

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 27th June 2016

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**WARD(S):** All

**PORTFOLIO:** Councillor Munawar (Leader & Commissioner for Finance & Strategy)

### **PART I** **NON-KEY DECISION**

#### **PROVISIONAL FINANCIAL & PERFORMANCE OUTTURN REPORT: 2015-16** **FINANCIAL YEAR**

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

To provide members with the provisional financial outturn information for the 15-16 financial year and summarise the Council's 5YP Outcomes and performance on 'Gold' projects during 2015-16.

##### **2 Proposed Action**

The Cabinet is requested to note the report, and the key information:

- a) That the provisional revenue outturn for 2015-16 is an over spend of £39K, maintaining General Fund balances at £8.1M.
- b) That the provisional capital outturn is expenditure of £44.70m against the capital programme of £76.90m, with £22.0m reprofiled into the 2016-17 financial year.
- c) That within the Council's balanced scorecard, 42.9% of indicators were green, 15.4% are red and 17.6% are amber. The remaining 22 indicators are recorded either as
  - N/A 20.9% - not applicable because
    - this is a volume indicator only;
    - the indicator is to be updated later in the year
    - the value which SBC cannot seek to directly influence or because the issue is complex
  - Unassigned (3.3%) – this relates to the 3 children social care indicators where a RAG status is currently unassigned
- d) That of the 8 Gold projects as of the end of March 2016; one has been assessed as "Green", six as "Amber" and one as "Red".

- e) That of the eight highlight 5YP outcome reports which have been RAG-rated as at March 2016, the overall status of three have been assessed at 'Green', three at 'Amber', one at 'Amber/Green' and one unassigned.

The Cabinet is requested to approve:

- f) The revised 2015-16 capital programme to take account of re-profiling of previously approved 2015-16 projects into the 2016-17 programme.
- g) That an increase of £700k in the ERP capital scheme be approved.
- h) The revenue carry forwards included within the 2015/16 outturn.
- i) The Virements and write-offs detailed within the report.
- j) The introduction of a new £5000.00 fixed penalty charge in relation to the Smoke and Carbon Monoxide Alarm (England) Regulations 2015; and give delegated authority to the Housing Regulation Team's Officers to enforce the policy under the powers of the Regulations 2015 in accordance with the Statement of Principles.

### 3 **The SJWS, the JSNA and the Five Year Plan**

#### 3a. **SJWS 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.

#### 3b. **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, but in summary, the 2015-16 provisional outturn will maintain the Council's General Fund reserve around **£8m as at 31<sup>st</sup> March 2016**

#### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None

Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	none
Communications	None	none
Community Safety	None	None
Financial; Detailed in the report and above	As identified	None
Timetable for delivery; A number of capital projects will be reprofiled into the 2015-16 financial year	The capital programme will be closely monitored by the capital strategy group in 2016-17.	None
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications - There are no Human Right Act or other legal implications.

(d) Equalities Impact Assessment - There is no identified for an EIA.

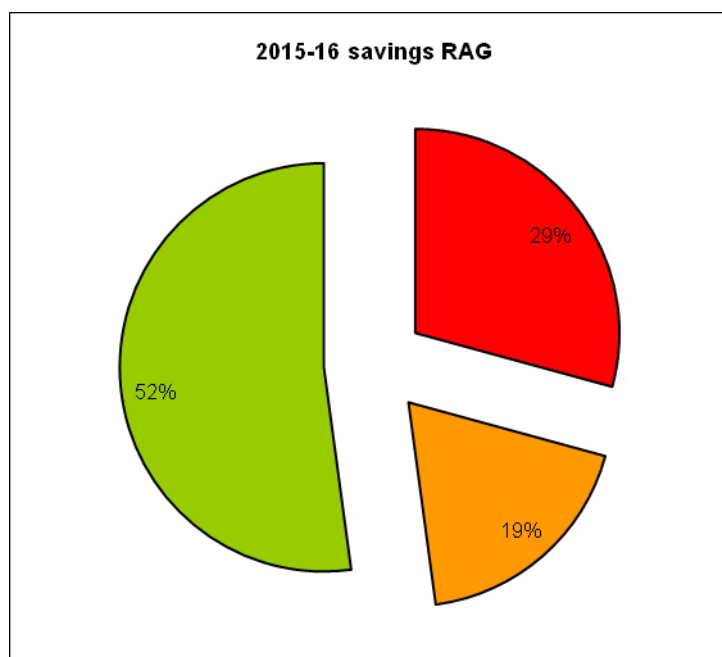
## 5 Executive Summary

5.1 The Council provisional financial outturn for the 2015/16 year is an over spend of £39k. The Council has been successful in containing the pressures it has faced in delivering the planned budget. As a result of this General Fund balances can be maintained at the current level of £8.1M.

