

Date of issue: Friday, 25 January 2019

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors Arvind Dhaliwal (Chair), R Sandhu (Vice-Chair), R Bains, Minhas, D Parmar, S Parmar, Rana, Sarfraz and Sharif)
DATE AND TIME:	THURSDAY, 31ST JANUARY, 2019 AT 6.30 PM
VENUE:	MEETING ROOM 3 - CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	SHABANA KAUSER 01753 787503

SUPPLEMENTARY PAPERS

The following Papers have been added to the agenda for the above meeting:-

* Items 5, 6 and 7 were not available for publication with the rest of the agenda.

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
5.	Revenue Budget 2019/20	1 - 148	All
6.	Treasury Management Strategy 2019/20	149 - 176	All
7.	Capital Strategy 2019/24	177 - 198	All

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 31st January 2019

CONTACT OFFICER: Neil Wilcox: Director Finance & Resources, Section 151 Officer
(For all enquiries) (01753) 875358

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

REVENUE BUDGET 2019/20**1 Purpose of Report**

To provide the Committee with an opportunity to scrutinise the Revenue Budget for 2019/20, including the associated growth and savings proposals and other related decisions that require agreement at Full Council on 21 February 2019.

The paper recommends a 2.8% increase in council tax required to fund the Revenue Budget for 2019/20. This would equate to a Band D property paying a Council Tax of £1,268.75, an increase of £35.09 from 2018/19. The Adult Social Care levy remains, at £98.23, the same as 2018/19 for a Band D property.

To approve the Council Tax for the year ahead, and the associated Council Tax notices and resolutions required as per various Local Government Finance Acts as detailed in Appendix F.

2 Recommendation(s)/Proposed Action

The Committee is requested to scrutinise and comment on the Revenue Budget 2019/20, prior to Cabinet considering and recommending the budget to Council on 21st February 2019:

As the billing authority, approve the Council Tax amounts for each band in the borough including precepts from The Police and Crime Commissioner for Thames Valley Police and the Royal Berkshire Fire and Rescue Service the whilst noting that both are still to confirm their final council tax precept requirements;

Council Tax Resolution – In relation to the Council Tax for 2019/20

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2020 is as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 18 December 2018 Cabinet calculated the following Tax Base amounts for the financial year 2019/20 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
 - (i) 42,789.8 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax

Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2019/20; and

(ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2019/20:

a) Parish of Colnbrook with Poyle 1,923.3

(c) That the following amounts be now calculated for the year 2019/20 in accordance with sections 31A to 36 of the Act:

(i) £376,032,584 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);

(ii) £317,437,088 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);

(iii) £58,595,496 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);

(iv) £1,369.38 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.

(v) That for the year 2019/20 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £102,583 representing the total of Parish Precepts for that year.

(vi) £1,366.98 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

(vii) Valuation Bands

Band	Slough Area	Parish of Colnbrook with Poyle
	£	£
A	911.32	32.93
B	1,063.21	38.42
C	1,215.09	43.91
D	1,366.98	49.40
E	1,670.75	60.38
F	1,974.53	71.36
G	2,278.30	82.33
H	2,733.96	98.80

Being the amounts given by multiplying the amounts at paragraph c (iv) and c (vi) above by the number which, in the proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with section 36 (1) of the Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (viii) Calculate that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish precepts) is £58,492,641.
- (ix) That it be noted that for the year 2019/20 the Thames Valley Police Authority precept has been increased by 13.2% in accordance with Home Office guidance in the provisional police grant settlement. The Police and Crime Panel are meeting on the 1st February to consider the PCP's precept proposals. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £
A	137.56
B	160.49
C	183.41
D	206.34
E	252.19
F	298.05
G	343.90
H	412.68

- (x) That it be noted that for the year 2019/20 the Royal Berkshire Fire Authority has proposed increasing its precept by 2.99% in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Royal Berkshire Fire Authority £
A	44.19
B	51.55
C	58.92
D	66.28
E	81.01
F	95.74
G	110.47
H	132.56

These precepts have not been formally proposed or agreed by the Royal Berkshire Fire Authority and may be subject to further revision.

- (xi) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council for 2019/20 including the precepting authorities will be as follows:

Band	Slough	Office of the Police and Crime Commissioner (OPCC) for Thames Valley	Royal Berkshire Fire Authority	TOTAL
	£	£	£	£
A	911.32	137.56	44.19	1,093.07
B	1,063.21	160.49	51.55	1,275.25
C	1,215.09	183.41	58.92	1,457.42
D	1,366.98	206.34	66.28	1,639.60
E	1,670.75	252.19	81.01	2,003.95
F	1,974.53	298.05	95.74	2,368.32
G	2,278.30	343.90	110.47	2,732.67
H	2,733.96	412.68	132.56	3,279.20

- (xii) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xiii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiv) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xv) That in the event that there are any changes to the provisional precept of the Fire Authority, arising from their precept setting meeting being held on 25 February, the Section 151 Officer is delegated authority to enact all relevant changes to the Revenue Budget 2019/20, Statutory Resolution and council tax levels.

Fees and Charges –

- (d) Resolve to increase the Council's fees and charges as outlined in Appendix E for 2019/20.

The Robustness Statement

- (e) Note the statutory advice of the Chief Finance Officer outlined in Appendix G, The Robustness Statement. This is required to highlight the robustness of budget estimates and the adequacy of the reserves.

Top-up funding for children and young people with special educational needs and disabilities

- (f) (a) Note the mechanism outlined in Appendix J to access top-up funding to support children and young people with Special Educational Needs which is currently under review.

(b) Note the move to adjust our local factors to 65% toward the National Funding Formula factors from 2019/20 as outlined in paragraph 5.4.1

Use of Flexible Capital Receipts –

- (g) Resolve to agree the Use of Flexible Capital Receipts Strategy outlined in Appendix K.

Pay Policy –

- (g) Note the Pay Policy Statement agreed at the Employment and Appeals Committee on 24th January 2019 as detailed in Appendix L.

Business Rate Pilot –

- (h) Agree to participate in the 2019/20 Berkshire Business Rates Pilot Scheme.

Court Costs

- (i) Agree:
 - (a) That the Court Costs associated with non-payment of Business Rates remain at the same level for 2019/20 as the current year.
 - (b) That the Court Costs associated with non-payment of Council Tax be increased to £144.95 in total for 2019/20.

Empty Property Relief

- (j) Agree:
 - (a) That the long term empty premium for properties that are empty for more than two years is increased from April 2019 to 100% thereby doubling the charge.
 - (b) That the long term empty premium for properties that are empty for more than five years is increased from April 2020 to 200%
 - (b) That the long term empty premium for properties that are empty for more than ten years is increased from April 2021 to 300%

Council's Public Room Booking

(k) Agree:

- (a) The proposed changes to the Council's Public Room Booking Policy and Terms & Conditions (Appendix M), as summarised in Section 8 of this report.
- (b) The updated pricing schedule (Appendix N), as summarised in section 8 of this report.
- (c) All users of our public buildings will be required to pay rates as per the updated policy and pricing schedule and that no exclusions will be made for any group, charity or other organisations without the consent of the Service Lead, Building Management in conjunction with the Council's S151 Officer.

Appendices Attached

- 'A' - Savings proposals
- 'B' - Growth
- 'C' - Reserves position
- 'D' - Collection Fund
- 'E' - Fees & Charges
- 'F' - Council Tax Resolution
- 'G' - The Robustness Statement
- 'H' - Specific Grants
- 'I' - HRA Rents and Service Charges
- 'J' - Top up funding for children and young people with special educational needs and disabilities
- 'K' - Flexible use of Capital Receipts Strategy
- 'L' - Pay Policy Statement
- 'M' - Public Building Facility Booking Policy
- 'N' - Public Building Facility Booking Policy – Updated Pricing Schedule
- 'O' - Equality Impact Assessments (to follow for Council)

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.

3b **Five Year Plan Outcomes**

The report helps achieve the Five Year Plan outcomes by contributing to the Council’s financial planning and ensuring the five outcomes are adequately resourced.

4 **Other Implications**

(a) Financial

Detailed within the report

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<i>To approve the Council Tax for the year ahead, and the associated Council Tax notices and resolutions required as per various Local Government Finance Acts as detailed in Appendix G</i>	Council Tax collection targets not met	Monthly budget monitoring and quarterly reporting. Monthly monitoring of Arvato contract KPI’s.	9	Continue robust budget monitoring – regular reporting to Cabinet and Council

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	A number of posts may be affected by changes proposed. If necessary these will be managed through the council’s restructure, redundancy and redeployment policy and procedure.	None
Equalities Issues	Assessed for each proposed saving and included as Appendix K.	None
Community Support	None	None
Communications	None	None
Community Safety	None	None

Financial	Detailed within the report	None
Timetable for delivery	Risk of overspend and making further savings elsewhere	Decisions that could bring savings proposals forward
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any savings must not undermine the Council's responsibilities to provide minimum levels of provision in key areas. The set of savings proposals for 2019/20 does not recommend any savings that will affect the council's ability to carry out its statutory functions. However, Members should be mindful of the cumulative year on year effects of savings and reductions in services and continue to make assessments of the impact on statutory functions. All the savings proposals included within this report will be closely monitored throughout the financial year and reported to Cabinet via the Quarterly Financial Monitoring reports.

(d) Equalities Impact Assessment

Equalities Impact Assessments have been undertaken for all savings proposals and will be included in the final Council report.

(e) Workforce

Where necessary the Council has a number of measures to minimise compulsory redundancies including;

- Developing staff skills to redeploy to alternative roles.
- Obtaining staff savings from deletion of vacant posts.
- Opportunities for Voluntary Redundancies.

5 Supporting Information

Introduction

5.1.1 Section 32 of the Local Government Finance Act 1992 requires the Council to calculate its budget requirement before 11 March; and Section 30 requires the Council to set amounts of council tax for each category of dwellings in its area by the same date.

5.1.2 The Council's Constitution requires, by 11 March, the Cabinet shall recommend to Council:

- The Revenue Budget and the level of Council Tax to be set for the following year.
- The cash limits for each Directorate.
- The capital programme, borrowing limits and the Prudential Indicators for the following five years.
- The Treasury Management Strategy for the year ahead.

- The annual recommended rent rise for the Council's Housing stock

Summary

- 5.2.1 2019/20 is set to be another difficult year financially for the Council, with a continued reduction in Government's Revenue Support Grant funding, as well as an increased demand for Council services. The Council has always sought to protect Council services whilst ensuring there is sufficient budget for the next financial year to deliver its key outcomes. The Medium Term Financial Strategy shows a balanced budget for the next three years.
- 5.2.2 There remain difficult years ahead for the Council due to the financial pressures that it faces, but the budget for the 2019/20 ensures that the Council's finances are based on solid footings for the future.
- 5.2.3 This paper sets out the revenue budget for 2019/20 and the associated plans and assumptions contained within it. The Capital Strategy, which accompanies this report for approval, sets out the wider financial implications of decisions made in investing in the borough's infrastructure. The Treasury Management Strategy, also on tonight's agenda, details how the Council will undertake transactions concerning investments and borrowings and relates closely to the Capital Strategy as well as having an impact on the revenue budget savings proposals for 2019/20.

Table 1: Funding summary

18/19		19/20	20/21	21/22
£'000		£'000	£'000	£'000
100,475	Base Position (Excluding Parish Precepts)	101,521	105,001	108,875
3,694	Base Budget Changes	3,694	3,140	3,140
2,845	Directorate Growth	8,099	3,918	1,725
250	Revenue Impact of Capital Programme	1,321	1,011	656
519	Slough Urban Renewal	2,739	750	750
(6,262)	Savings Identified	(12,373)	(4,945)	(2,996)
101,521	Total Forecast Expenditure	105,001	108,875	112,150
55,570	Council Tax Income	58,493	61,237	64,064
43,202	Retained Business Rates	42,395	45,340	46,180
2,749	New Homes Bonus	2,717	2,298	1,906
0	Additional Social Care Grant	1,396	0	0
101,521	Total Estimated Funding Available	105,001	108,875	112,150
0	CURRENT FUNDING GAP	0	0	0

Note 1 - Slough Urban Renewal refers to profit from company schemes less previous years profit assumed in the MTFs. For 2019/20 SBC share of Slough Urban Renewal profits are estimated to be £1.500m. These are offset by the one off SUR profits that are due to be received by SBC during 2018/19 resulting in a pressure totalling £2.739m.

Impact on Service Revenue Budgets

5.2.4 Table 2, below, highlights the changes to service budgets, and associated cash limits, as a result of all of changes detailed in the Revenue Budget 2019/20:

Table 2:

	2018/19	Base Budget	Directorate	Revenue		Savings	2019/20
	£m	Changes	Growth	Impact of	SUR Income	Identified	£m
		£m	£m	Capital	£m	£m	£m
				Programme			
				£m			
Adults and Communities	39.832	1.453	0.920	0.000	0.000	(0.905)	41.301
Children, Learning and Skills	30.223	1.102	2.700	0.000	0.000	(0.170)	33.856
Place and Development	25.193	0.919	2.450	0.000	0.000	(2.205)	26.357
Regeneration	(3.453)	(0.126)	0.409	0.000	0.000	(4.809)	(7.979)
Chief Executive	0.333	0.012	0.000	0.000	0.000	0.000	0.346
Finance and Resources	9.392	0.333	1.620	1.321	2.739	(4.284)	11.122
Budget Requirement	101.521	3.694	8.099	1.321	2.739	(12.373)	105.001

Income

5.3.1 The Council has the following main sources of income:

NNDR (Business Rates)

5.3.2 The amount of retained Business Rates is determined by the Council's best estimates of the amount it calculates it will receive for the year ahead. For 2019/20 the six Berkshire authorities have been accepted by Government to continue a Business Rates pilot scheme within Berkshire. This means, for 2019/20, all Business Rate income will be retained within Berkshire; however, the six authorities will not receive Revenue Support Grant. There will be fundamental changes to the business rates system post 2020. Recent Government consultations indicate the system will give greater rewards to those authorities with business rates growth. Slough Borough Council uses external experts to forecast future business rates income and projections are included in the Medium Term Financial Strategy (MTFS) above.

