as much social contact as they would like
- Reduction in corporate building space (%)

8.12 The summary of the seven 5YP outcome highlight reports submitted as at December 2015 indicates that the overall status of three has been assessed as 'Green', three as 'Amber' and one as 'Amber/Green'.



9 Council's 5YP Balanced Scorecard update

9.1 This quarter, of the 67 performance indicators that were RAG rated – the majority are rated as 'Green' (39; 58.2%) or 'Amber' (16; 23.9%). Those rated as either 'Green' or 'Amber' - taken together - account for 82.1% of measures. Twelve measures this month (17.9%) are Red rated as being off target by more than 5% in this report.



9.2 Noteworthy Improvements

This quarter, the following indicators which were previously reported with a target level of performance of either Red or Amber have improved:

- **Statutory homelessness - households in temporary accommodation Rate per 1,000 households** [improved from Red to Amber]

A target of 190 households in TA at the end of any given quarter is set for 2015/2016 (rate of 3.75 per 1,000 households). This is based on the rate of approaches and cases over the last 9 months (average of 192 households in TA).

In Q2 according to the CIPFA website, Slough's 6 closest comparator groups are; Brent, Ealing, Greenwich, Hounslow, Luton, Redbridge.

Slough was 4th in line for the number agreed as homeless (rate per 1,000 households); it managed the lowest number in TA (rate per 1,000 households). Slough's Q2 rate per 1,000 households was 3.76 whereas the comparators were as follows; Brent: 27.43, Ealing: 19.53, Greenwich: 4.51, Hounslow: 11.43, Luton: 13.68 and Redbridge: 22.05.

We intend to use the DHP budget to assist more households with moving out of TA. We have Implemented the Home=Work Club which is assisting TA households back into work and therefore making them eligible for Social Housing. Using the Prevention Fund to assists households with suitable accommodation before they are placed in TA.

- **16 to 18 year olds who are not in education, training or employment (NEET)** [improved from **Amber** to **Green**]

Since September 2015, the focus has been on finding the destinations of Slough's young people aged 16 to 18 years. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough. Additionally, resources have been allocated to tracking young people by telephone and email.

This has brought Slough's "not known" rate down from over 30% in September to its current rate of 5.5% meaning that Slough remains on schedule to reach its target rate of 5% (based on average figures for November 2015, December 2015 and January 2016).

Details at:

<https://www.gov.uk/government/publications/neet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training>.

Slough's NEET rate is currently 4.29% which is below the target rate of 5%. However, focused work is ongoing with this group of young people to assist and support them to find suitable employment, education or training opportunities.

- **Number of adults managing their care and support via a direct payment** [improved from **Red** to **Amber**]

The number of service users and carers supported through a Direct Payment continues to increase. We have appointed additional brokers with a primary focus on Direct Payments, have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.

8.6 **Noteworthy Concerns**

The following twelve 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 0.09% decrease in the net collectable debit in the third quarter of 2015/16 compared to the beginning of the financial year.

An inward investment strategy and action plan is being developed, although the decrease in business rate debit is a wider issue. We are also waiting on the Valuation Office Agency to bring some other properties into rating.

- **Number of tenant verification visits completed**

The Neighbourhood managers consider the 2,000 target unrealistic. With competing priorities, assessment of risk to the residents, the service and SBC is an important influence on what can be achieved. Third quarter number of verifications were a drop on the two previous quarters, however, overall increase on the whole of 2014-15 therefore, direction of travel is up.

Currently the spend to save is tied up with the stock condition survey, which will allow all properties surveyed to have a basic verification exercise to be carried out. The outcome of these verifications may be identification of tenants/properties which requires a more in depth verification. Additional resource maybe required to support this process, possibly an additional fraud officer. Beyond the condition survey, incorporation of a verification process within the RMI Contract linked to repairs/gas inspections. NHO's will continue to do in depth verification visits based upon findings and known high risk tenants.

Average turnaround times on Local Authority void properties

Average turnaround times based on 26 voids ended in Q1, 25 ended in Q2 and 19 ended in Q3. Each quarter's result is the year to date figure at quarter end (e.g. average of April to December for Q3)

Team of four officers reduced down to one member of staff in January 2016. Initial request to recruit agency cover have had no luck with Matrix so far.