### Summary of key deliverables

Item	Outcome
Revenue Budget	Delivered a £39k over spend keeping General Fund balances at £8.1M
Housing Revenue Account	Delivered a surplus of £1.5m in relation to a budgeted surplus of £.971m
Savings	71% of the £9.79m highlighted as Green or Amber. Most of the savings not achieved (outside of the Children's Social Care Directorate) will be achieved in 2016/17 or later years.
Capital Budget	58% delivery with key schemes progressing. The key carry forwards into 16/17 relate to the Housing capital programme and the Crematorium / Cemetery project.
Balanced Scorecard	43% performance measures Green, 18% amber, 15% Red, with 24% not applicable or not assigned.
5YP Outcome	Three projects have been assessed as Green, three as Amber and one as Amber/Green
GOLD projects	One project has been assessed as Green, six as Amber and one as Red

- 5.2 The Council Budget was set in February 2015 and approved a council tax freeze for the local taxpayer for 2015/16. This was the third council tax freeze in the past four years. The budget delivery was based on a variety of savings measures that were geared towards minimising the impact on service users. 2015/16 was set to be a very difficult year financially for the Council, with a continued significant reduction in Government Funding, as well as and increased demand for Council services. The Council has managed to protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver key outcomes.
- 5.3 The 2015/16 budget included built in savings totalling £9.79m, amongst the largest savings requirements the Council has faced. The Council has successfully contained the pressures it has faced, has delivered the planned budget. 71% of all savings targets have been met or partially met. The savings targets not met have resulted in overspends, particularly within the Wellbeing directorate. Alternative savings have been met to offset the majority of these. Any areas where there are future pressures have been adjusted for in the 2016/17 budget.

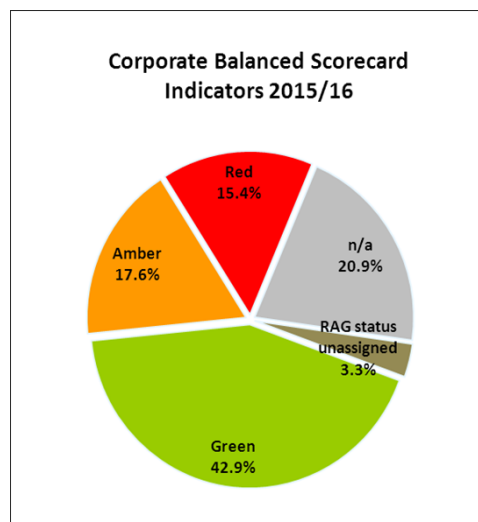


- 5.4 A comparison of revenue budget and outturn is set out in Appendix 1.
- 5.5 The Council's capital programme for the 2015-16 year has been completed with 58% of the capital programme budget spent in the financial year. The major items of re-profiling are within the Housing capital programme and the Crematorium / Cemetery projects.

## **6 Five Year Plan (5YP) Balanced Scorecard**

- 6.1 This is the end of year review of the Five Year Plan (5YP) Balanced Scorecard. There are 91 indicators in total across the eight main outcomes.
- 6.2 Due to the timing of this report, this update is not finalised. Several of the end of year figures i.e. housing, children social care rates, recycling, school places etc. require further scrutiny and validation therefore have not been finalised in time for this report and/or are not available to report on until later in the year. In addition, the supporting commentary in the 'actions' column have not all been authorised by the Outcome Leads.

- 6.3 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.
- 6.4 Currently 69 of the 91 indicators (75.8%) have been assigned a RAG status of either '**Red**' (14, 15.4%), '**Amber**' (16, 17.6%) or '**Green**' (39, 42.9%).
- 6.5 The remaining 22 indicators are recorded either as:
- 6.5.1 'N/A'** (19, 20.9%) - not applicable because:
- this is a volume indicator only;
  - the indicator is to be updated later in the year;
  - the value which SBC cannot seek to directly influence or because the issue is complex.
- 6.5.2 RAG status unassigned** (3, 3.3%) - this relates to the 3 children social care indicators where a RAG status is currently unassigned.
- 6.6 The latest position for the Council's balanced scorecard demonstrates that at the end of year - March 2016 the Council's performance is as below:

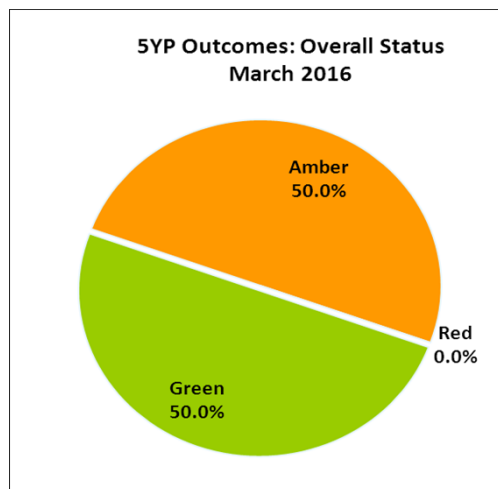


- 6.7 For each indicator the RAG status has been assigned by the responsible manager.
- 6.8 There is further work to be carried out to ensure that each of the indicators is allocated a target which is SMART (Specific, Measurable, Attainable, Relevant and Timely). Indicators where the target is entered as 'increasing' or 'decreasing' should be revisited to ensure that either a specific target or target tolerance is set.
- 6.9 CMT are requested to review the list of 91 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.
- 6.10 Where performance is below target, details of the correction actions that will be taken need to be added to the supporting commentary.
- 6.11 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: All crime
- Crime rates per 1,000 population: Violence against the person
- Domestic abuse incidents recorded by the Police
- 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 (%)

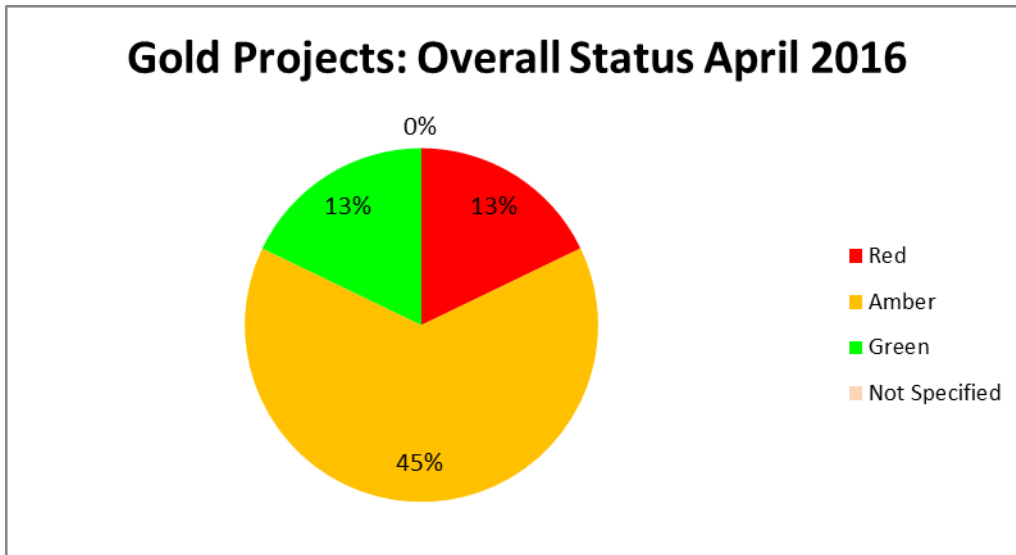
## 7 5YP outcome

- 7.1 The summary of the seven 5YP outcome highlight reports submitted as at March 2016 indicates that the overall status of three has been assessed as 'Green', three as 'Amber' and one as 'Amber/Green'.



- 7.2 The summary of the 8 Gold project updates submitted as of April 2016 indicates that the overall status of one project has been assessed as 'Green', six as 'Amber' and one as 'Red'.

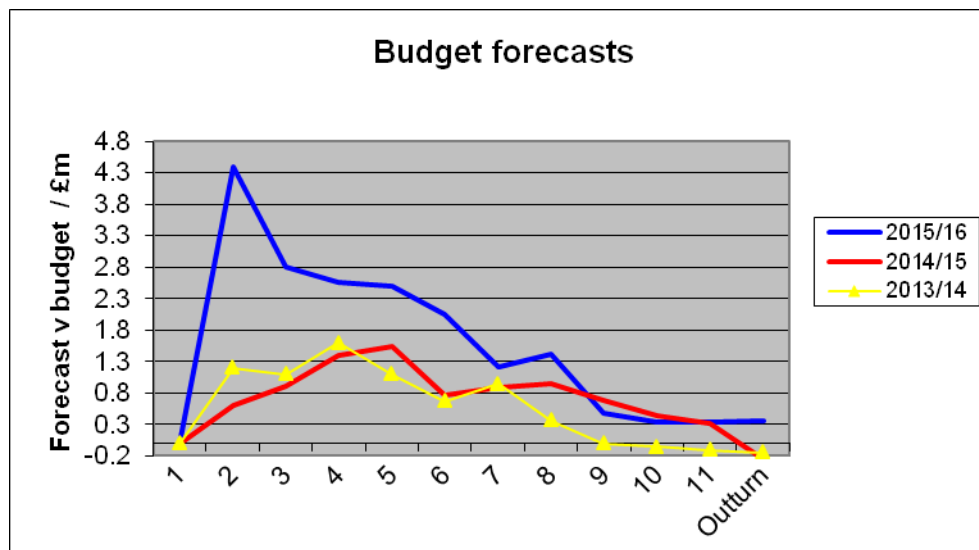
## Gold Projects: Overall Status April 2016