Revenue Support Grant (RSG)

5.3.3 The Council ordinarily receives Revenue Support Grant (RSG) direct from Central Government. RSG funding is based on Central Government's expectations of what the Council should spend in line with the Government's deficit reduction plans.

- 5.3.4 As stated in 5.3.2, above, for 2019/20 the Council's RSG will be included in its pilot business rate scheme calculation.
- 5.3.5 The final 2019/20 local government finance settlement is expected to be laid before the House of Commons for approval in February 2019.
- 5.3.6 There is a duty on Local Authorities to set a balanced budget under the Local Government Finance Act 1992. If the final settlement is delayed the Council is required to set a budget within the deadline by using the best available information. If there are any substantial changes in the amount of funding received by the Council at the final settlement, the Section 151 Officer will use reserves to balance the overall budget in consultation with the Leader and the Lead Member for Corporate Finance and Housing.

Council Tax

- 5.3.7 Another main source of Council income is derived from Council Tax receipts. The overall amount raised is based on the Council Taxbase (i.e. the number of properties in the borough) as per the report to Cabinet in December 2019 multiplied by the average band D Council Tax amount. For 2019/20 it is assumed there will be a 2.8% increase on the Council's element of the overall Council Tax. This increase will see a property in Band D's Council Tax rise from £1,233.66 to £1,268.75, an increase of £35.09. The Adult Social Care levy remains the same as that in 2018/19: £98.23 for a Band D property.

Specific Grants

- 5.3.8 The Council also receives income from specific Government grants and these are included in appendix H. The Council budgets for an anticipated nil net cost on these specific grants; i.e. that all expenditure will be contained within the income received from Government and that the local taxpayer does not fund these activities.

New Homes Bonus

- 5.3.9 New Homes bonus is a Government grant paid based on the cumulative growth in housing stock for the previous four years after allowing for a deduction where housing growth is less than 0.4%. The Council is expected to receive £2.717m in 2019/20 (£2.749m was received in 2018/19).

Collection Fund

- 5.3.10 The final factor to take into account, when determining the Council's overall levels of income, is the Collection Fund. This is a statutory account which details the actual income received in respect of Council Tax and retained business rates compared to the estimates made in January 2018 for the 2018/19 budget. At present this fund is anticipated to break even.
- 5.3.11 The total income available to the Council for the 2019/20 for its net budget is therefore £105.001m.

2019/20 Budgets for Schools, Academies and Free Schools.

- 5.4.1 The School funding formula factors for 2019/20 are different to those reported last year. Nationally, the Government remain committed to streamlining the Schools' budget setting process by introducing a National Funding Formula (NFF) by 2021/22, an extension of one year over the last annual report. The NFF is now being phased in over three years, with 2019/20 being the second year of this

phasing. Local authorities have flexibility on how they approach this transition. Slough has taken a stepped approach and with the agreement of Schools' Forum has decided to adjust our local factors to 65% toward the NFF factors from 2019/20 (there was a 50% adjustment in 2018/19).

- 5.4.2 All pupil led factors continue to be protected by the Minimum Funding Guarantee (MFG) which ensures that no school loses more than 1.5% on a per pupil basis.
- 5.4.3 The Schools' Forum was advised of the estimated draft budget on the 16th January 2019. The Department for Education (DfE) expects local authorities to inform schools of their budget shares no later than 28th February each year.
- 5.4.4 The Early Years universal base rate is currently under consultation, with the implementation of the preferred option occurring after the Early Years task group concludes on the 7th Feb 2019. Slough Borough Council is proposing a £0.03 increase on the local offer for 3-4 year old children and £0.01 per hour for 2 year old provision based on the estimated uptake in 2019.20.
- 5.4.5 Current DfE regulations authorise local authorities to centrally retain up to 5% of the total 3-4 year old settlement to support the provision of statutory functions.
- 5.4.6 The High Needs block budget is currently being developed, however Schools' Forum have approved the centrally retained items for 2019.20 on the 16th January 2019. There are no changes to the overall cost compared with the previous year. Schools' Forum have also agreed to top-slice the High Needs Block by £0.776m; and transfer £0.5m into the schools' block and £0.276m into the Central Schools Service Block (CSSB).
- 5.4.7 The CSSB expenditure was approved at Schools' Forum on the 4th December, which includes the use of funds top-sliced from the High Needs Block. The CSSB block funds various statutory and regulatory functions undertaken by council officers, asset management, SACRE, Virtual Head, copyright licenses, and admissions.

Block	Settlement £m	Approved Adjustments £m	Total £m
Schools	132.014	0.500	132.514
Early Years	14.592	0.000	14.592
High Needs	23.588	-0.776	22.812
CSSB	0.654	0.276	0.930
Total	170.848	0.000	170.848

- 5.4.8 The mechanism to access top-up funding to support children and young people with Special Educational Needs is currently under review. Slough Borough Council officers are working with schools to produce a new matrix to access top-up funding. This has been approved by Schools' Forum. Any final decision on a new funded model will be subject to consultation with wider stakeholders. Appendix J provides further detailed information.

Expenditure

5.5.1 The Council's base budget for 2018/19 stood at £101.521m and it is against this figure that all adjustments are completed. The adjustments include:

- (1) Base budget **£3.694m** – these are movements due to inflationary pressures, pay award (assumed at 2% for 2019/20), incremental rises and other adjustments related to previous years and virements.
- (2) Growth **£8.099m** – these are the totals of funding increases across the council for 2019/20. Appendix B provides further detail.
- (3) Savings of **£12.373m** - these are the funding reductions or increases in income anticipated across the council following detailed review by service areas and include a contingency of £501k against the possibility of some of the savings proposals becoming unrealisable in-year. Appendix A provides further detail.
- (4) SBC share of Slough Urban Renewal profits – these reflect one-off profits due to be generated by SUR for the Council in 2019/20 **£1.500m** offset by the removal of one off SUR profits used to fund the 2018/19 revenue budget.

5.5.2 The scale of savings required is directly related to the continual need to increase the Council's base budget, i.e. the structural costs of operating an organisation the size of the Council against a background of service pressures, new demands and the reduction in Government funding. Part of the overall cost rises are offset by growth in Council Tax income and / or retained Business Rates as well as any movements from other non-ring fenced grants and the Collection Fund.

Strategy

5.6.1 The Quarter 3 (Q3) revenue budget monitor report for 2018/19, also presented at Cabinet this evening, indicates a current overspend on this year's budget of £2.448m. It is anticipated that this overspend will reduce to £2.121m (2.09% of the 2018/19 revenue budget) by year end.

5.6.2 Budget monitoring is undertaken on a monthly basis by the Council's Corporate Management Team (CMT) and Directorate Management Teams (DMT). The Cabinet receives an update on a quarterly basis. Throughout 2018/19, a number of particular pressures on the Council's budget have become apparent. Whilst some pressures have been managed during the current financial year it has become apparent that a number of particular pressures will require additional growth in 2019/20.

5.6.3 The Growth Proposals within this report contain the following amounts to address the particular funding pressures that are proving unresolvable during 2018/19:

2018/19 PRESSURES	£'000
Temporary Accommodation	750
Schools PFI	700
Educational Psychologists	100
Waste Contract - Contractual Price Increase	1,550
Home to School Transport	500
	<hr/>
	3,600
	<hr/>

5.6.4 Following the multi-year settlement provided by government to Slough Borough Council from 2017/18, the Council agreed to provide similar financial certainty to the Slough Children’s Services Trust (SCST) on the amount it will provide as part of the Trusts’ Core Contract. The agreed levels of funding for 2018/19 and 2019/20 are shown below:

2018/19	2019/20
£24.811m	£25.211m

5.6.5 Alongside the vast majority of local authorities with responsibility for caring for children, the Slough Children’s Services Trust (SCST) has also experienced significant increases in demand during 2018/19. The Growth Proposals within this document therefore propose a further £1.4m be provided to SCST’s base budget from 2019/20 over and above the multi-year settlement outlined in 5.6.4 above.

Reserves

5.7.1 The Council holds a variety of financial reserves, and these are detailed further in Appendix C. It is vital for the Council to hold a minimum level of reserves to ensure that it has sufficient resources available to address any unmanageable overspend that may arise during the course of the financial year (e.g. due to significant unforeseen demand pressures and/or emergencies).

5.7.2 The Section 151 Officer has determined that the recommended minimum level of the General Fund reserve should be set at 5% of the Council’s net revenue budget. Plus, due to the current volatility and uncertainty over government funding in terms of Revenue Support Grant levels and other grant funding regimes, Better Care Fund and New Homes Bonus as well as welfare reform costs pressures means that it is estimated an additional £2m of balances are required to cover these contingencies. This would mean a minimum level of £7.3m at the proposed budget figures.

5.7.3 The current level of general reserves as at 31.3.2018 is £8.1m and it is anticipated that the Council will receive an additional £2.630m of one-off income during 2018/19 that had not been budgeted for, as follows:

	£m
2017/18 Accounts Closing Adjustment	1.000
Additional Income (CCTV & IT)	1.386
Small Business Rates 17/18 S31 Grant	0.244
	2.630

5.7.4 Further, the Growth Proposals include the creation of a new Brexit reserve (£200k in 2019/20) to provide a financial cushion for the Council in case of a detrimental impact on the Council arising from the eventual result of the ongoing Brexit negotiations within Parliament.

5.7.5 Finally, the Council’s Medium Term Financial Strategy has a number of guiding principles, agreed by Cabinet in June 2018, including:

- SBC will use SUR profits to firstly increase reserves and then to fund one-off growth initiatives.

- 5.7.6 The Growth Proposals reflect this guiding principle by increasing the General Reserve by £750k, the amount of profits anticipated from SUR, in Year 2 of the Medium Term Financial Strategy.

Risk Management

- 5.7.7 Given the level of savings proposed for 2019/20, it is vital to ensure that these are delivered to enable a balanced budget, but also that the savings package as a whole is considered to ensure that the sum of the savings do not create difficulties for other parts of the Council when delivering services for its residents. All savings are automatically deducted from budget codes when the 2019/20 budgets are built and therefore any non-achievement can be quickly identified, and therefore addressed, through the monthly budget monitoring process. In addition a 10% contingency on all transformation fund savings has been built into the budget model to insure against any potential non-delivery.
- 5.7.8 During the 2019/20 financial year, as has been the case in 2018/19, there will be monthly monitoring of the savings proposals to identify which are green, i.e. on track to be delivered, amber or red (not expected to be delivered in year). This will enable the Council to adjust its future budget position for any unmet savings as well as ensure that it can take appropriate in year steps to rectify any growing overspends that arise. Future year savings included within the MTFS will also be monitored during 2019/20 at both departmental management teams and corporate management team to ensure the anticipated savings are capable of being realised as planned in the MTFS.

Flexible Use of Capital Receipts

- 5.8.1 The Council continues to make use of the flexibility offered by Central Government on the application of capital receipts to fund certain revenue-related change costs. The Strategy on the use of capital receipts under this provision is shown in Appendix K.
- 5.8.2 The Council intends to apply capital receipts to fund the revenue expenditure of the projects outlined in Appendix K which meet the criteria set out by DCLG.

Berkshire Business Rates Pilot

- 5.9.1 As noted in 5.3.2 the government has agreed to continue with a Berkshire Business Rates Pilot Scheme for 2019/20. Although the Council will not receive any Revenue Support Grant in 2019/20, compensatory Business Rates will be received instead. The Council will not pay any levy to the government and will be able to keep an increased share of any local growth in Business Rates income. This means that there will be an increase in resources retained locally. The pilot is expected to generate an additional £0.7m of funding in 2019/20 for Slough Borough Council and this figure has been built into the funding tables shown above and below.

Business Rates - Reliefs

- 5.10.1 In the spring budget of 2017 the Government announced a scheme, to apply during 2017/18, providing an up to £1,000 discount for eligible pubs with a rateable value below £100,000. This scheme was extended across 2018/19 at Autumn Budget 2017. This scheme has not been extended further and will therefore no longer apply

after the end 2018/19 financial year. This means that Public Houses that received this relief will see their bills increase from April 2019.

5.10.2 The Government, in the Budget on 29 October 2018, announced that it “recognises that changing consumer behaviour presents a significant challenge for retailers in our town centres and is taking action to help the high street evolve”.

5.10.3 The Government stated that it will provide a business rates Retail Discount scheme for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21.

5.10.4 The value of discount will be one third of the bill, and must be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied. Local Relief’s will be funded after the Retail Discount has been awarded.

5.10.5 Cabinet agreed, on 21 January 2019, a policy which implements these retail reliefs.

Council Tax – premium on long term empty properties

5.11.1 The Rating (Properties in Commons Occupation) and Council Tax (Empty Dwellings) Act received Royal Assent on 1 November 2018 and the Government has now brought forward the necessary regulations to implement the measures included in the Act.

5.11.2 This means that the legislation is now in place for the council to increase the premium charged on empty Council Tax properties, currently if a property is empty for more than 2 years the council can charge an additional 50% Council Tax, with effect from April 2019 this increases to 100% thereby doubling the Council Tax charge.

5.11.3 With effect from April 2020 the legislation allows the council to charge an additional 200% for properties that have been empty for 5 years or more and from April 2021 to charge an additional 300% on properties that have been empty for 10 years or more.

5.11.4 The legislation allows the Local Authority to make the final decision if they wish to apply the above charges.

5.11.5 The Council is working to reduce the number of empty homes in Slough and see this as an added incentive for charge payers / owners to bring the properties into occupation; therefore Members are asked to approve the implementation of the above charges in line with the legislation.