This will now impact severely on the void turnaround figure until staffing numbers are brought up.

- **Crime rates per 1,000 population: Violence against the person**

[This was reported the previous quarter]

The rolling year to date violence against the person crime rate at Sept 2015 stands at 21.00 which is an increase from 17.2 previously. The increase for this indicator is also reflected nationwide and within our Most Similar Groups (MSG)

When comparing Slough's violence against the person crime rate to the national average shows Slough is above that average. However when compared to other towns in the UK that fall into our 'Most Similar Group' (MSG) Slough fares much better is overall ranked 3rd in the MSG table and as such has one of the lowest violence against the person crime rates figures in this group.

The increase in violent crime overall is nationwide and is anticipated to increase in the following quarter.

- **An improved Ofsted inspection rating of good or outstanding.**

Ofsted inspected Slough Children's Trust in late 2015, and will issue their draft report in February 2016.

As of 31st December 2015, Ofsted has published the results of 73 inspections of this type:

No council has yet been rated 'Outstanding'

23% have been rated 'Good'

51% have been rated 'Requires Improvement'

26% have been rated 'Inadequate'

- **Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP**

In 2014/15 the percentage of children of 'healthy weight' at the end of primary school in Slough of 58.9% is below England and SE averages of 65.3% and 68.6%. 13 schools have taken up the Change4life resources and a nationally supported launch is planned locally in w/c 25th Jan.

We have commissioned a revised Let's Get Going Programme and will pilot this in three schools in the spring term.

- **Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2**

[This was reported the previous quarter]

Provisional achievement in the 2014-15 academic year shows a 1% drop on the previous year of 78% and is 3% under the England and South East average (80%). Slough is ranked 118th nationally out of 152 local authorities placing them in the bottom quartile.

Analysis of the results highlights weaknesses with mathematics and writing. Consequently, the focus is on selecting the vulnerable schools in these areas and introducing a booster programme for maths in Year 6 as an immediate action, alongside a longer term Key Stage 2 programme in selected schools to consolidate mathematics and build in sustainable improvements.

- **Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check**

Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.

- **Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check**

Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.

Competing demands on practices to deliver other improvements has limited the return this quarter. Despite the lower than national offer above, the percentage who did receive the checks was above the national average see below.

- **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 Public Health Outcomes Framework in Dec 2015 reflects 231 deaths - a reduction from 241 total deaths in 2011-12. 66% were in

males and the PHOF estimates that 111 were preventable in males and 42 in females.

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. A new national diabetes prevention programme is to launch in April 2016 which will help those with diabetes who have risk factors for wider cardiovascular disease. Work is underway to refine the referral pathway into healthy hearts and provide a much more integrated step down community rehabilitation service funded through the Better Care Fund.

- **Social Isolation: percentage of adult social care users who have as much social contact as they would like**

[This was reported the previous quarter]

The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2014/15 255 residents completed and returned the survey which is lower than the previous year of 340 completed and returned.

There was a 2.0% increase between 2013/14 and 2014/15. However the social isolation rate reported locally for 2014/15 was below the England value (44.8%) and South East value (47.1%).

The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.

- **Reduction in corporate building space (%)**

This indicator is linked to Asset Challenge/ Corporate Landlord work streams and seeks to reduce overall property costs by £1.4m by 31/3/19.

To date circa £70k pa has been saved by re-profiling costs at LMP (0.5% of target). Work is ongoing to bring YOT back into SMP (saving of circa £100,000), relocate the Registrar to the Curve (saving TBC, but potentially drawn from savings in centre property costs of £112,000 pa), co-locate a GP practice into Britwell hub (saving £130,000 per annum), co-locating the CDA at Orchard YCC (saving of West Wing property costs of circa £40,000), and disposal of Thomas Grey Centre (circa £30,000 per annum).

Subject to the above, this indicator will come on target within 18 months.

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 of 31st January 2016. The recently formed Programme Management Office has set up a Project Portfolio to monitor all notable projects ongoing at Slough Borough Council. Each project is graded and individual project progress reports have been made by Project Leads. A summary of all Highlight Reports from the Project Portfolio are provided in **Appendix F**, this includes Gold Projects as well as those graded Low, Medium and High.