### 8 Supporting Information

#### Financial Performance - revenue

- 8.1 The 2015/16 financial year was another difficult year financially for the Council, with a continued reduction in Government funding, as well as an increased demand for Council services. The Council has managed to protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver its key outcomes. This has been achieved whilst delivering a freeze for Council Tax for the third time in the past four years. Against this backdrop of reducing funding for Council services the Council has performed strongly to achieve a relative small over spend position and maintain General Fund balances at acceptable levels.
- 8.2 The Council had to contend with other additional externally driven pressures during 2015/16 that had not existed in previous years. The budget included a total expected budget savings programme of £9.79M, driven by funding reductions from Central Government. The changes to non-domestic rates and localisation of business rates continue to result in a fundamental shift in the way local government is financed. The changes have resulted in significant new risks to local authority resources that have needed to be incorporated into financial planning. In relation to Council Tax there has been a need to forecast the level of council tax support claims and ensure that overall Collection Rates held firm. Any additional income or shortfall from the above will materialise as a surplus or deficit on the collection fund and these will feed into the resources available to the Council the following year.
- 8.3 There were also some internally driven pressures that the Council managed. There has been a significant overspend in the Children's and Families service of £3.4m for the first half of the year before the service was transferred to the CSST. The Council has successfully managed these pressures through a variety of means, and primarily through driving out savings from other services areas. Although initially showing over spends the overall financial position continued to improve steadily throughout the year. At its highest point there was a forecast overspend of £2.8m. This was gradually reduced during the remainder of the year with a series of action plans and management action. The following chart shows how the Council has managed to control spend.



- 8.4 General Fund Reserves have been maintained at £8.1M to help mitigate against the continuing economic climate.
- 8.5 The 2015/16 savings programme has been continually monitored and reported during the financial year. This process has progressed during the year and has delivered 71% of the £9.79M savings programme. This process will continue in 2016/17.
- 8.6 The Capital Programme is significantly below budget by £32.2M against the revised budget of £76.9M. Re-profiling for the year into 2016/17 is largely due to a significant amount of the Housing capital programme and the Crematorium / Cemetery project. A more intense and critical focus on capital monitoring will be a priority for 2016/17. .
- 8.7 The most significant area of deviation away from their budget was Children and Families services. The Wellbeing Directorate is showing an over spend of £3.4m (5.6%), and within this is a significant pressure on the LAC Placements budgets within Children and Families service. The total overspend within this service is £2.5m.
- 8.8 Customer Services and IT is reporting an under spend at year end. There is a favourable variance of just over £1m. The favourable variance within the Community and Skills area is a result of staff vacancies in Youth Services and lower transport and associated costs. The Council has also received some additional one off planning income during the 15/16 financial year.
- 8.9 Resources, Housing and Regeneration Directorate is reporting an overall over spend of £517k.. Strategic Management is reporting an over spend of £512k reflecting the pressure of achieving this year's savings of £589k. This over spend is also reflected in the savings achievement table.
- 8.10 The Chief Executive's directorate is showing an expected underspend of £108k. Savings throughout the directorate in line with savings with action plan targets enabled the directorate to contribute their share to the overall reduction of overspends.