Court Costs

6.1 The current Council Tax and Business Rates legislation allows local authorities to recover debts from customers via a prescribed set of processes, these processes include issuing reminders when the payment is late or missed, issuing final reminders and eventually a summons to magistrates court where a liability order is requested.

6.2 The legislation allows for the cost of the summons, the cost of the liability order and the cost of the court to be recovered from the charge payer. The costs requested

must be demonstrated to the court and cannot be higher than the total cost of administration.

- 6.3 The Business Rates court costs have increased year on year and are cost neutral, SBC recovers the costs of issuing the summons and obtaining the Liability Order.
- 6.4 However the court costs for Council Tax are subsidised by Slough Borough Council as the cost to the Council of this work has risen but the costs to the charge payer has remained at £108.00 since 2012-13.
- 6.5 It is therefore proposed to increase the court costs to ensure that the council does not continue to subsidise Council Tax non-payers. The proposed court fees are therefore proposed to increase to £144.95.
- 6.6 Over the last five years the number of Council Tax summonses issued has reduced by 3,772, as the council and its partner have worked to reduce the number of summonses issued. It is acknowledged that there are charge payers who cannot pay and the service has engaged with them over time to ensure that their income is maximised, that all arrangements are in place to ensure that they can pay their Council Tax, and to ensure that additional costs are not added to their bill. There are also customers who won't pay, and the Council has been dealing swiftly with them.
- 6.7 In addition Council Tax is only indirectly impacted by Universal Credit in that the claim process for Council Tax Support remains with the Council and has not transferred to the Department of Work and Pensions (DWP), however some people have failed to make a claim for Council Tax Support at the same time as claiming Universal Credit and we are working with the DWP and the JCP to minimise this.
- 6.8 The current costs that are charged by Slough Borough Council are below,

Council Tax	£
Summons	62.00
liability Order	46.00
Total	108.00
Business Rates	£
Summons	97.50
liability Order	82.00
Total	179.50

- 6.9 The new Costs will be

Council Tax	£
Summons	83.95
liability Order	61.00
Total	144.95

Medium Term Financial Strategy (MTFS)

- 7.1 The Medium Term Financial Strategy (MTFS) seeks to set out the background to the Council's current financial position; estimate its future financial position; and highlight some of the key strands to deliver a balanced position over the period of the MTFS. The guiding principles behind the MTFS are as follows
- 1) The Council will operate within its financial means.
 - 2) The Council will seek to increase its financial reserves to the unitary average over the next four years
 - 3) The Council will use Slough Urban Regeneration (SUR) profits to firstly increase reserves and then to fund one off growth initiatives.
- 7.2 Given the scale of the ongoing reductions in Central Government spend, the Council has, and will increasingly need to, deliver public services in a more joined up, effective and efficient manner. Maintaining the current levels and delivery of existing services is unlikely to be an option to the Council in the future.
- 7.3 The Council is well prepared to meet the financial challenges of the coming years. It has a history of ensuring a balanced budget is delivered and delivering revenue savings through the effective use of infrastructure investment.
- 7.4 As can be seen from the above the relative importance of Council Tax and retained business rates continue to grow over the period of the MTFS. Over 98% of the Council's income will be made up of council tax or business rates by the end of the MTFS; the Council is becoming, year-on-year, much less reliant on Government funding.
- 7.5 Slough Council accepted the offer of a four year grant settlement from the government in 2016/17 to ensure predictability of funding. The MTFS is, therefore, based on this expected level of funding. Although the four year deal did provide the Council with some certainty regarding its future funding levels: the agreement also resulted in central government reducing the amount of funding it provided the Council over the same period. The level of Revenue Support Grant (RSG) funding can be seen in the table below. It should be noted that RSG is not physically paid to Slough in 2018/19 and 2019/20 as amounts are included within the Business Rates income the Council receives via the Berkshire Business Rate Pilot Scheme.

SBC - Revenue Support Grant	
	£m
2016/17	18.5
2017/18	13.2
2018/19	9.7
2019/20	6.1

- 7.6 The Table, below, provides a summary of the Council's Medium Term Financial Strategy. The key assumptions contained within the model are also provided below.

Table: The MTFS financial model

18/19		19/20	20/21	21/22	22/23
£'000		£'000	£'000	£'000	£'000
100,475	Base Position (Excluding Parish Precepts)	101,521	105,001	108,875	112,150
3,694	Base Budget Changes	3,694	3,140	3,140	3,140
2,845	Directorate Growth	8,099	3,918	1,725	1,725
250	Revenue Impact of Capital Programme	1,321	1,011	656	656
519	Slough Urban Renewal	2,739	750	750	0
(6,262)	Savings Identified	(12,373)	(4,945)	(2,996)	(100)
101,521	Total Forecast Expenditure	105,001	108,875	112,150	117,571
55,570	Council Tax Income	58,493	61,237	64,064	67,176
43,202	Retained Business Rates	42,395	45,340	46,180	47,004
2,749	New Homes Bonus	2,717	2,298	1,906	2,100
0	Additional Social Care Grant	1,396	0	0	0
101,521	Total Estimated Funding Available	105,001	108,875	112,150	116,280
0	CURRENT FUNDING GAP	0	0	0	(1,291)

- Council Tax – assumed that the Taxbase (i.e. number of properties in Slough) rises by 2.8% in 2019/20 by the average growth rate across the two preceding years thereafter.
- Retained Business Rates – assumed growth of 3.1% per year in Business rates in line with the retail price index. Based on financial projections by Pixel Ltd and LG Futures Ltd.
- New Homes Bonus – assumed to reduce as per the Government’s announcement at the provisional local government finance settlement 2019/20.
- Base budget changes – increases due to non-pay and pay pressures across the Council.
- Growth – the 2019/20 items are detailed in Appendix B.
- Revenue impact of capital investment – the amount of revenue budget required to pay off any additional capital borrowing required in future financial years arising from implementing the proposed Capital Programme.
- Savings– the amount of savings required for each financial year.

Changes made to the Bookings Policy, Terms & Conditions and Pricing for 2019-20

- 8.1 This section of the report seeks approval of the annual amendments to the council's public room booking/spacing leasing policy and pricing, which is managed by the Council's Building Management Service.
- 8.2 The Hirer must inform the Council if the event is open to the public and/or if tickets are being sold for the Purpose of the Hiring. Arbour Park Only - Hirers must complete the Arbour Park Community Stadium Event application form and submit to the Bookings team at the time of the booking. Written confirmation from the Building Manager must be obtained before the event can be confirmed.
- 8.3 The occasional handling, preparation, storage and serving of food by private persons at events such as church, school or village fairs are not covered by the scope of the Regulation. Therefore are not subject to the requirements of EU hygiene legislation.
- 8.4 Double rate will be charged on all facilities between the hours of 11pm to 7am. Bank holidays will be charged at double rate all day. In addition, on Christmas Eve and New Years Eve, double rate will be applied on all facilities after 7pm.
- 8.5 Costs for filming at our sites/community centres for use in a documentary or by a news organisation will not be charged for use of space/venue as long as filming is approved by the council's communications services.
- 8.6 Costs for use of Community Centres as Polling Stations: Electoral Services will be charged 50% of the hire charge to enable cover of the cost i.e. electric, heating and staff resources.
- 8.7 Due to the nature of a booking there may be a requirement to have security guards on site, which the bookings team will advise you on at the time of your booking. The cost for the security guards will be charged to the hirer. If a hirer wants to use their own security firm, evidence must be produced at the time of booking as written confirmation from the security firm of providing of guards and payment has been received from the hirer.
- 8.8 Groups that already have existing bookings at our sites which are now chargeable can apply for a transitional grace period to allow them to secure funding as long as they can demonstrate their activities support the local community and priorities in the Council's 5 year plan.
- 8.9 Costs for Facilities Officer time outside standard opening hour will be £20 per hour for weekdays and £25 per hour on weekends. This cost will apply to SBC services and external customers for space hire outside normal opening hours. This will include hiring of open/free spaces within community centres to recover the full cost of providing the service.
- 8.10 Cost for hiring additional equipment at all our sites i.e. Laptop, Projector, Screen, Flipcharts etc. will be payable by the hirer and will be added to the total hire cost. This cost will apply to SBC internal and external customers.

- 8.11 Hirers may use their own catering suppliers to provide Catering Services except at Arbour Park Community Stadium where the council's approved on site supplier must be used.
- 8.12 Any booking involving a hirer that provides tuition classes, sports teams or any classes related to children will need to provide the bookings team with a copy of their approved DBS certificate. The hirer is responsible for undertaking their own DBS certificate checks on all their employees and coaches that have interaction/work with children.
- 8.13 It is proposed that we review The Curve room hire costs, to ensure we are maximising income. The following is proposed:-
- Where a hirer is making a substantial booking for shows in The Venue for a minimum of 5 full days, the hirer will not be charged for the period of hire in-between where they are unable to vacate their props.
 - In order to entice new customers/community groups to hire the facilities at The Curve we will offer a 10% discount for bulk commitment on the first 10 consecutive bookings of 2 hours or more in any room.
- 8.14 All bookings must be paid for as per the terms and conditions, requiring full payment at least 28 days prior each booking. In order to secure bookings for dates in advance, which are more than 28 days ahead, a deposit must be received as per the terms and conditions. It will be the responsibility of the hirer to notify the council's booking team in writing when they believe they have made 10 consistent bookings in any one calendar year. The booking team will review this and if they agree with the specified dates and facility hired, a refund will be given at 10% of a total of 10 bookings.
- 8.15 Upon monitoring room utilisation staff have raised queries regarding the need to use vacant room. It is therefore proposed if a room is not being used across any of the SBC community buildings and a staff member wants to use it, they can walk in and use it. However they would have to be mindful that the Facilities Officer may need to ask them to leave if they need to set up the room for the next booking.
- 8.16 It is proposed that as far as reasonably practicable to ensure there is no detrimental effect to the customer during the redevelopment of the Chalvey Hub. The existing hirers will be relocated to other community centres for the duration of the hub development project, at a cost no higher than what they pay at Chalvey at present.
- 8.17 Pricing charges across our sites have remained the same to ensure competitive charging and return on investment in Centres. They are in line with other providers hence the decision was reached by conducting a benchmarking exercise against other local venues for hire and it was found that increasing any prices could have a detrimental effect on our income generation. There is for example, a risk of losing room bookings to Langley Academy, which has very good facilities including a theatre and ample car parking facilities in comparison with The Curve. The only price amendments that have taken place are for equipment hired at The Curve and Arbour Park to bring these inline with our other centres as evidence in **Appendix 2**. The Bookings Service carried out research to ensure that there is no reduction in income; in these circumstances the new equipment charges at The Curve and Arbour Park will allow the service to increase the income marginally without resulting in hire charges being unreasonable.

- 8.18 Due to customer interest in hiring out the function space and one meeting room instead of the whole floor, a new rate has been implemented at Arbour Park. The rate applied for this is slightly disproportionate, as we would encourage the customer to hire out the whole floor, if not this would result in redundant space that we are unable to hire due to the building design.
- 8.19 As our service area has grown and we have taken over the management of the meeting room at both Cippenham and Langley Libraries, we have turned this into hireable space and priced this in-line with our other assets. All other prices have remained the same.
- 8.20 The changes proposed in this years review are as a result of customer feedback, changes to council assets and where experience over the last year has demonstrated the need for necessary changes. Benchmarking against other local venue hirer's costs as well as other local authorities, has demonstrated that our charges should not be increased as this would risk income generation. Also as we strive to promote and utilise our building assets to encourage community cohesion as well as meeting the requirements of our 5 year plan, it is beneficial to maintain competitive charging rates.
- 8.21 At an Extraordinary Council Meeting, on 21 December 2018, it was agreed to abolish the Parish Councils of Britwell and Wexham. At the meeting Council agreed, relating to the Parish Assets:

That the Council agrees that all booking contracts and agreements in force before the abolition date have full force and effect against the Council for the proceeding year. The Council will also undertake a review, during the first financial year following abolition, seeking to provide discounts on all Council Bookings for existing Parish hall-using organisations and Groups in the future.

Comments from other committees

- 9.1 This report will be considered by the Cabinet on the 4th February 2019 and any comments from the Committee will be reported to that meeting prior to its recommendations to Council on 21st February 2019.

Conclusion

- 10.1 This report recommends decisions be taken to agree a Revenue Budget of £105.001m for the forthcoming financial year, 2019/20, and an associated 2.8% increase in Slough BC's element of the Council Tax for a Band D taxpayer.
- 10.2 This report also contains a subsequent number of Council Tax resolutions for approval to enable the Council to bill residents in appropriate time.