10.2 Note the introduction of the Portfolio has led to a review and refocus of Gold Projects and has resulted in an increase of Gold Projects from seven to 16. The Portfolio was endorsed by the Transformation Board on 2nd December 2015.

10.3 Monthly Period Summary

- This report covers 16 Gold Projects in total; highlight reports have been received in time for this report.
- Of the 16 project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of the following which are submitted in draft:
 - The Curve
 - Highways and Transport Transformation
 - Cambridge Education/Phase 2 CSC Transfer
 - Families First

The status of Gold Projects is summarised as follows:

Risks and Issues			
Red	Amber	Green	Not Specified
2	11	2	1
6%	33%	6%	3%

On Time			
Red	Amber	Green	Not Specified
1	9	5	1
3%	27%	15%	3%

To Budget			
Red	Amber	Green	Not Specified
0	8	7	1
0%	24%	21%	3%

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

Project Manager / Sponsor assessed status of Gold Projects as of: 31st January 2016

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
1 Accommodation Strategy & Flexible Working	Green ↑ (was Red)	Green ↑ (was Red)	Green ↑ (was Red)	Amber ↑ (was Red)	Approved	None
2 Fit for the Future	Amber	Amber	Green	Amber	Approved	1. Leadership and Management Development: <ul style="list-style-type: none"> • Support development opportunities for MDP participants to take part in corporate projects • Support take up and facilitation of MDP 2. Staff Sickness: <ul style="list-style-type: none"> • Review new sickness

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
						<p>information on a quarterly basis</p> <p>3. IT Infrastructure:</p> <ul style="list-style-type: none"> Support roll out of Agresso and associated staff training <p>4. Staff Engagement</p> <ul style="list-style-type: none"> All SLT to commit to team visits Effective communication and to build communication plans into any change programme
3 School Places Programme	Red	Amber	Green	Red	Approved	<p>1. To note the rapid increase of primary school demand and to support the School Places Project Board in identifying school and other sites to satisfy this demand, including a location for SASH2.</p> <p>2. To consider how the demand for school places may evidence risks to the Borough's housing service and other services.</p> <p>3. 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.</p> <p>4. For CMT to register that the increase in school places is an early alert to demographic changes across the community which may impact on service demand in other areas.</p>
4 Adults Social Care Reform Programme	Amber	Amber	Amber	Amber	Approved	<p>None</p> <p>Note Learning Disabilities Change Programme is included in the overall Adults Social Care Reform Programme</p>
5 The Curve	Red	Red	Amber	Red	Not Approved	None
6 ERP	Green ↑ (was Amber)	Green	Green	Amber ↓ (was Green)	Approved	None
8 RMI Contact	Green	Green	Green	Amber	Approved	None
15 Highways	Green	Green	Green	Green	Not	No report received – Project

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
and Transport Transformation					Approved	Manager has recently left SBC and the PMO has not been notified of a replacement
16 17 18 19 20 21 22 Better Care Fund Projects	Amber	Amber	Green	Amber	Approved	Voluntary sector commissioning - Slough Prevention Alliance – Note that the Evaluation has been completed and the contract awarded Telehealth - Note the mid point project evaluation as described in the Key activities completed section of this report Single Point of Access - note that SBC will be shadowing Wokingham Borough Council to help fast track the implementation
26 Cambridge Education/ Phase 2 CSC Transfer	Green	Green	Green	Green	Not Approved	Agree programme plan New project lead in place
27 Families First	Amber	Amber	Amber	Amber	Not Approved	None
28 29 30 31 32 33 Leisure Strategy	Amber	Amber	Amber	Amber	Approved	Cabinet decision required on capital build programme

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 or new Gold Project on the portfolio

A timeline for all Projects in the Portfolio is provided as **Appendix F**

11 Wellbeing Directorate

11.1 The Directorate's net controllable Revenue budget for 2015/16 is **£61,146m**. The budget has been increased to reflect the inclusion of the £1.3m of growth monies approved for the Children & Families Service but this was retained centrally. The current total projected net expenditure is **£64.614m** and therefore the Directorate is presently forecasting a budget pressure of **£3.5m** (6%). This is a slightly worse than last month.