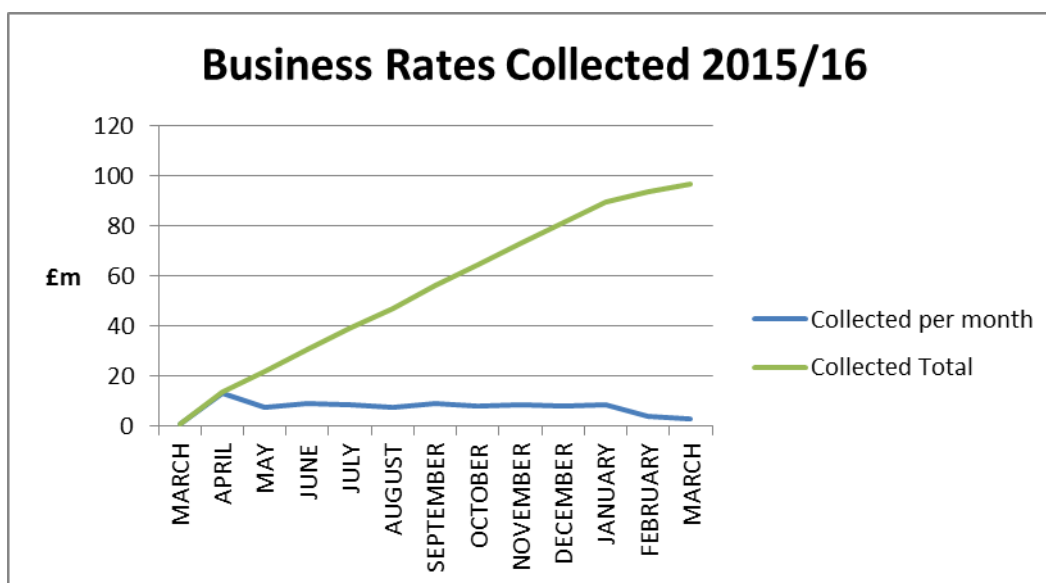
8.11 The Housing Revenue Account finished the year with a surplus of £1.502m against an expected surplus of £917k. The main positive outturn variances to note for the HRA were lower borrowing costs (£500k), property repair costs (£500k) and bad debt provision costs (£300k) along with additional income receipts from dwelling rents and chargeable works (£1.060m). Offsetting against this is setting aside of £3m for future housing provision.

8.12

Service	Budget / £k	Outturn / £k	Variance / £k	Variance / %
Income	(37,080)	(37,521)	(441)	(1.2%)
Expenditure	36,163	36,019	(144)	(0.4%)
<b>TOTAL</b>	<b>(917)</b>	<b>(1,502)</b>	<b>(585)</b>	<b>(38.9%)</b>

## 9 Income

9.1 The Council's funding is now open to much greater levels of volatility than before with the retention of business rates and the Council Tax Support scheme. The Council received additional monies through s31 grants for measures taken by the Government as part of the Autumn Statement. These monies, of circa £1m. All these adjustments go through as in year changes, whilst the overall collection fund surpluses for Council Tax and Business Rates flow into the next financial year (for 2015/16 the Council forecast a surplus of £1.9m)



9.2 These figures are all provisional at present; the final figures will be included as part of the Council's Financial Statements which will be published on its website by the 30<sup>th</sup> June 2016 in draft format. The provisional outturn detailed in this report is unlikely to move significantly by the time the Financial Statements are finalised. The Financial Statements will be externally audited by BDO during the summer 2016 and the externally auditor's report will be presented, along with the final set of Financial Statements to the Audit Committee in September 2016.

## 10 Financial Performance - Capital

- 10.1 The Council has reprofiled a number of capital schemes from 2015/16 into 2016/17 for a variety of reasons with further detail on the progress against the capital programme by directorate in the directorate appendices attached to this report.
- 10.2 Overall, the Council spent 58% of the approved Capital Programme for 2015/16. The majority of programmes not spent in 2015/16 will be re-profiled into the 2016/17 financial year thus increasing the notional size of the 2016-17 capital programme.
- 10.3 The capital expenditure can be summarised as follows:

	15-16 Budget	Actual	% Spend
Directorate	£000s	£000s	
Resources	26,688	14,924	55.92%
Wellbeing	15,101	12,865	85.19%
Customer & Community Services	14,331	4,876	34.03%
Housing Revenue Account	11,018	9,857	89.47%
Affordable Housing	9,765	2,170	22.22%
Chief Executive		8	
<b>Total</b>	<b>76,902</b>	<b>44,700</b>	<b>58.13%</b>

## 11 Write offs

- 11.1 A net total of £1.6m has been written off during the final quarter of 2015/16. As in the previous reports the largest area of write offs total relates to NNDR debt (a net £1.5m). The overall total has been reduced as there have been some credit write backs. The write off across the council's services for the fourth 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	227,247.53	21,393.64			7,410.54	256,051.71
Vulnerable persons					32,042.52	32,042.52
Deceased		1,291.18	819.38		941.80	3,052.36
Statute Barred / Unable to Enforce	379,341.07		28,960.86	8,367.72		416,669.65
Bankruptcy		800.34		7,153.54	4,697.26	12,651.14
Instruction from Client				9,267.38		9,267.38
Nulla Bona (Returned from Bailiff)				1,400.00		1,400.00
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	295,399.22					295,399.22
Misc. (incl uneconomical to pursue)	653,738.42	716.39	660.31	616.74	0.06	655,731.92
Credit Balances	(19,072.44)	(70,033.49)	(7,052.88)			(96,158.81)
	1,536,653.80	(45,831.94)	23,387.67	26,805.38	45,092.18	1,586,107.09