11 Background Papers

- '1' - Local Government Finance Settlement 2019/20
 '2' - Council Taxbase Report (December 2018 Cabinet)
 '3' - Medium Term Financial Strategy Update paper to Cabinet (December 2018)
 '4' - Other detailed working papers held within Finance

Appendix A

			19/20	20/21	21/22	22/23
			£'000	£'000	£'000	£'000
Savings Identified						
A&C	Accounting	Recover appropriate costs from Better Care Fund	150			
A&C	Accounting	Utilise Public Health Funds for Active Slough	79			
F&R	Accounting	Minimum Revenue Provision Adjustment	750			
F&R	Accounting	Recover appropriate costs following review of HRA recharges	500			
Regen	Accounting	Asset Management Team - 1% Charge on Purchases and Disposals	750			
Regen	Accounting	Property Management Team (Delivery & PM Fee)	500			
			2,729	0	0	0
A&C	Commercial	Leisure Services - Leisure Contract Management savings	184	1,489		
A&C	Commercial	Recommission floating support services	100	100		
A&C	Commercial	Regulatory services becoming fully self funded	0	300		
ALL	Commercial	Customer & Accommodation - Transformation Savings	0	1,500	1,500	0
Chief Exec	Commercial	DSO - Fees on Total Highways Capital Programme	1,200			
Chief Exec	Commercial	Environmental services - work for other local authorities (Line Painting etc.)	100	150		
Chief Exec	Commercial	DSO Traded Services	50	135	270	
F&R	Commercial	Recommissioning and reviews of major commercial contracts	500	300	300	
F&R	Commercial	Wexham - Additional interest following delayed return of Capital	340	(340)		
F&R	Commercial	Reduction in Transactional Services contract charge following review of IT contract novation	250			
F&R	Commercial	Reduction in TMP advertising contract price	65			
F&R	Commercial	Increased income from Treasury Management	50	75	100	
Housing	Commercial	Impact of James Elliman Homes	200			
Regen	Commercial	Commercial Rental Income via Strategic Acquisition Board	1,650			
Regen	Commercial	ESFA - One off funding for school on TVU site	1,000	(1,000)		
Regen	Commercial	Regeneration - Income generation target	200	100	0	0
Regen	Commercial	Sponsorship of Town Centre Assets/Advertising	200			
Regen	Commercial	Planning- increased income from discretionary work and pre-applications	19			
			6,108	2,809	2,170	0

			19/20	20/21	21/22	22/23
			£'000	£'000	£'000	£'000
A&C	Efficiency	Mental Health - Extension of Hope House Services	100	100		
A&C	Efficiency	Reduced costs following increased Extra Care Housing provision	0	0	0	200
ALL	Efficiency	Mobile Telephony	100			
F&R	Efficiency	Insurance contract	130			
F&R	Efficiency	HouseKeeping savings	50			
F&R	Efficiency	Audit fee reductions	35			
F&R	Efficiency	Reduction in Emergency Planning/Business Continuity Staffing Budget (Unfilled Post)	25			
F&R	Efficiency	Legal Subscriptions	15			
Housing	Efficiency	Housing Regulations Team - Business Development Manager	100	50	50	
Housing	Efficiency	Private Sector Acquisition Team (Housing)	100	100		
Housing	Efficiency	Housing Services - Efficiencies	165			
Regen	Efficiency	Maximise use of office space and FM Contracts Review	15			
			835	250	50	200
CLS	Income	School Effectiveness Review		180		
F&R	Income	Increased income from Council Tax and NNDR Collection	400	200		
F&R	Income	Counter-Fraud Invest to Save	100	500		
Regen	Income	Bus Lane Cameras	350			
Regen	Income	Income from Car Park on TVU	100	0	0	(100)
			950	880	0	(100)

			19/20	20/21	21/22	22/23
			£'000	£'000	£'000	£'000
A&C	Staffing	Leisure Restructuring	125			
A&C	Staffing	No appointment to commissioning team QA manager post	40			
ALL	Staffing	3rd & 4th Tier Restructures & Administration Review	1,000			
ALL	Staffing	Slough Academy - Reduce Agency Spend	500	750	750	
ALL	Staffing	Electric Vehicle Initiatives	290	210		
CLS	Staffing	Directorate Management Restructure	170			
			2,125	960	750	0
A&C	Strategic Review	Support move to more supported living (LD Residential)	77			
A&C	Strategic Review	Review Provider Services and Personalisation opportunities	50	150		
A&C/CLS	Strategic Review	Transformation of Early Help	0	300	0	
A&C/CLS	Strategic Review	Transformation of Early Help phase 2	0	0	150	
			127	450	150	0
			12,874	5,349	3,120	100

APPENDIX B

Directorate	Type	Directorate Growth	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
Adults & Communities	Contractual	Coroners Service	30	0	0	0
Adults and Communities	Contractual	Library Staff Harmonisation	75	0	0	0
Chief Exec	Contractual	Waste Contract - Contractual Price Increase	1,550	0	0	0
CLS	Contractual	Schools PFI - Increase to cover Council's 'Affordability Gap'	700	0	0	0
Finance and Resources	Contractual	GIS Increase	7	0	0	0
Finance and Resources	Contractual	Agresso Hosting/Storage	54	0	0	0
Finance and Resources	Contractual	Microsoft Licensing	290	0	0	0
			2,706	0	0	0
Adults and Communities	Demand	Care Act Responsibilities	25	25	25	25
Adults and Communities	Demand	Demographic Growth	700	700	700	700
CLS	Demand	Educational Pyschologists	100	0	0	0
CLS	Demand	Home to School Transport	500	0	0	0
CLS	Demand	Demographic Growth in Children's Services	1,400	0	0	0
Housing	Demand	Temporary Accommodation	750	0	0	0
			3,475	725	725	725
Finance & Resources	Governance	Budgeted Increase of General Reserve	0	750	0	0
Finance & Resources	Governance	Creation of Brexit Reserve	200	(200)	0	0
Finance and Resources	Governance	Corporate Building Compliance Officer	50	0	0	0
Finance and Resources	Governance	Data Protection Officer Post	54	0	0	0
Finance and Resources	Governance	HR Education/Schools Officer	60	0	0	0
Finance and Resources	Governance	Arvato Contract Budget (B014) - Staffing Restructure	200	0	0	0
Finance and Resources	Governance	Training Budget for Employees and Members	360	50	0	0
Regen	Governance	Commercial Property - Asset Management Officer	50	0	0	0
			974	600	0	0
Finance and Resources	Loss of Income	Council Tax Collection	25	0	0	0
Finance and Resources	Loss of Income	NNDR Administration Grant Reduction	25	0	0	0
Finance and Resources	Loss of Income	Arvato Contract Budget (B014) - Schools Payslips	30	0	0	0
Finance and Resources	Loss of Income	Local Welfare Provision	0	75	0	0
Finance and Resources	Loss of Income	HB Subsidy Support Administration Grant reduction	65	0	0	0
			145	75	0	0
Adults & Communities	Service Improvements	Employment Opportunities for Slough Residents	25	25	0	0
Chief Exec	Service Improvements	Deep Clean of Town Centre	150	0	0	0
CLS	Service Improvements	Leisure passes for Looked After Children	65	0	0	0
Finance & Resources	Service Improvements	Community Investment Fund - Revenue Costs	210	0	0	0
Finance and Resources	Service Improvements	Slough Academy - Ongoing Costs	0	175	0	0
Finance and Resources	Service Improvements	Publication of Citizens Magazine - 4 x per year (printed)	40	0	0	0
Housing	Service Improvements	Street Homelessness Initiatives	250	270	0	0
Regen	Service Improvements	Introduction of Slough APP for Residents	59	48	0	0
			799	518	0	0
			8,099	1,918	725	725

2019/20 Council Reserves

As part of the Council Tax setting process it is important that the Council takes into account its level of reserves in order to cover all known risks over the future financial year. The Council's main reserves have been detailed below, along with a commentary concerning their use and size. Reserves are one-off elements of funding and would require additional funds to increase these in future years.

During the year, a review of all earmarked reserves has been undertaken to ensure that these are fit for purpose and where any excess reserve has deemed to be held this has been re-provided into other reserves or released to support the 2019/20 budget position.

The MTFS seeks to set out the background to the Council's current financial position, and estimate its future financial position, and highlight some of the key strands to deliver a balanced position over the period of the MTFS. The guiding principles behind the MTFS are as follows

- 1) The Council will operate within its financial means.
- 2) The Council will seek to increase its financial reserves to the unitary average over the next four years
- 3) The Council will use Slough Urban Regeneration (SUR) profits to firstly increase reserves and then to fund one off growth initiatives.

In addition a Brexit Reserve totalling £200k will be established in 2019/20

General Fund

The Council's General Fund reserve is the amount set aside for the year ahead that is uncommitted and can be used for any purpose. The Section 151 officer's commentary in the later appendix details that he considers £8.1m to be the minimum level of reserve that should be set aside as a minimum.

General Fund	£m	£m
As at 31 March 2018		8.1
One-off Income 2018/19 (See 5.7.3)	2.6	
Forecast 2018/19 Outturn at Q3	(2.1)	
Forecast 31 March 2019		8.6

Other Reserves

Other usable general fund earmarked reserves include:

	£m
Housing Renewals Reserve	0.089
Future Debt and Capital Requirements	0.972
Financial System Upgrade	0.241
Harmonisation	0.250
Financial Volatility Reserve	1.148
Railway Project	0.120
Events	0.070
Community Cohesion	0.056
Restructuring Reserve	0.207
DAAT Lease Reserve	0.070
Future Budget Requirements	0.801
	4.024

Collection Fund

This is the balance of the previous year's deficit or surplus carried forward on the Collection Fund. The Collection Fund is an in-year account comparing the anticipated Council Tax and Retained Business Rates receipts with the forecasts made in January the previous year. Any deficit or surplus must be recognised in the next financial year's budget setting. Appendix E provides further detail.

Unusable reserves

The Council also holds a number of unusable reserves; these include the pensions reserve, revaluation reserve and Capital Adjustment Account. These reserves are not resource backed and cannot be used for other purposes beyond ensuring the Council complies with proper accounting practice.

2019/20 Collection Fund

The Collection Fund is a statutory account that the Council must maintain. The fund considers the amount of Council Tax that was anticipated to be collected when the Council sets its Council Taxbase (i.e. the number of properties in the borough at Band D equivalent) in January before the financial year begins. The fund also consider the anticipated receipts from retained Business Rates that the Council received compared to the forecast made in January before the start of the financial year.

There are two key variables which alter the Collection Fund position:

- (i) an increase or decrease in the number of properties compared to the forecast, or
- (ii) an increase or decrease to the collection rate at which the Council is collecting these taxes.

Following the introduction of its Council Tax support scheme in January 2013, any increase or decrease in Council Tax support claimant's impacts upon the Collection Fund position.

The Council must estimate its Collection Fund position for the year ahead before setting its budget. Any surplus or deficit on the collection fund position must be taken into accounts in the following year; i.e. if the Council had a surplus of £10k in the collection fund for 2018/19, it would need to show this in the 2019/20 budget paper.

The anticipated Collection Fund position, as at January 2019, is as follows:

- Council Tax £0m - In balance
- Retained Business Rates £0m - in balance

The figures above relate purely to the Council's share of the collection fund. The Fire Authority shares both the Council Tax and Retained Business Rates collection fund and the Fire alone shares the retained business rates fund.

2019/20 Fees and Charges

			2018/19	2019/20
Sports Pitches	Adult Football	Single game	£68.50	£68.50
	Child Football	Single game	£39.81	£39.81
	Adult Cricket	Single game/midweek	£77.47	£77.47
Allotments	Allotments	Average fee	£5.31	£5.31
Parks	Parks			
Development Management Pre-Application Fees	Householder Extensions desktop		£85.00	£85.00
	Householder Extensions desktop - follow up		£50.00	£50.00
	Householder Extensions full assessment exc. Meeting		£145.00	£145.00
	Householder Extensions full assessment exc. Meeting - follow up		£85.00	£85.00
	Householder Extensions full assessment incl meeting		£175.00	£175.00
	Householder Extensions full assessment inc. meeting - follow up		£130.00	£130.00
	Residential Development			
	1 dwelling		£345.00	£345.00
	1 dwelling - follow up		£275.00	£275.00
	2-4 dwellings		£950.00	£950.00
	2-4 dwellings - follow up		£650.00	£650.00
	5-8 dwellings		£1,600.00	£1,600.00
	5-8 dwelling - follow up		£1,200.00	£1,200.00
	9-14 dwellings		£1,900.00	£1,900.00
	9-14 dwellings - follow up		£1,500.00	£1,500.00
	15-20 dwellings		£2,200.00	£2,200.00
	15-20 dwellings - follow up		£1,600.00	£1,600.00
	21-30 dwellings		£2,600.00	£2,600.00
	21-30 dwellings - follow up		£2,200.00	£2,200.00
	31-49 dwellings		£3,000.00	£3,000.00
	31-49 dwellings - follow up		£2,500.00	£2,500.00
	50-149 dwellings		£4,500.00	£4,500.00
	50-149 dwellings - follow up		£3,000.00	£3,000.00
	150+ dwellings (plus £1,260 per additional meeting)		Planning Performance Agreement – bespoke fee	Planning Performance Agreement – bespoke fee
	Non-Residential Development			
	Up to 100sqm		£165.00	£165.00
	Up to 100sqm - follow up		£115.00	£115.00
	101-249sqm		£300.00	£300.00

101-249sqm - follow up		£250.00	£250.00
250-499 sqm		£650.00	£650.00
250-499sqm - follow up		£450.00	£450.00
500- 999 sqm		£1,000.00	£1,000.00
500-999 sqm - follow up		£650.00	£650.00
1000-2000sqm		£1,500.00	£1,500.00
1000-2000sqm - follow up		£1,100.00	£1,100.00
2001-5000sqm		£3,000.00	£3,000.00
2001-5000sqm - follow up		£2,000.00	£2,000.00
5001-9999sqm		£4,500.00	£4,500.00
5001-9999sqm - follow up		£3,000.00	£3,000.00
10,000+ sq.m (£980 per additional meeting)		Planning Performance Agreement – bespoke fee	Planning Performance Agreement – bespoke fee
Other Services			
Other services - change of use of land and buildings		£500.00	£500.00
Trees and landscaping		£175.00	£175.00
Works to TPO trees/Conservation		£175.00	£175.00
Advertisements		£115.00	£115.00
Non-material amendments		£115.00	£115.00
Approval of details / clearance of planning conditions		£75.00 per condition	£75.00 per condition
Variation of conditions		£75.00 per condition	£75.00 per condition
Extensions / Alterations to listed buildings		£50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis by external provider.	£50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis by external provider.
Local Community Group		£120.00	£120.00
Telecoms		£500.00	£500.00
Pre-application Advice – Minerals & Waste		£50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis.	£50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis.
Specialist Advice		£50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis.	£50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis.

	Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or similar Notice		£300.00	£300.00
	Planning History Search		£100.00 per hour	£100.00 per hour
	Planning Decision Notice		£15.00	£15.00
	Administration fee - planning application validation		25% (to be deducted from the planning application fee for an invalid application)	25% (to be deducted from the planning application fee for an invalid application)
	Discharge of obligations		£175.00	£175.00
	Dropped kerb - is planning permission required?		£75.00	£75.00
Social Care	AT (Assistive Technology)	Per person per week. Includes supply, installation and maintenance of all linked service devices and 24/7 monitoring and response services	£4.70	£4.89
	Home Care / Direct Payments		Assessed charge	Assessed charge
	Respite		Assessed charge	Assessed charge
	Residential / Nursing Care		Assessed charge	Assessed charge
	Day Care		£41.10	£42.79
	Day Care OP and Adults	Other LA	£63.46	£66.06
	Day Care LD	Other LA	£85.30	£88.80
	Refreshments at day centre		£1.04	£1.08
Libraries	Hire Charges			
	Book (incl those with CD Rom)	For 3 weeks	Free	Free
	Audio books	For 3 weeks	£1.00	£1.00
	Children's audio books	For 3 weeks	Free	Free
	E books (incl E audio)	For 3 weeks	Free	Free
	Reservations and Requests			
	Adults books	If in stock	£0.50	£0.50
	Children's books (under 14)	If in stock - 2 books per visit (25p each for more)	Free	Free
	From interlibrary loan scheme (SELMS)	Adult books	£3.00	£3.00
	E books and E audio		Free	Free
	Overdue Charges			
	Adult Books	Per day the library is open, capped at £5 per item	£0.15	£0.15
	Children's books (14+)	Per day the library is open, capped at £1.50 per item	£0.05	£0.05
	Children's books (under 14)		Free	Free

	Children's books on adult cards	Per day the library is open, capped at £0.50 per item	£0.05	£0.05	
	Notice For overdues - post		£1.20	n/a	
	Notice for overdues - email		Free	Free	
	Lost and Damaged				
	Books In print	Adults and Children's	Full cost	Full cost	
	Books Out of print	Adults and Children's	£15.00	£15.00	
	Audio books		Full cost	Full cost	
	Readers Cards - Adults		£2.00	£2.00	
	Readers Cards - Children (under 15)		Free	Free	
	Readers Cards - Forgotten PIN number		£2.00	£2.00	
	Photocopying				
	A4		£0.10	£0.10	
	A3		£0.20	£0.20	
	Colour A4		£1.00	£1.00	
	Colour A3		£1.50	£1.50	
	Computer Print Outs				
	Black and white A4		£0.30	£0.30	
	Black and white A3		£0.50	£0.50	
	Colour A4		£1.00	£1.00	
	Colour A3		£1.50	£1.50	
Enforcement Agents (Bailiffs)	Fixed Fee	Passed to Enforcement Agent and letter sent	£75.00		
	Enforcement visit	Plus 7.5% of balance above £1,500	£235.00		
	Controlled Goods Agreement	Plus 7.5% of balance above £1,500	£110.00		
Weddings and Civil Partnerships	Notice	Per Person	£35.00	£35.00	
	Notice	Per Person (non EU National)	£47.00	£47.00	
	Superintendent Registrar (Other Venues)	Weekdays		£450.00	£450.00
		Saturdays		£500.00	£500.00
		Sundays		£700.00	£700.00
	Notice Admin fee per notice	Out of hours admin fee evenings and Saturdays		£26.00	£27.00
	Rescheduling Fee		£26.00	£27.00	
	The Elizabeth Room	Mon - Thurs		£147.00	£153.00
		Fridays		£168.00	£175.00
		Saturday		£262.00	£273.00
Sunday			£500.00	£500.00	
Religious Buildings		£84.00	£84.00		
Citizenship Ceremony	Individual - midweek		£115.00	£120.00	
	Individual - Saturday		£166.00	£173.00	
Renewal of Marriage Vows / Baby naming ceremonies		Weekdays	£147.00	£153.00	
		Saturday	£262.00	£273.00	
		Sunday	£382.00	£398.00	
Approved Premises Licence	5 years		£3,242.00	£3,242.00	
	Renewal		£2,366.00	£2,366.00	
Burials and Cremations	Slough Cemetery				
	Purchase of a new grave Slough Res		£950.00	£950.00	
	Purchase of a new grave Non Slough Res		£2,040.00	£2,040.00	
	Digging fees (new graves)	Slough Res	£760.00	£760.00	
	Digging fees (new graves)	Non Slough resident 8'	£1,520.00	£1,520.00	

	6"		
Digging fees (new graves)	Slough resident 6' 6"	£650.00	£650.00
Digging fees (new graves)	Non-Slough resident 6' 6"	£1,300.00	£1,300.00
Digging fees (new graves)	Slough resident 4' 6"	£675.00	£675.00
Digging fees (new graves)	Non-Slough resident 4' 6"	£1,350.00	£1,350.00
Casket additional fee	Slough resident	£195.00	£195.00
Casket additional fee	Non-Slough resident	£200.00	£200.00
Digging fees (re -opening)	Slough resident 8' 6"	£1,205.00	£1,205.00
Digging fees (re -opening)	Non-Slough resident 8' 6"	£2,410.00	£2,410.00
Digging fees (re -opening)	Slough resident 6' 6"	£690.00	£690.00
Digging fees (re -opening)	Non-Slough resident 6' 6"	£1,380.00	£1,380.00
Digging fees (re -opening)	Slough resident 4' 6"	£690.00	£690.00
Digging fees (re -opening)	Non-Slough resident 4' 6"	£1,380.00	£1,380.00
Weekend and bank holiday	extra fee - Slough Res	£1,280.00	£1,280.00
Weekend and bank holiday	extra fee - Non-Slough Res	£1,960.00	£1,960.00
Public Graves (stillborn to Age 17)	Slough resident	£305.00	£305.00
Public Graves (stillborn to Age 17)	Non-Slough resident	£610.00	£610.00
Public Graves (Adult)	Slough resident	£585.00	£585.00
Public Graves (Adult)	Non-Slough resident	£1,170.00	£1,170.00
Children's Section	Exclusive right for 50 years	£450.00	£450.00
	Slough Resident	£300.00	£300.00
	Non-Slough Resident	£600.00	£600.00
Cremated Remains Graves	Exclusive right for 50 years	£630.00	£630.00
	Slough Resident	£310.00	£310.00
	Non-Slough Resident	£620.00	£620.00
	Interment booked by F/D without attendance Slough Resident	£350.00	£350.00
	Interment booked by F/D without attendance Non-Slough Resident	£700.00	£700.00
Remove and Replace Memorial on grave		£165.00	£165.00
Use of chapel for burial service		£230.00	£230.00
Transfer / Assign Deed		£80.00	£80.00
Copy Deed		£50.00	£50.00
Pre 1993 search fee (manual records)		£25.00	£25.00
Permit - right to erect memorial	additional inscription / kerbset	£145.00	£145.00
Stonemasons trade name on memorial		£19.00	£19.00
Stonemasons trade name in reception		£215.00	£215.00
Chamber		£2,350.00	£2,350.00
Slough Crematorium			
Cremation Fee - resident	Includes organist, medical referee, environment fees	£770.00	£770.00
Cremation Fee - non resident	As above	£800.00	£800.00
Cremation Fee - under 17	As above	Free	Free

	Cremation Fee - Saturday, resident	As above	£950.00	£950.00	
	Cremation Fee - Saturday, non resident	As above	£1,000.00	£1,000.00	
	Double Service Time		£230.00	£230.00	
	Late cancellation		£50.00	£50.00	
	Casket Purchase		£67.00	£67.00	
	NVF Casket Purchase		£10.00	£10.00	
	Scattering remains - other cremations		£80.00	£80.00	
	Use of chapel for burial service		£230.00	£230.00	
	Bearer		£30.00	£30.00	
	Drop off coffin prior to service		£60.00	£60.00	
	Scattering of remains at weekends		£60.00	£60.00	
	Scattering of remains at weekends - other cremations		£80.00	£80.00	
Certificates	Births, Deaths and Marriages	On day of registration	£4.00	£11.00	
		From current registers after the date	£7.00	£11.00	
		From completed registers	£10.00	£11.00	
	Civil Partnerships	On day of registration	£4.00	£11.00	
		After day of registration	£10.00	£11.00	
	Posted certificates -extra cost		£2.80	£3.00	
	Premium Service	Within 24 hours	£20.00	£35.00	
Family personal history search	For 6 hours	£18.00	£18.00		
Nationality Checking Service (Assistance in applying for British Citizenship)	Weekdays - Adults		£100.00	n/a	
	Weekdays - Minors		£74.00	n/a	
	Weekends - Adults		£145.00	n/a	
	Weekends - Minors		£95.00	n/a	
	Admin Fee	Incomplete paperwork	£27.00	n/a	
Court Summons	Council Tax		£108.00		
	Business Rates		£182.00		
Bulky Waste	Up to 5 items		£31.00	31.00	
Car Parking	Car Parks				
	Up to 1 hour		0.60 to 1.00	0.60 to 1.00	
	Up to 2 hours		1.10 to 2.00	1.10 to 2.00	
	Up to 3 hours		1.80 to 3.00	1.80 to 3.00	
	Up to 4 hours		2.10 to 4.00	2.10 to 4.00	
	5 hours and over		5.00 to 6.70	5.00 to 6.70	
	Overnight		1.00 to 6.70	1.00 to 6.70	
	Sundays / Bank Holidays	Some "normal" rates	£1.00	£1.00	
	Residents Parking Permits	1st car		£25.00	£25.00
		2nd car		£50.00	£50.00
	Business Parking Permits		£300.00	£300.00	
	Carers Parking Permits		£25.00	£25.00	
	Visitor Parking Permits	3 hours to 1 week	£2.50 to £15	£2.50 to £15	
	Season tickets	Monday to Friday 1 month, dependent on Car Park		£143.00 to £174.00	£143.00 to £174.00
		Monday to Friday 6 months, dependent on Car Park		£613.00 to £715.00	£613.00 to £715.00
		Monday to Friday 12 months, dependent on Car Park		£1,123.00 to £1,430.00	£1,123.00 to £1,430.00

		All days, 1 month, dependent on Car Park	£225.00 to £255.00	£225.00 to £255.00	
		All days, 6 months, dependent on Car Park	£766.00 to £817.00	£766.00 to £817.00	
		Monday to Friday 12 months, dependent on Car Park	£1,379.00 to £1,532.00	£1,379.00 to £1,532.00	
	On Street Tariffs				
	Up to 15 mins		£0.20 to £0.40	£0.20 to £0.40	
	Up to 30 mins		£0.30 to £0.70	£0.30 to £0.70	
	Up to 1 hours		£1.20 to £1.70	£1.20 to £1.70	
	Up to 2 hours		£2.20 to £2.50	£2.20 to £2.50	
	Up to 3 hours		£3.20 to £3.70	£3.20 to £3.70	
	Up to 4 hours		£5.50	£5.50	
Highways	Cars for sale - removals				
	Enquiries				
	Public Rights of Way				
	"A" Boards				
	Streetworks Inspections and Licencing				
	Streetworks Inspections and Licencing				
	Skip	Initial Fee (21 Days)		£45.00	£45.00
		10 day Extension - week 1		£15.00	£15.00
	Vehicle Crossings and Dropped Kerbs	Residential - Initial Application		£65.00	£65.00
		Residential - Approved Application (incl initial application fee)		£110.00	£110.00
		Crossing Searches/ Confirmation Letter		£30.00	£30.00
		Vehicle Crossings and Dropped Kerbs (incl application fees)		£1,102.00	£1,102.00
		Industrial Application	Percentage Of Cost	Percentage Of Cost	
		Constructed without permission fine	£0.00	£0.00	
	Pavement cafes	Technical, Admin & Inspection Fees		£400.00	£400.00
		Legal Fees		£250.00	£250.00
		Annual Licence		£400.00	£400.00
	Accident Data	3 years data		£150.00	£150.00
		5 years data		£200.00	£200.00
	Traffic Flow Data	Traffic Flow Data from a single permanent site		£125.00	£125.00
		Traffic Flow Data from temporary Automatic Traffic		£50.00	£50.00
	Traffic Signal Data	Traffic Signal Staging Drawing		£40.00	£40.00
		Traffic Signal Specification/Configuration Sheet		£40.00	£40.00
		24 hour period of real time phasing information for one traffic signal junction		£150.00	£150.00

	Traffic Model Data		To be negotiated on request from developer with a minimum charge being applied of £3,000.	To be negotiated on request from developer with a minimum charge being applied of £3,000.
	Traffic Light Switch Off	Per switch (on/off)	£300.00	£300.00
		Per hour waiting time	£50.00	£50.00
	Temporary Traffic Regulation Orders Section 14		£1,250.00	£1,250.00
	Section 14 (2) Notice		£250.00	£250.00
	Traffic lights switching on/off		£300.00	£300.00
	Section 50	New apparatus (Inspection/ Admin/ Capitalized Fees)	£450.00	£450.00
		Works on existing (Inspection/ Admin Fees)	£300.00	£300.00
	Promotions on the Highway (Technical, Admin & Inspection Fees)	First 7 Days	£250.00	£250.00
		Additional Week	£100.00	£100.00
	Cherry pickers/Mobile Towers/Hoists	Initial Fees (21 Days)	£180.00	
		Extension (7 Days)	£50.00	£50.00
	Permit Fee Charges	Provisional Advance authorisation (PAA Category 0,1,2 streets and traffic sensitive category 3 & 4 streets) and (Category 3 and 4 Non Traffic Sensitive Streets	£94.00/£70.00	£94.00/£70.00
		Major Activity (Over 10 days) and all Major works requiring a traffic regulation order (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)	£232.00/ £142.00	£232.00/ £142.00
		Major Activity (4-10 days) (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)	£130.00/£0.00	£130.00/£0.00
		Major Activity (up to 3 days) (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)	£63.00/ £0.00	£63.00/ £0.00
		Standard Activity (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)	£130.00/£0.00	£130.00/£0.00