Service	Revised Budget	Outturn	Current Variance	Last Month	Change	%
	£'000	£'000	£'000	£'000	£'000	
Children & Families	27,392	29,895	2,504	2,349	155	9%
Adult Social Care	34,458	35,063	604	604	0	2%
Public Health	-586	-218	368	439	-71	-63%
Central Management	219	210	-9	-1	-7	-4%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	61,146	64,614	3,468	3,391	77	5.7%

11.2 **Adult Social Care** – The projected outturn above for this service assumes that **£910k** of planned savings will still be realised, this is **£600k** less than the original total savings target of **£1.4m** that was developed earlier this year to deal with the budget pressure, meaning **£600k** of additional savings have been achieved or are on track to being achieved since the Action Plan was formulated.

11.2.1 All of the remaining proposals are now fully underway but some, those with the highest value, are dependant on funding from the Health Authorities. So it is still far from certain that all of these initiatives will be achieved in full. A detailed review of each saving initiative is planned for next month when more should be known about the number of cases and level of funding that will be received.

11.2.2 The service is still committed to ensuring that all steps are taken to get as close to break even as possible.

11.3 **Children & Families** –indicative savings of **£0.75m** are still assumed in the above forecast.

11.4 **CHILDREN, YOUNG PEOPLE & FAMILIES SERVICE**

11.4.1 These services are now grouped into 3 distinct areas.

- a) Services previously provided by the council prior to being transferred to the Trust,
- b) Services now being provided by the Trust, and
- c) Other Children & Families Services (including the Cambridge Education Contract and Services to Schools)

11.4.2 With the addition of the growth funds, the underlying budget pressure is now **£3.3m** but this is reduced by **£0.75m** savings expected to be made by the Trust this year.

11.4.3 The reasons for the budget pressure remain as follows:

- a) Looked after Children (**£0.7m**) and
- b) Staffing (**£1.8m**) budgets.

CHILDREN, YOUNG PEOPLE & FAMILIES SERVICES					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Other Children & Families Services	5,725	5,874	149	192	-43
Children, Young People and Families Services	9,566	11,921	2,355	2,157	198
Children's Services Trust	12,100	12,100	0	0	0
Total	27,392	29,895	2,504	2,349	155

11.5 **ADULT SOCIAL CARE**

11.5.1 This service has an underlying budget pressure of **£1.53m**, slightly lower than last month as more planned savings are achieved. However, the service is still planning to deliver further savings of **£918k** which, if delivered, will reduce the year end outturn to **£0.6m**. The latest best case projected position is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Adult Social Care					
Safeguarding and Governance	241	213	-28	-21	-7
Management & Business Support	819	-678	-1,497	-1,363	-134
Access & Long Term I & S	2,632	2,836	203	212	-8
Re-ablement & Directly Provided	3,906	3,808	-99	-90	-8
Mental Health	4,171	4,029	-141	-145	3
Commissioning Budgets	17,218	19,695	2,477	2,361	117
Commissioning & Contracts	5,471	5,160	-312	-348	37
Total	34,458	35,063	604	604	0

11.5.2 Action Plans

Of the **£2.7m** savings planned for this year the service has delivered just over only **£1.3m** resulting in slippage of **£1.4m**. The latest RAG analysis for the service is shown in the table below:

SAVINGS	Original Savings	Achieved/Projected	Slippage	RAG
Transformation: LD Change Programme	1,000	671	329	Amber
Transformation : Review of MH Day Services, High Cost Packages & Supported Living	100	100	0	Green
Service Reform: Review and reform of Extra Care; Internal Day & Residential Services	350	50	300	Red
Prevention & Early intervention: Community & Voluntary Sector Commissioning & Telecare	275	0	275	Green
Transformation: Reform of social care 1 - Promoting Independence	500	357	143	Amber
Transformation - Reform of Social Care 2 - Front Door, Assessment, Brokerage and Reviewing	300	0	300	Red
Increased Fees and charges	189	141	48	Green
GRAND TOTAL	2,714	1,319	1,395	

Therefore additional recovery plans of **£1.4m** have been created of which **£0.5m** has already been achieved leaving a balance still to be found of **£0.9m**. The latest RAG status for these savings is shown below.