## 12 Virements

Virements during the fourth quarter of the current financial year were as follows:

Service Area		Amount £	Reason
From	To		
Regeneration, Housing and Resources	Wellbeing	15,400	Corporate Landlord Charges
Wellbeing	Non- Department Costs	4,189,000	Transfer of 15/16 PFI Unitary Charge to Schools
Regeneration, Housing and Resources	Non- Department Costs	774,300	Transfer of 15/16 Building Lease Charges
Wellbeing	Non- Department Costs	200,000	Transfer of 15/16 Building Lease Charges
Regeneration, Housing and Resources	Non- Department Costs	1,381,500	Transfer of 15/16 Vehicle Lease Charges
Sources of Finance	Wellbeing	3,677,500	Transfer of 15/16 PFI Grant Budget
Wellbeing	Sources of Finance	2,148,900	Transfer of 15/16 NHS / Better Care Fund Budget
Reserves	Customer and Community Services and Regeneration, Housing and Resources	261,520	2015/16 Release from the Trans Reserve
Reserves	All Directorates	644,700	Release of Restructuring Reserve (Funding of 15/16 redundancy costs)
Reserves	Regeneration, Housing and Resources	58,930	Release of Financial System Upgrade Reserve
Wellbeing	Reserves	987,000	Direct Revenue Contribution to fund Capital Expenditure
All Directorates	Reserves	785,640	2015/16 Carry Forwards

### **13 Carry Forwards**

The outturn figures include carry forward requests. They are shown in appendix C for approval.

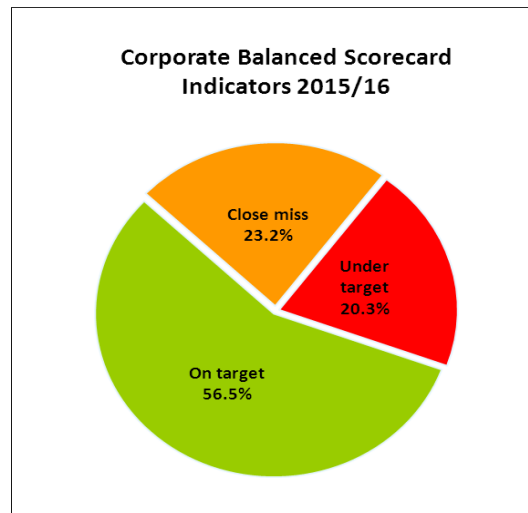
### **14 Fees and Charges**

- 14.1 The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 came into force on the 1st October 2015. They impose new obligations on private sector landlords to provide smoke alarms, and in certain circumstances carbon monoxide alarms, in all their rented dwellings. The regulations also place legal duties on the Council to enforce the provisions within the Regulations.
- 14.2 If the landlord fails to comply with the remedial notice within 28 days the local authority must arrange for an authorised person to attend the premises and install and test the requisite alarm(s). The local authority may impose a penalty charge of up to £5,000 on a landlord who has failed to comply with a remedial notice. A landlord who is in receipt of a penalty charge notice may request the local authority to review the penalty charge and if this is rejected the landlord has a right of appeal to the First-Tier Tribunal (Property Chamber). Penalty charge sums received by the local authority are retained by it and may be used for any of its functions.
- 14.3 The local authority must publish a “statement of principles” which it intends to follow in determining the amount of any penalty charge. Any penalty charge should be set at a level which is proportionate to the risk posed by non-compliance with the regulations and which will deter non-compliance. It should also cover the costs incurred by the council in administering and implementing the regulations. The effects of fire and carbon monoxide are well documented and often result in death or serious injury, yet the cost of installing alarms to reduce the risk is low. This

risk/cost analysis together with the need to provide an effective deterrent to non-compliance has led to a recommendation for a penalty charge of £5,000 for non-compliance and agreement of the necessary delegations to officers to enforce in accordance with the statement of principles.

## 15 Council's 5YP Balanced Scorecard update

15.1 This quarter, of the 69 performance indicators that were RAG rated – the majority are rated as 'Green' (39; 56.5%) or 'Amber' (16; 23.2%). Those rated as either 'Green' or 'Amber' - taken together - account for 79.7% of measures. Fourteen measures this month (20.3%) are Red rated as being off target by more than 5% in this report.