	Minor Activity (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)	£63.00/ £0.00	£63.00/ £0.00
	Immediate Activity (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)	£55.00/ £0.00	£55.00/ £0.00
	Permit Variation (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)	£45.00/£35.00	£45.00/£35.00
Fixed Penalty Notices	Discount rate (21 days)	£80.00	£80.00
	Without Discount	£120.00	£120.00
	Permit Board Charge (Discount Rate)	£300.00	£300.00
	Without Discount	£500.00	£500.00
Section 74 over-run	Per Road Category Per Day	£100.00-£2500.00	£100.00-£2500.00
	Mitigated Charge		
Sample Inspections	Per Inspection	£50.00	£50.00
	Per Defect	£50.00	£50.00
	Coring (per core)	£130.00	£130.00
Section 116/117 - Stopping up of the Highway	Technical/Admin/Inspection/Legal & Court Fees	£5,000.00	£5,000.00
Developer Fees – Section 38/278 Agreements and Minor Highway Works Agreement	Inspection (Highway Works)	10% of works cost (£2000 min)	10% of works cost (£2000 min)
	Inspection (Statutory Undertakers)	1-3% value of works	1-3% value of works
	Safety Audit Review	£600-£2000	£600-£2000
	Approval of TM Plans	£200-£2000	£200-£2000
	Material Testing Fee	£400-£5000	£400-£5000
Commutated Sums - Section 38/278 Agreement and Minor Highway Works Agreement - OVER 40 YEAR LIFE	Per Soak away	£4,000.00	£4,000.00
	Per Tree	£200.00	£200.00
	Per Parking Bay	£850.00	£850.00
	Per m2 of Carriageway	£150.00	£150.00
	Per m2 of Footway	£45.00	£45.00
	Per m2 of Verge	£50.00	£50.00
	Per m2 of Anti-Skid	£300.00	£300.00
	Per controlled crossing unit (Headed Pole)	£10,000.00	£10,000.00
	Per traffic signal unit (Headed Pole)	£15,000.00	£15,000.00
	Per Street Lighting column	£2,000.00	£2,000.00
	Per Illuminated sign/bollard	£1,000.00	£1,000.00
	Per Gully	£300.00	£300.00
	Developer Licences – Section 50 (Private Apparatus), Section 142 (Verge Maintenance), Section 176 (Bridge Licence), Section 177 (Over	Technical Fee	£500 min
Inspection Fee		£300 min	£300 min
Admin Fee		£150.00	£150.00
Legal Fee		£300-£1000	£300-£1000
Annual Fee		£300 min	£300 min

	sail), Section 178 (Crane Over sail), Section 179 (Build Under Highway Support Structure)			
LA Searches	Postal			
	Basic Search LLC1 & Con 29R	Fees on internet are as 1.1.10	£118.00	£118.00
	Land Charges - B126	LLCI	£30.00	£30.00
	Land Charges - B126	CON29 searches (Incur VAT)	£118.00	£118.00
	Land Charges- B126	Additional CON 29 Questions (£12/question)	£12.00	£12.00
	Any additional enquiry (each)	Fees on internet are as 1.1.10	£20.00	£20.00
	Extra parcels of land (each)	Fees on internet are as 1.1.10	£15.00	£15.00
	Extra parcels of land (each) LLC1	Fees on internet are as 1.1.10	£5.00	£5.00
	In Person			
	Inspection of land chgs register	Fees on internet are as 1.1.10	free	free
	Copy of the Register	Fees on internet are as 1.1.10	£1.00	£1.00
Multi Occupancy Home Licences (HMO)	Initial Fee for 5 bedrooms or less	£10 for each additional bedroom	£595	£613
	Extra work - officer	per hour	£35	£36
	Extra work - administration	per hour	£28	£29
Licences and Registrations	Sex Establishments (cinema, shop, entertainment venue)	Annual / Variation	£2,530.00	£2,606.00
		Minor Variation or Transfer	£665.00	£685.00
	Street Trading - Town Centre	Annual	£5,000.00	£5,000.00
		Daily	£35.00	£35.00
		Weekly	£130.00	£130.00
		Monthly	£475.00	£475.00
		Quarterly	£1,300.00	£1,300.00
		6 monthly	£2,750.00	£2,750.00
		Non-refundable deposit new applications	£250.00	£250.00
	Street Trading - All other areas	Annual	£3,675.00	£3,675.00
		Daily	£30.00	£30.00
		Weekly	£100.00	£100.00
		Monthly	£370.00	£370.00
		Quarterly	£1,100.00	£1,100.00
		6 monthly	£1,900.00	£1,900.00
		Non-refundable deposit new applications	£250.00	£250.00
	Ice Cream Sellers	For 6 months	£500.00	£500.00
		For 1 month	£100.00	£100.00
	Ear Piercing, Electrolysis, Tattooing & Acupuncture		£245.00	£252.00
	Hairdressers and Barbers		£55.00	£57.00
	Animal licensing under The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018			
	Pet shops / Animal boarding / Dog breeding / Riding centres (plus vets)	Application	£390.40	£390.40
Renewal		£340.60	£340.60	
Variation		£183.00	£183.00	

fees as applicable)	Re-rating Visit	£158.60	£158.60
	Transfer due to death of licensee	£48.80	£48.80
Keeping or Training Animals for Exhibition	Application	£268.40	£268.40
	Renewal	£244.00	£244.00
	Variation	£183.00	£183.00
	Transfer due to death of licensee	£48.80	£48.80
Zoos / dangerous wild animals	Plus vet fees	£600.00	£618.00
Scrap Metal Dealers	Site Licence - new	£465.00	£479.00
	Site Licence - renewal	£330.00	£340.00
	Site Licence - variation	£202.50	£208.50
	Collectors Licence - new	£285.00	£293.50
	Collectors Licence - renewal	£210.00	£216.50
	Collectors Licence - variation	£135.00	£139.00
Licensing - alcohol	Including "large temporary events"	Statutory	Statutory
	All copy licences if lost	£10.50	£10.50
Gambling Act 2005			
Bingo Club	New application	£2,625.00	£2,625.00
	Annual fee	£750.00	£750.00
	Application to vary	£1,315.00	£1,315.00
	Application to transfer	£900.00	£900.00
	Application for re-instatement	£900.00	£900.00
	Application for provisional statement	£2,625.00	£2,625.00
	License application - provisional statement holders	£900.00	£900.00
	Copy of license	£25.00	£25.00
	Notification of change	£50.00	£50.00
Betting premises - excluding tracks	New application	£2,250.00	£2,250.00
	Annual fee	£450.00	£450.00
	Application to vary	£1,125.00	£1,125.00
	Application to transfer	£900.00	£900.00
	Application for re-instatement	£900.00	£900.00
	Application for provisional statement	£2,250.00	£2,250.00
	License application - provisional statement holders	£900.00	£900.00
	Copy of license	£25.00	£25.00
	Notification of change	£50.00	£50.00
Family entertainment centres	New application	£1,500.00	£1,500.00
	Annual fee	£565.00	£565.00
	Application to vary	£750.00	£750.00
	Application to transfer	£715.00	£715.00
	Application for re-instatement	£715.00	£715.00
	Application for provisional statement	£1,500.00	£1,500.00
	License application - provisional statement holders	£715.00	£715.00
	Copy of license	£25.00	£25.00
	Notification of change	£50.00	£50.00

	Gaming centres	New application	£1,500.00	£1,500.00
		Annual fee	£750.00	£750.00
		Application to vary	£750.00	£750.00
		Application to transfer	£900.00	£900.00
		Application for re-instatement	£900.00	£900.00
		Application for provisional statement	£1,500.00	£1,500.00
		License application - provisional statement holders	£900.00	£900.00
		Copy of license	£25.00	£25.00
		Notification of change	£50.00	£50.00
	Permits	FEC gaming machine / prize gaming – Application fee	£300.00	£300.00
		Licensed premises gaming machine permit – Application fee	£150.00	£150.00
		Licensed premises gaming machine permit – Annual fee	£50.00	£50.00
		Licensed premises - Notification of 2 or less gaming machines	£50.00	£50.00
		Club gaming / gaming machine permit – Application fee	£200.00	£200.00
		Club gaming / gaming machine permit – Annual fee	£50.00	£50.00
		PH & HC Driver - New Application (1 year)	£173.50	£179.00
	Private Hire (PH) and Hackney Carriage (HC) Combination Driver (CD) Licensing	PH & HC Driver - Renewal (1 year)	£125.90	£130.00
		PH & HC Driver - New Application (3 year)	£258.00	£266.00
		PH & HC Driver - Renewal (3 year)	£230.90	£238.00
		PH & HC Driver - Replacement badge	£15.00	£15.50
		PH & HC Driver - Replacement badge change of operator	£15.00	£15.50
		PH & HC Driver - copy of paper licence	£15.00	£15.50
		PH & HC Driver - DBS check	£55.00	£56.50
		PH & HC Driver - Knowledge test	£40.00	£41.20
		PH & HC Vehicle - New application	£220.00	£226.60
		PH & HC Vehicle - Renewal application	£220.00	£226.60
		PH & HC Vehicle - Transfer	£35.00	£36.00
		PH & HC Vehicle - Change of vehicle	£50.00	£51.50
		PH & HC Vehicle - Copy of paper licence	£15.00	£15.50
	PH & HC Vehicle - Replacement plate	£25.00	£26.00	

		PH & HC Vehicle - Copy of certificate of compliance	£15.00	£15.50
		PH Vehicle - Exemption	£50.00	£51.50
Combination Driver Licence (CD)		CDriver - New application (1 year)	£173.50	£179.00
		CDriver - Renewal (1 year)	£125.90	£130.00
		CDriver - New application (3 year)	£258.00	£266.00
		CDriver - Renewal (3 year)	£230.90	£238.00
		CDriver - Knowledge test	£40.00	£41.20
	Private Hire Operators (PHO) 1 year grant and renewal		Chauffeurs 1 vehicle	£137.00
		Operator Up to - 5 vehicles	£275.00	£275.00
		Operator Up to - 15 vehicles	£360.00	£360.00
		Operator Up to - 25 vehicles	£595.00	£595.00
		Operator Up to - 35 vehicles	£835.00	£835.00
		Operator Up to - 45 vehicles	£1,070.00	£1,070.00
		Operator Up to - 55 vehicles	£1,310.00	£1,310.00
		Operator Up to - 65 vehicles	£1,550.00	£1,550.00
		Operator Up to - 75 vehicles	£1,790.00	£1,790.00
		Operator Up to - 85 vehicles	£1,930.00	£1,930.00
		Operator Up to - 99 vehicles	£2,365.00	£2,365.00
		Operator 100 vehicles and over	£2,385.00	£2,385.00
Private Hire Operators (PHO) 5 year grant and renewal			Chauffeurs 1 vehicle	£411.00
		Operator Up to - 5 vehicles	£825.00	£825.00
		Operator Up to - 15 vehicles	£1,080.00	£1,080.00
		Operator Up to - 25 vehicles	£1,785.00	£1,785.00
		Operator Up to - 35 vehicles	£2,505.00	£2,505.00
		Operator Up to - 45 vehicles	£3,210.00	£3,210.00
		Operator Up to - 55 vehicles	£3,930.00	£3,930.00
		Operator Up to - 65 vehicles	£4,650.00	£4,650.00
		Operator Up to - 75 vehicles	£5,370.00	£5,370.00
		Operator Up to - 85 vehicles	£5,790.00	£5,790.00
		Operator Up to - 99 vehicles	£7,095.00	£7,095.00
		Operator 100 vehicles and over	£7,155.00	£7,155.00
		Replacement Licence	£15.00	£15.00
	Fireworks			
Licence to store - new	0-250kg	Statutory	Statutory	
Licence to store - renewal	0-250kg	Statutory	Statutory	
Licence to store - new	250-2000kg	Statutory	Statutory	
Licence to store - renewal	250-2000kg	Statutory	Statutory	

	Variation		Statutory	Statutory
	Transfer		Statutory	Statutory
	Replacement		Statutory	Statutory
	Any other variation		Statutory	Statutory
	License to sell		Statutory	Statutory
	Street Entertainment License	Busker's license	£0.00	£0.00
Enforcement	Immigration Inspection Fees		£118.98	£122.55
	Littering Fines		Up to £2500	Up to £2500
	Pest Control	Per treatment	£12.48	Outsourced
	Stray Dogs	In office hours	£45.43	£46.79
		Outside of office hours and weekends	£129.79	£133.68
		Daily kennelling charge	£19.47	£20.05
Statutory Fine		£25.00	£25.00	
Careline	Alarm rental & Monitoring Fee	Weekly	£4.22	£4.22
		Quarterly	£54.91	£54.91
	Installation		£41.60	£41.60
	Key Safe Purchase		£52.00	£52.00
	Careline Alarm (Purchase fee)		£160.99	£160.99
	Pendant Replacement		£61.15	£61.15
	Attendance Call Out (office hours only) non-system fault		£85.00	£85.00
Alarm System Monitoring (per annum)	Fire, Intruder, Lift car alarm, disabled toilet (via Careline systems)		£200.00	£200.00
CCTV	CCTV Project Consultancy		7.5% of Project Capex	7.5% of Project Capex
Facilities Management	Hire of Venues / Premises			
Trading Standards (Public Protection/Food Safety)	Primary Authority Partnership Scheme		£73.27	£75.00
	Export Certificates		£52.92	£112.50
	Paid for business support advice	As & when hourly rate pro rata	£73.27	£75.00
	Food Hygiene Training	open courses-per candidate	£67.00	£67.00
		Food Hygiene Resit Fee	£12.00	£12.00
		Bespoke Food Hygiene Courses	£420 plus £18 per candidate (minimum charge £600)	£420 plus £18 per candidate (minimum charge £600)
	Food Hygiene Rating Rescore visits	Not yet charging as need to give businesses notice of introduction of charges.	£210.00	£210.00
	Provision of SFBB pack		£12.00	£12.00
Organic Import Certificate		£45.00	£45.00	
Environment & Transport	Environment Searches	Environmental Reports prepared for clients	£190.00	£190.00
	Environmental Advice Heathrow	HSPG officer Hourly recharge	£65.00	£65.00
	Rapid EV Charger Income	Charge Your Car Operator - less back office costs	£5.00	£5.00
	Petroleum Licensing Annual Licence Fee	up to 2,500 litres petrol storage	£42.00	£42.00