RECOVERY ACTION PLANS				
Savings Area	Description	Actions Plan	Savings Achieved	Savings Outstanding
Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	300	-27.3	272.7
Prevention & Early intervention	Community & Voluntary Sector Commissioning & Telecare	200	-52.6	147.4

Transformation	Reform of social care 1 - Promoting Independence	600	-129.4	470.6
Transformation	Reform of Social Care 2 - Front Door, Assessment, Brokerage	100	-100.0	0
Increased Income	Increased fees and charges	189	-161.0	28
TOTAL		1,389	-470.3	918.7

11.6 PUBLIC HEALTH

11.6.1 This service is now reporting a budget pressure of **£368k** this is an improvement of **£71k** following the latest projection on the Sexual Health contract. The underlying budget pressure is due to the 7% (**£437k**) in year reduction in the level of funding received for the 2015-16 Public Health Grant.

11.6.2 The Service has been unable to get providers to reduce their contract commitments to accommodate this loss of funding.

11.6.3 At this point in time the Regeneration, Housing and Resources Directorate is forecasting a small overspend of £14k, pending the successful delivery of the 2015/16 savings targets.

11.6.4 The above Financial pressures are being offset by a number of additional funding sources that is helping to reduce the projected overspend by £2.1m.

Item	Amount £k
Loan note returns from the Slough Regeneration Partnership	300
Additional RSG received just before the budget was approved	197
Additional 's31' monies in respect of Business Rates	350
Insurance	878
MRP Adjustment	719

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

12 Virements

12.1 Virements during the third quarter of the current financial year were as follows

Service Area		Amount £'000	Reason
From	To		
Regeneration, Housing and Resources	Wellbeing	3,600.00	Cleaning materials reversed from Corporate Landlord
Customer and Community Services	Regeneration, Housing and Resources	49,974.00	Correction of residual budget - Haymill
Regeneration, Housing and Resources	Customer and Community Services	549,080.00	Transfer of Community Centre Income to Corporate Lanlord
Customer and Community Services	Regeneration, Housing and Resources	12,100.00	Transfer of Exp F002 to Booking Officer costs
Customer and Community Services	Regeneration, Housing and Resources	28,547.52	Transfer of Budget to Corporate Landlord (The Curve)
Reserves	Customer and Community Services	465,000.00	Release of 2014/15 Carry Forwards
Reserves	Resources, Housing and Regeneration	137,300.00	Release of 2014/15 Carry Forwards
Reserves	Chief Executive	295,000.00	Release of 2014/15 Carry Forwards
Customer and Community Services	Regeneration, Housing and Resources	20,000.00	West Wing Rent
Contingency	Wellbeing	1,293,000.00	Transfer of 15/16 Growth.
Reserves	Chief Executive	46,780.00	Release of reserves

13 **Council's 5YP Outcome update**

13.1 The summary below provides Cabinet with an update on the Council's 5YP outcome updates as at the 31st December 2015. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix F**.

14 **Monthly Period Summary**

14.1 This report covers the Five Year Plan (5YP) 8 outcomes in total; highlight reports for all have been received in time for this report with the exception of:

Outcome 5. Children and young people in Slough will be healthy, resilient and have positive life chances

14.2 Of the seven highlight reports which have been RAG-rated as at December 2015 the overall status of three has been assessed as '**Green**', three as '**Amber**' and one as '**Amber/Green**'.

14.3 For '*Timeline*' five projects have been evaluated at '**Green**' status and two at '**Amber**'.

14.4 For 'Budget' two are assessed at '**Green**', four at '**Amber**' and one '**Red**'.

14.5 For '*Issues and Risks*' six have been evaluated at '**Amber**' and one at '**Amber/Green**'.

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

Outcome Leads assessed status of 5YP 8 Outcomes as at: 31st December 2015

5YP Outcome	Overall status	Timeline	Budget	Issues +	Key issues of risk /
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					Risks	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	Amber	<ul style="list-style-type: none"> • LTB approval not granted for Burnham Station – Business case withdrawn to be submitted for approval for March approval. • Delays to works due to contract for Major schemes – Legal have appointed external solicitors to complete contracts.
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"> • Increased PS market rent levels rendering the sector inaccessible to households on benefits. • Exponential growth in homelessness due to welfare reform and demand for private sector accommodation. • Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction. • Increase in construction costs rendering small and infill site development non-viable. • Staff vacancy rate and inability to recruit to undertake housing regulation functions. • Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing. • Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates. • National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.
3	The centre of Slough will be vibrant, providing business, living, and cultural	GREEN	Green	Amber	Amber	<ul style="list-style-type: none"> • Resource allocation. • Budget identification.