## 15.2 Noteworthy Improvements

This quarter, the following indicator which was previously reported with a target level of performance of either Red or Amber has improved:

- **Reduction in number of face to face transactions at Landmark Place** [improved from Amber to Green]  
For Q1 and Q2 of 2015/16 there were 29,006 face to face transactions at Landmark Place. This is a 2.9% reduction from quarter 1 and 2 of 2014/15 of 29,871 customers served. The rate of reduction is heavily dependent on the amount of correspondence issued from departments.  
For Q1, Q2 Q3 and Q4 of 2015/16 there was 54,249 face to face transactions at Landmark Place. This is a 10.722% reduction from quarter 1, 2 3 and 4 of 2014/15 of 60,758 customers served.  
It has been noted that there has been a channel shift from FOH to call centre where there has been an increase of 9,716 from 2014/15 to 2015/16  
Actions need to be agreed to facilitate channel shift and reduce number of face to face transactions as part of the overall digital programme.

## 15.3 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 0.3% decrease in the net collectable debit in Q4 2015/16 compared to the beginning of the financial year.  
An inward investment strategy and action plan has been developed and a number of new businesses have set up, 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**

*[This was reported the previous quarter]*

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**

*[This was reported the previous quarter]*

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)

- **Crime rates per 1,000 population: All crime**

The rolling year to date crime rate as at Mar 2016 has increased from the previous quarter period by 0.97 from 80.95 to 81.92 and is above the England average of 75.51. However the Slough rate continues to remain below the rate of Most Similar Group (MSG)

Both the England and MSG rate has also increased in comparison with similar period previous quarter.

Analysis of this increase has seen increases to serious acquisitive crime along with theft offences. Actions set during recent SSP performance to investigate increase and to work with partner agencies in working on further preventative measures. The increase in all crime is a national following tighter re-classification of offences and the inclusion of online fraud and cyber related crime for the first time.

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

The rolling year to date for 'violence against the person' crime rate at Mar 2016 has increased by 0.66 to 22.62 which is a shorter increase than the previous quarter (0.99) The MSG also saw an increase by 1.14 along with the National picture (1.2)

With Slough's small increase in violence against the person it has helped the borough move to 1st position in the MSG table (previously 2nd)

Slough is also now closer to the national average.

Actions:

VMAP has focused on Violence and continues to identify and work with victims and perpetrators

Violence is being monitored as the changes in recording may have disproportionately increased the types of offences included in this category. The SSP is monitoring.

- Domestic abuse incidents recorded by the Police  
Rate per 1,000 population / % repeat cases (TVP)**

The rolling year to date domestic abuse incidents recorded by the Police rate as at Mar 2016 has increased again from the previous quarter figure of 32.74 to 33.5. The multi-agency approach of VMAP has helped identify key offenders (incl. repeat) and arrests have been made however despite this numbers are increasing locally and nationally. A key reason for this increase is believed to be down to more victims reporting abuse to police. The comparator rates for England and MSG are not known as yet.
- An improved Ofsted inspection rating of good or outstanding.**  
*[This was reported the previous quarter]*

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**  
*[This was reported the previous quarter]*

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**  
*[This was reported the previous quarter]*

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**  
*[This was reported the previous quarter]*  
 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 May 2016 which will help those with diabetes who have risk factors for wider cardiovascular disease  
 A cardiac rehabilitation service has been funded by the CCG and an integrated cardiac prevention service has been agreed 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. here 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. This target was only achievable if the Council were to negotiate the early surrender of the lease at LMP, which would save circa £350k per annum. .

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

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

- 16.1 The summary below provides CMT with an update on the Council's 5YP outcome updates as at the 30<sup>th</sup> April 2016. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix E**.

## 16.2 Monthly Period Summary

16.2.1 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

16.2.2 Of the seven highlight reports which have been RAG-rated as at April 2016, the overall status of three have been assessed at 'Green', three at 'Amber' and one at 'Amber/Green'.

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

16.2.4 For 'Budget' three are assessed at 'Green', three at 'Amber' and one at 'Red'.

16.2.5 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: 30<sup>th</sup> April 2016

	5YP Outcome	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	Amber ↑ (was Red)	
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> <li>• National delays in providing clarity on RTB extension, Pay to</li> </ul>