	(Petroleum Consolidation Regulations) 2014	2,500 litres but not exceeding 50,000 litres storage	£58.00	£58.00	
		above 50,000 litres	£120.00	£120.00	
	Environmental Permitting 4.5% on set Fees	Standard process application		£1,650.00	£1,650.00
		PVRI, Dry Cleaners Application Fee		£155.00	£155.00
		Vrs and other reduced Fee Activities		£362.00	£362.00
		LA-IPPC (PART A2) charges for 2017/18		£3,363.00	£3,363.00
		Annual Subsistence Charge (Standard process low risk)		£772.00	£772.00
		Annual Subsistence Charge (Standard process medium risk)		£1,161.00	£1,161.00
		Annual Subsistence Charge (Standard process high risk)		£1,747.00	£1,747.00
		PVRI, Dry Cleaners L/M/H Subsistence Charge		£79/£158/£237	£79/£158/£237
		PVR 1 & 11 combined L/M/H Subsistence Charge		£113/£226/£341	£113/£226/£341
		Vrs and other reduced Fee Activities Subsistence Charge		£228/£365/£548	£228/£365/£548
Local Land Charges	Street Naming and numbering	1st Address	£40.00	£41.20	
		2-5th Address	£75.00	£77.25	
		6-10th Address	£110.00	£113.30	
		Per additional Address	£15.00	£15.45	
		New Street	£110.00	£113.30	
		Per additional Street	£50.00	£51.50	
		New Street from pre approved list	£150.00	£154.50	
		Alter an existing address	£40.00	£41.20	
Temporary Accommodation Housing	Properties not owned by Council 2.4% increase	1 Bed	217.85 weekly/ 31.12 Daily	223.08 weekly/ 31.87 Daily	
		2 Bed	261.54 weekly/ 37.36 Daily	267.82 weekly/ 38.26 Daily	
		3 Bed	314.04 weekly/ 44.86 Daily	321.58 weekly/ 45.94 Daily	
		4 Bed	406.26 weekly/ 58.04 Daily	416.01 weekly/ 59.43 Daily	
		Service Charge	5.60	5.73	
Facilities Management	Hire of Venues / Premises				
Community Centre	Daytime Rate applies from 9am - 4pm	Childrens Birthday Party Rate- (Could be 10, 20 or 30% lower than C&V rate depending on size of hall)	Current Charge Per Hour 2018/19	Comments	
Chalvey Centre					

Main Hall		£31.30	£44.75	No Change
Main Hall - Weddings & Parties (until 11pm)			£52.00	No Change
Main Hall - Room 1 or 2			£15.90	No Change
Half Main Hall - Room 3 or 1 & 2 together			£23.40	No Change
Half main Hall - Weddings & Parties (3 or 1 & 2)			£31.60	No Change
POD			£7.70	No Change
Meeting Room 4 or 5			£16.40	No Change
Outside Decking Area			£10.00	No Change
Kitchen			£10.00	No Change
Smart Board, Laptop and projector			£20.00	No Change
Flip chart & Stand			£10.00	No Change
Projector			£10.00	No Change
Laptop			£10.00	No Change
Smart Board			£10.00	No Change
Teas, Coffees & Biscuits (per person)			£1.10	No Change
Stage set up			£20.00	No Change
Storage per Square meter			£3.00	No Change
Chalvey Pavilion				
Room 1			£22.00	No Change
Room 2			£16.40	No Change
Room 3			£13.00	No Change
Kitchen			£5.50	No Change
Teas, Coffees & Biscuits (per person)			£1.10	No Change
Storage per Square meter			£3.00	No Change
Britwell Centre				
Main Hall	£37.00	£28.80	£41.20	No Change
Main Hall Weddings & Parties			£52.00	No Change
Main Hall (Two Thirds)	£25.00	£22.20	£27.80	No Change
Main Hall (Two Thirds) Weddings & Parties			£56.00	No Change
Main Hall (One Third)			£13.40	No Change
Main Hall (One Third) Weddings & Parties			£25.60	No Change
Commercial Kitchen			£10.00	No Change
Training Kitchen - Room 1			£20.00	No Change
Room 8			£10.00	No Change
Room 9			£10.00	No Change
Room 8 & 9 without partition			£15.50	No Change
Meeting Room 4 -			£14.40	No Change
Practical Learning Area - Meeting Room 3			£14.40	No Change

Interview Room 7			£7.50	No Change
IT Room (with Smart Board)			£16.40	No Change
Stage set up			£20.00	No Change
Sound System & Projector			£25.00	No Change
Sound System			£15.00	No Change
Smart Board, Laptop and projector-			£20.00	No Change
Flip chart & Stand			£10.00	No Change
Projector			£10.00	No Change
Laptop			£10.00	No Change
Smart Board			£10.00	No Change
Teas, Coffees & Biscuits			£1.10	No Change
Storage per Square meter			£3.00	No Change
Langley Pavilion				
Main Hall	£37.00	£26.50	£33.10	No Change
Main Hall - Weddings & Parties			£52.00	No Change
Small Hall	£14.20		£15.40	No Change
Small Hall - Weddings and Parties			£20.00	No Change
Meeting Room 1 and 2			£9.20	No Change
Kitchen			£10.00	No Change
Teas, Coffees & Biscuits			£1.10	No Change
Storage per square meter			£3.00	No Change
Cippenham Centre				
Main Hall	37.00	£33.00	£41.20	No Change
Main Hall - Weddings & Parties			£52.00	No Change
Small Hall 1 or 2	14.10		£27.00	No Change
Small Hall 1 or 2 - Weddings and Parties			£30.00	No Change
Kitchen			£10.00	No Change
Teas, Coffees & Biscuits			£1.10	No Change
Storage per square meter			£3.00	No Change
Weekes Drive				
Main Hall	33.50	£29.80	£37.20	No Change
Main Hall - Weddings & Parties			£52.00	No Change
Small Hall 1 or 2			£15.70	No Change
Small Hall 1 or 2 - Weddings and Parties			£22.50	No Change
Kitchen			£10.00	No Change
Teas, Coffees & Biscuits			£1.10	No Change
Storage per square meter			£3.00	No Change
Upton Lea Centre				
Main Hall	29.80	£26.50	£33.10	No Change

Main Hall - Weddings & Parties			£52.00	No Change
Small Hall			£10.30	No Change
Small Hall - Weddings and Parties			£20.00	No Change
Meeting Room 1 and 2			£9.20	No Change
Kitchen			£10.00	No Change
Teas, Coffees & Biscuits			£1.10	No Change
Storage per square meter			£3.00	No Change
Westfield Centre				
Main Hall	13.50	£15.00	£15.00	No Change
Main Hall - Weddings & Parties			£24.00	No Change
Meeting Room 1			£6.20	No Change
Kitchen			£5.50	No Change
Teas, Coffees & Biscuits			£1.10	No Change
Storage per square meter			£3.00	No Change
Manor Park Centre				
Main Hall	23.90	£23.90	£26.50	No Change
Main Hall - Weddings & Parties			£35.00	No Change
Foyer				No Change
Outdoor Hardcourt Area			£14.80	No Change
Kitchen			£5.30	No Change
Teas, Coffees & Biscuits			£1.10	No Change
Storage per square meter			£3.00	No Change
Manor Park Pavilion				
Small Hall			£22.00	No Change
Small Hall - Weddings & Parties			£30.30	No Change
Cippenham Library				
Meeting room			£7.50	New Asset we manage price based on Room 6 at Britwell
Flipchart & Stand			£10.00	New Asset we manage based on other CC
Langley Library				
Meeting room			£10.00	New Asset we manage based on Curve Green Room
Curve				
Gallery			£15.00	No Change
Meeting Room 4- GF			£7.50	No Change
Green Room			£10.00	No Change

The Venue			£50.00	No Change
Combined (The Venue and Green Room)			£55.00	No Change
Plaza (only available if the venue or one other room at the Curve is booked, so long as it is a substantial booking the Plaza would be provided for free)				No Change
IT Suite (Room 3) using equipment- First Floor			£20.00	No Change
IT Suite (Room 3) not using equipment- First Floor			£18.00	No Change
Meeting Room 1-2nd Floor			£18.00	No Change
Meeting Room 2-2nd Floor			£18.00	No Change
Meeting Room 1 & 2 combined package			£30.00	No Change
Teas, Coffees & Biscuits (per person)			£1.10	No Change
Smart Board, Laptop and projector			£20.00	Based on other CC
Flip chart & Stand			£10.00	Based on other CC
Projector			£10.00	Based on other CC
Laptop			£10.00	Based on other CC
Smart Board			£10.00	Based on other CC
Stage set up			£20.00	Based on other CC
Technician cost for performances such as Pantos etc				
Arbour Park				
Changing room only (<i>when not hiring with the Pitch</i>)			£25.00	No Change
Medical room			£15.00	No Change
Room 1 including South Terrace - 1st Flr (carpeted room)			£15.00	No Change
Room 2 including North Terrace - 1st Flr			£15.00	No Change
Additional one off cost for each of the North and South terraces (i.e.) set up tables/chairs etc			£30.00	No Change
Club Room			£12.50	No Change
Kitchen Ground Floor Next to club room - (if hired with pitch or room)			£10.00	No Change

Kitchen Ground Floor Next to club room (if hiring on its own without Pitch or Room)			£30.00	No Change
Function Space only			£17.50	No Change
Function Space - Weddings & Parties			£40.00	No Change
Whole of first floor			£47.50	No Change
Whole of first floor - Weddings & Parties			£95.00	No Change
Function Space & Training Room 1 or 2 Weddings & parties			£0.00	New Rate
Teas, Coffees & Biscuits (per person)			£1.10	No Change
Smart Board, Laptop and projector			£20.00	Based on other CC
Flip chart & Stand			£10.00	Based on other CC
Projector			£10.00	Based on other CC
Laptop			£10.00	Based on other CC
Smart Board			£10.00	Based on other CC
Stage set up			£20.00	Based on other CC
<p>** All venue hire bookings are exempt from VAT. VAT for Security costs for Weddings and Parties will be applied.</p>				
<p>**We have a corporate security contract in place and the charge per hours dependant on the type of security required is £9.27 and £12.50</p>				
Minibus Hire	Minibus Hire	Minibus Hire	£40.00	£42.00
		Mileage rate 1st 50	£0.43p	£0.44p
		Subsequent miles	£0.30p	£0.30p
		Driver rate per hr	£12.50	£12.75
		Typical 2hr 100 mile hire	£101.50	£104.50

Statutory Determination of Council Tax

Council Tax Resolution – In relation to the Council Tax for 2019/20

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2020 is as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 18 December 2018 Cabinet calculated the following Tax Base amounts for the financial year 2019/20 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
- (i) 42,789.8 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2019/20; and
- (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2019/20:
- | | | |
|----|--------------------------------|---------|
| a) | Parish of Colnbrook with Poyle | 1,923.3 |
|----|--------------------------------|---------|
- (c) That the following amounts be now calculated for the year 2019/20 in accordance with sections 31A to 36 of the Act:
- (i) £376,032,584 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);
- (ii) £317,437,088 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);
- (iii) £58,595,496 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
- (iv) £1,369.38 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
- (v) That for the year 2019/20 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £102,583 representing the total of Parish Precepts for that year.
- (vi) £1,366.98 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant

amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

(vii) Valuation Bands

Band	Slough Area £	Parish of Colnbrook with Poyle £
A	911.32	32.93
B	1,063.21	38.42
C	1,215.09	43.91
D	1,366.98	49.40
E	1,670.75	60.38
F	1,974.53	71.36
G	2,278.30	82.33
H	2,733.96	98.80

Being the amounts given by multiplying the amounts at paragraph c (iv) and c (vi) above by the number which, in the proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with section 36 (1) of the Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

(viii) Calculate that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish precepts) is £58,492,641.

(ix) That it be noted that for the year 2019/20 the Thames Valley Police Authority precept has been increased by 13.2% in accordance with Home Office guidance in the provisional police grant settlement. The Police and Crime Panel are meeting on the 1st February to consider the PCP's precept proposals. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £
A	137.56
B	160.49
C	183.41
D	206.34
E	252.19
F	298.05
G	343.90
H	412.68

- (x) That it be noted that for the year 2019/20 the Royal Berkshire Fire Authority has proposed increasing its precept by 2.99% in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Royal Berkshire Fire Authority £
A	44.19
B	51.55
C	58.92
D	66.28
E	81.01
F	95.74
G	110.47
H	132.56

These precepts have not been formally proposed or agreed by the Royal Berkshire Fire Authority and may be revised when agreed.

- (xi) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council for 2019/20 including the precepting authorities will be as follows:

Band	Slough £	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £	Royal Berkshire Fire Authority £	TOTAL £
A	911.32	137.56	44.19	1,093.07
B	1,063.21	160.49	51.55	1,275.25
C	1,215.09	183.41	58.92	1,457.42
D	1,366.98	206.34	66.28	1,639.60
E	1,670.75	252.19	81.01	2,003.95
F	1,974.53	298.05	95.74	2,368.32
G	2,278.30	343.90	110.47	2,732.67
H	2,733.96	412.68	132.56	3,279.20

- (xii) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xiii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the

amounts due to take all subsequent necessary action to recover them promptly.