	opportunities					
4	Slough will be one of the safest places in the Thames Valley	AMBER/GREEN	Green	Amber	Amber/Green	<ul style="list-style-type: none"> Permanent CS Partnership manager in post. Vacancies in Neighbourhood Services and capacity to deliver. Staff attendance at WRAP training session; need to maintain momentum. Prevent Co-ordinator in place 1st September. CSE Co-ordinator post in place and based in Slough Children's Trust.
5	Children and young people in Slough will be healthy, resilient and have positive life chances	No update this month due to Ofsted Inspection.				
6	More people will take responsibility and manage their own health, care and support needs	AMBER	Amber	Amber	Amber	<ul style="list-style-type: none"> Timescale for delivery of all actions not achieved. Ability to deliver the revenue savings. Impact on key performance targets. Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. Lack of agreement of use of contingency funding in BCF from CCG. Management of lots of change at same time – capacity and change fatigue. Management information and data.
7	The council's income and the value of its assets will be maximised	GREEN	Green	Green	Amber	<ul style="list-style-type: none"> Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend. Maximising savings from procurement /

						<p>commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.</p> <ul style="list-style-type: none"> Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning & ensuring an effective link to Outcome Based Budgeting.
8	The council will be a leading digital transformation organisation	AMBER	Amber	Red	Amber	<ul style="list-style-type: none"> Capital investment requirements higher than present budget allocation. Lack of in house capacity to deliver transformation.

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

15 Capital

15.1 The summary of projected capital expenditure as at month 9 on a consolidated and directorate basis can be shown as follows:

	Revised 15-16 Budget	Actual DEC 2015	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	
Resources	26,688	8,988	20,186	24.36%
Wellbeing	15,101	7,939	13,281	12.05%
Customer & Community	14,331	2,532	6,648	53.61%
Housing Revenue Account	11,018	6,041	7,674	30.35%
Affordable Housing	9,765	1,355	3,344	65.75%
Total	76,902	26,855	51,133	33.51%

15.2 The Council expects to spend 66% of the total programme by the end of the 2015/16 financial year. A more detailed directorate narrative is attached as Appendix B.

16 Write Offs

16.1 A net total of £0.892m has been written off during the second quarter of 2015/16. As in the previous reports the largest area of write offs total relates to NNDR debt (a net £0.948m). The overall total has been reduced as there have been some credit write backs. 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 £
Unable to trace / Absconded	65,498.62	14,788.66		3,095.00		83,382.28
Vulnerable persons					2,003.55	2,003.55
Deceased		0.12	819.38	1,809.80		2,629.30
Statute Barred / Unable to Enforce	34,067.29	336.71	28,960.86	30,719.41		94,084.27
Bankruptcy		1,356.86				1,356.86
Instruction from Client				4,067.88		4,067.88
Nulla Bona (Returned from Bailiff)				5,355.15		5,355.15
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	42,384.37			879.45		43,263.82
Misc. (incl uneconomical to pursue)		3,034.34	660.31	1,524.22	2.99	5,221.86
Credit Balances	(75.60)	(120,819.23)	(7,052.88)			(127,947.71)
	<u>141,874.68</u>	<u>(101,302.54)</u>	<u>23,387.67</u>	<u>47,450.91</u>	<u>2,006.54</u>	<u>113,417.26</u>
Pre April 2012	11,472.29	(103,003.67)	22,369.43	34,909.58	1,849.90	(32,402.47)
Post April 2012	130,402.39	1,701.13	1,018.24	12,541.33	156.64	145,819.73
	<u>141,874.68</u>	<u>(101,302.54)</u>	<u>23,387.67</u>	<u>47,450.91</u>	<u>2,006.54</u>	<u>113,417.26</u>

17 Conclusion

17.1 The Council overspend continues to is currently estimated to be of **£0.486m** 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 seven highlight reports which have been RAG-rated as at December 2015 the overall status of three has been assessed as 'Green', three as 'Amber' and one as 'Amber/Green'.

18 Appendices Attached

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

19 Background Papers

- '1' - Supporting working papers held in finance