						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 opportunities	<b>GREEN</b>	<b>Green</b>	<b>Green</b> ↑ (was Amber)	<b>Amber</b>	<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	<b>AMBER/ GREEN</b>	<b>Green</b>	<b>Amber</b>	<b>Amber/ Green</b>	<ul style="list-style-type: none"> <li>• Permanent CS Partnership manager in post.</li> <li>• Procurement of DA services to cover transition with contract arrangements and new provision from April 2016. Contract in place from 1st April 2016 with DASH.</li> <li>• Vacancies in Neighbourhood Services and capacity to deliver.</li> <li>• Staff attendance at WRAP training session; need to maintain momentum.</li> <li>• Prevent Co-ordinator in place 1st September.</li> <li>• CSE Co-ordinator post in place and based in Slough Children's Trust.</li> </ul>
5	Children and young people in Slough will be healthy, resilient and have positive life chances	No updated received this month				
6	More people will take responsibility and manage their own health, care and support needs	<b>AMBER</b>	<b>Amber</b>	<b>Amber</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Timescale for delivery of all actions not achieved.</li> <li>• Monitoring of delivery of actions through outcome 6 steering group and ASC programme board – and corrective actions taken or escalation of risk/issues to transformation board/CMT.</li> <li>• Ability to deliver the revenue savings.</li> <li>• Monitoring through ASC DMT and corrective action or escalation taken.</li> <li>• Impact on key performance targets.</li> <li>• Monitoring through ASC DMT and corrective action or escalation taken</li> <li>• Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support.</li> <li>• Development of a new prevention strategy and return on investment key part of this strategy.</li> <li>• More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding.</li> <li>• Monitoring of this via ASC DMT and ASC Programme board –</li> </ul>

						<p>corrective actions taken or escalation of risk/issues to transformation board/CMT.</p> <ul style="list-style-type: none"> <li>• Management of lots of change at same time – capacity and change fatigue.</li> <li>• Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.</li> <li>• Management information and data.</li> <li>• New PID and performance framework being developed - Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.</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>• Ensuring sufficient support to administer the LAPP scheme – demand is unknown at present (Risk mitigated in part by limiting the scheme to 10 to begin with).</li> </ul>
8	The council will be a leading digital transformation organisation	<b>AMBER</b>	<b>Amber</b>	<b>Red</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 E**.

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

17.1 The summary below provides CMT with an update on the Council's Gold Projects as of 08 April 2016. All Gold Highlight Reports from the Project Portfolio are provided in **Appendix E** which includes a covering report on the key strategic risks, issues and interdependencies for all Projects in the Portfolio.

### **17.2 Monthly Period Summary**

This report covers 8 Gold Projects in total; all highlights report have been received in time

The Accommodation Strategy and Flexible working project has been formally closed, therefore will no longer be included in Gold project highlight reporting.

The status of Gold Projects is summarised as follows:

Risks and Issues				
Red	Amber	Green	Not Specified	
2	6	0	0	
6%	17%	0%	0%	

On Time				
Red	Amber	Green	Not Specified	
1	7	0	0	
3%	20%	0%	0%	

To Budget				
Red	Amber	Green	Not Specified	
1	3	4	0	
3%	9%	11%	0%	

Overall Status				
Red	Amber	Green	Not Specified	
1	6	1	0	
13%	45%	13%	0%	

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

**Project Manager / Sponsor assessed status of Gold Projects as of:  
8<sup>th</sup> April 2016**

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
1 Accommodation Strategy & Flexible Working	Green ↔	Green ↔	Green ↔	Green ↑	N/A	Note this project is now formally closed
2 Fit for the Future	Amber ↔	Amber ↔	Green ↔	Amber ↔	Approved	CMT are asked to ensure SLT commit to regular team visits across the Council.
3 School Places Programme	Amber ↑	Amber ↔	Green ↔	Red ↔	N/A	Latest report not received
4 Adults Social Care Reform Programme	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Approved	None
5 The Curve	Red ↔	Red ↔	Amber ↔	Red ↔	Not Approved	None
6 ERP	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Approved	None
7 Digital Transformation	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Approved	None
8 RMI Contact	Amber ↓	Amber ↓	Green ↔	Amber ↔	Approved	None

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
9 Environmental Services Contract Procurement	Green ↔	Amber ↔	Green ↔	Amber ↔	Approved	None

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

↔ Indicates maintained status since last report or new Gold Project on the portfolio

## 18 Comments of Other Committees

n/a

## 19 Conclusion

Overall the Council is reporting an over spend of £354k for the 2015/16 financial year. A number of capital projects will be re-profiled into the 2016-17 financial year thus increasing the capital budget for 2016-17. Overall Council performance has flagged up some areas of red performance as highlighted in paragraph 6.11 above. Of the eight Gold projects only one has been assessed as “Green”, six as “Amber” and one as “Red”. of the eight highlight 5YP outcome reports which have been RAG-rated as at March 2016, the overall status of three have been assessed at ‘Green’, three at ‘Amber’, one at ‘Amber/Green’ and one unassigned.

## 20 Appendices Attached

‘A’ - Revenue Financial Performance summary

‘B’ - Capital Financial Performance summary

‘C’ - Carry Forwards

‘D’ - Corporate Balanced Scorecard

‘E’ - 5YP Outcomes

## 21 Background Papers

Financial detail provided from the Council’s financial ledger