- (xiv) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xv) That in the event that there are any changes to the provisional precept of the Fire Authority, arising from their precept setting meeting being held on 25 February, the Section 151 Officer is delegated authority to enact all relevant changes to the Revenue Budget 2019/20, Statutory Resolution and council tax levels.

S151 officer statement on the robustness of reserves and the robustness of estimates

Section 25 of The Local Government Act 2003 includes the following statutory duty in respect of the budget report to Council:

“the Chief Financial Officer (CFO) of the authority must report to it on the following matters:

a) the robustness of the estimates made for the purpose of the calculations; and b) the adequacy of the proposed financial reserves.”

The Council is required to take this report into account when making that decision. Section 26 of the same Act, places an onus on the CFO (The Director of Resources) to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget.

This report has been prepared by the CFO to fulfil this duty and gives the required advice relating to the 2019/20 financial year including a consideration of the budget proposal as a whole and all the financial risks facing the Council. It identifies the Council’s approach to budget risk management and assesses the particular risks associated with the 2019/20 budget to inform the advice on robustness.

Overall Budget and Medium Term Financial Strategy 2019/20 – 2021/22

In the opinion of the CFO the 2019/20 estimates are robust but the proposed level of financial reserves are near the absolute bare minimum and will need to be increased in the medium term.

Robustness of Estimates

The treatment of inflation and interest rates

The 2019/20 pay award for staff has been included at an average of 2% in line with the Government’s pay announcements. Non pay related budgets have been inflated at the contractually committed rate of inflation or where services can demonstrate a requirement to do so to maintain service delivery levels.

Efficiency saving and productivity gains

The budget contains proposals to deliver £12.4m of savings during 2019/20. The medium term financial strategy includes a four year savings programme to ensure that future revenue budgets remain in financial balance to ensure the council has adequate resources to deliver its Council Strategy outcomes. The savings programme will also help to ensure that Council Tax increases are kept to as low a level as possible and deliver efficient local services. The proposals continue to set high levels of required savings and there are inherent risks to the delivery of a balanced budget at the end of the 2018/19 financial year. Given the year on year reductions in Government funding, the Council’s risk profile for savings is increasing as more transformational activity and income generation schemes

are brought forward. Though these will endeavour to drive additional income and reduced costs, they are by their very nature more difficult and complex to deliver, and are at greater risk of market conditions.

The Council has introduced a 10% contingency factor against all Transformation Savings (ie those achieved via the Government's direction concerning the Flexible Use of Capital Receipts) to provide some further protection against the possibility of non-delivery of savings.

Overall Level of Savings

The Council's budget includes £12.4m of savings in 2019/20, 12% of its net budget and £20.3m in the MTFs. Savings of this scale in addition to those already delivered will be extremely challenging and will be monitored closely during the year.

Budget and Financial management

The level of audited underspends in recent years is as follows:

- 2011/12 – £1,736k underspend – 1.7% of budget
- 2012/13 - £23k underspend – 0.0% of budget
- 2013/14 - £150k underspend – 0.1% of budget
- 2014/15 - £224k underspend - 0.1% of budget
- 2015/16 - £42k overspend – 0.0% of budget
- 2016/17 – £26k underspend – 0.02% of budget
- 2017/18 – £224k underspend – 0.21% of budget

All relevant reports to Members have their financial effects identified and the Corporate Management Team keep any emerging budget pressures under review during the year. Monthly reports are received by Corporate Management Team and quarterly reports to the Cabinet detail both budgetary and performance indicators. A traffic light system of indicators is used.

The Council has a number of demand led budgets and has historically been able to manage changes to demand to ensure a sound financial standing at the end of the financial year.

The 2019/20 revenue budget includes the following Growth Proposals to address significant overspends facing the Council identified in the Quarter 3 Revenue Monitoring Report:

2018/19 PRESSURES	£'000
Temporary Accommodation	750
Schools PFI	700
Educational Psychologists	100
Waste Contract - Contractual Price Increase	1,550
Home to School Transport	500
	<hr/>
	3,600
	<hr/>

Adequacy of insurance and risk management

Strategic risk management is being embedded throughout the Council to ensure that all risks are identified and managed appropriately. The Council's insurance arrangements are a balance of external insurance premiums and internal funds to self insure some areas. As well as an internal risk manager the Council also make use of an external consultant (Arlingclose) to advise on the level of funds required to underpin those risks not externally insured.

Other factors to take into account

Aside from delivering services within its overall budget the Council needs to consider other factors that may have an impact on its overall financial standing:

Slough Children's Trust

The Trust is an independent company that provides Children's Social Care to the Council. The Trust has accumulated a deficit of £4.2m at 31.03.18 which is predicted to increase in 2018/19. The Council has agreed additional funding for the Trust in the 2019/20 budget that will put it in a balanced position going forward. The Council as a major creditor of the Trust is working with the Trust to ensure it can meet its commitments going forward and continues to provide services. The DfE are also supporting the Trust to ensure it's continued viability.

Council Tax Collection

Slough Borough Council borrows money to support the Council's capital Programme. It has calculated its capacity for borrowing within the provisions of the prudential framework and budgeted accordingly. The assumed Council Tax collection rate is 98.4% and this is an achievable if demanding target. Each 1% uncollected amounts to approximately £0.585m and any surplus or deficit on the collection fund is apportioned between the Council and its major precepting bodies the Royal Berkshire Fire and Rescue Authority, and the Office of the Police and Crime Commissioner (OPCC) for Thames Valley.

Budgetary Control

The balance of the in-year budgetary position against the proposed budget will be managed against the general reserve. As and when budget pressures emerge then it is first for the service to contain, then the directorate and finally a corporate issue. If there is still a pressure at year end then General Reserves will reduce and will need to be replenished up to a level in future years as noted above. This helps ensure that the Council is in a position to maintain its service provision without drastic actions.

If an event occurs that is so serious it depletes the Council reserves to below the limit set, then the Council will take appropriate measures to raise general fund reserves to the recommended level as soon as possible without undermining service provision.

Adequacy of Reserves

Reserves are set aside to fund risks and one-off pressures over a number of years. If the Council minimises the level of reserves future financial planning is hampered. It should be noted that reserves can only be spent once and the possibility of creating new reserves is now very limited.

When assessing the minimum level of reserves required, there are some important considerations. Firstly, the reserve for budget setting purposes is the general fund reserve. This is the Council's reserve which is not allocated to specific risks, policy decisions or under legislative or accounting requirements. The general fund reserve can be spent on any activity and there is no restriction on its deployment.

The Council's General Fund working balance stands at £8.1m and non HRA ring-fenced reserves at £11.3m.

The level of reserves compares to the required savings in the Council's budget for 2019/20 of £12.4m.

There is also a current deficit on the Dedicated Schools Grant reserve of £5.4m, a cumulative position from a number of over-spends in the high needs block. Although there is a plan to reduce the ongoing overspend it does not address the current deficit that appears on the Council's balance sheet and is taken into account to determine whether it is running at a deficit.

The current level of General Fund reserve is therefore considered to be the absolute minimum on the basis that the budget balances in 2019/20.

It is crucial to bear in mind that the reserves are the only source of financing to which the council has access to fund risks and one-off pressures over a number of years. It should be noted that reserves can only be spent once and the possibility of creating new reserves in an era where budgets are tight and can become overspent, not just individually but corporately, is now very limited.

Councils use two main approaches to determine the required minimum level of its General Fund; either a percentage of the Council's current spending, or an assessment of risks and the impact they will have on the council's overall financial position.

When compared to other unitary authorities across the country at 31.03.18 excluding insurance, Public Health and School reserves Slough are in the bottom three at 13% of net revenue expenditure whereas the average level is 38%. This situation initially arose following Slough's creation as a Unitary Authority and the subsequent division of the Berkshire County's reserves across the six new Berkshire authorities. However, the current analysis clearly indicates that the Council should seek to increase its reserves to the same extent as similar councils. A level of below 25% has been highlighted by CIPFA as one of the warnings of poor financial resilience. Ideally the Council would therefore look to double its reserves in the MTFP period using one-off benefits arising and potentially front-loading savings. This will be difficult given the pressure caused by rising costs and reducing grants.

As a Unitary Council, with a number of complex services and transactions, the Council has an inherently higher risk than a number of other local authorities. The Council provides a much wider scope of services compared to a County Council or District Council; each different service comes with a different level of risk. The Council has made policy decisions which have engaged the Council into a wide range of service provision e.g. significant outsourcing of services, PFI arrangements, and the creation of the Slough Urban Renewal ('the LABV'). Some of these mitigate the Council's financial risk whilst other arrangements increase the level of risk.

The Council is also facing a period where demand is increasing in key areas, namely:

- Increased population increases demand on 'universal services' i.e. more bins to collect, more Council Tax bills to issue etc.
- Increased volatility from the retention of business rates
- Savings are increasingly based on commercial opportunities and are therefore more subject to fluctuation in the future

- Increased adult social care and children's services pressures due to changes in demography
- The impact of the macro-economic position and the impact on residents and businesses being able to pay for respective fees and charges

Reserves are therefore considered to be sufficient to cover the risks facing the Council going forward however it is planned to increase them over the medium term. The Medium Term Financial Strategy therefore has a number of guiding principles, agreed by Cabinet in June 2018, including:

- SBC will use SUR profits to firstly increase reserves and then to fund one-off growth initiatives.

The Growth Proposals reflect this guiding principle by increasing the General Reserve by £750k, the amount of profits anticipated from SUR, in Year 2 of the Medium Term Financial Strategy

Specific grants

The Government provides the Council with a number of specific grants. These grants have conditions attached to their use as detailed by Government. The grants are allocated out to specific directorates and these are utilised to deliver the objectives contained within the grant conditions.

Grant	Amount (£m)
Public Health	7.363
Local Council Tax Support Administration Subsidy	0.166
Housing Benefit Administration Subsidy	0.486
Improved Better Care Fund	3.357
Social Care Support Grants	1.708

HRA Rents and Service Charges 2019/20

The annual changes in rents and service charges reflects the need to increase income in order to meet the increase in utility and service costs, and to provide sufficient financial resources to reinvest in the programmes of improvement for social housing to ensure that the needs of local residents are met; the increases follow government guidance and are based upon the previous September's inflation rate. These increases are built into the HRA 30 Year Business plan and are intended to ensure that the Housing service, annual housing repairs and maintenance programme, and the long term capital investment programmes, provide decent homes to meet local needs over the life of the Business Plan.

- Council house dwelling rents for 2019/20 to **decrease by 1%** over the 2018/19 rent with effect from Monday 1st April 2019. This is in line with current government guidelines and legislation.
- Garage rents, heating, utility and ancillary charges to **increase by 2.4%** with effect from Monday 1st April 2019. This is based upon the September CPI figure.
- Service charges to **increase by 2.4%** with effect from Monday 1st April 2019. This is based upon the September CPI figure.
- 'Other committee' property rents to **increase by 2.4%** from Monday 1st April 2019 in line with the September CPI figure.
- Properties leased from James Elliman Homes to **increase by 2.4%** from Monday 1st April 2019 in line with the September CPI figure; currently, these are Pendeen Court and 81-83 High Street used as emergency and temporary accommodation for homeless households.

Top-up Funding (banding) for Children and Young People (CYP) with Special Educational Needs and Disabilities (SEND)

Top-up funding is provided to CYP aged from 0-25 with an Education, Health and Care Plan (EHCP). The EHCP is a statutory document which confirms their special educational needs and/or disabilities. This document details the provision and outcomes that are attributed to their needs.

- 1.1.1 Top-up funding is provided to settings from the High Needs Block of the Dedicated Schools Grant (DSG).
- 1.1.2 In March 2018, a working group was established following a Schools Forum meeting to address the current issues relating to top-up funding for CYP.
- 1.1.3 The working group established that the existing model was 'not fit for purpose' as this was not a needs led model. The existing model also provided a disparity in costs associated with the five types of settings. The working group set about developing a new model.

Current Banding Model

SETTING	MAINSTREAM (TOP UP) (EXCL £4k AWPU, £6K Notional)	RESOURCE BASE (TOP UP) (EXCL £10K Base Funding)	ARBOUR VALE (TOP UP) (EXCL £10K Base Funding)	LITLEDOWN SCHOOL (TOP UP) (EXCL £10K Base Funding)	HAYBROOK COLLEGE (TOP UP) (EXCL £10K Base Funding)
BAND 1	£0				
BAND 2	£2,000	£4,000	£5,000	£10,000	£6,000
BAND 2A	£4,000				
BAND 3	£6,000	£9,000	£10,000	£15,000	£11,000
BAND 4	£10,000	£14,000	£15,000	£20,000	£16,000
BAND 5	£14,000	£19,000	£20,000	£25,000	£21,000
BAND 6	£18,000	£24,000	£25,000	£30,000	£26,000
BAND 7			£35,000	£40,000	£36,000
BAND 8			£45,000	£50,000	£46,000

- 1.1.4 The working group based its approach on a model devised by Essex. This was deemed as the most appropriate model due to it being derived from the SEND Code of Practice (2015). It therefore took into account the four areas of identified need within an EHCP unlike SBC's existing model.
- 1.1.5 In July 2018, a sub-group was created where school staff were asked to contribute to the work with council officers to develop descriptors of need for the new matrix. Head teachers, Speech and Language Therapists (SaLT), Physiotherapists, Occupational Therapists, Sensory teachers, Educational Psychologists and SEND officers all contributed to this process. It was agreed that council staff would then take this work away to add financial costs against the descriptors of need.

- 1.1.6 The working group was re-established in November 2018 where council officers reported back to the wider task and finish group at a half day workshop. Feedback from the workshop suggested that, overall, members of the task and finish group were satisfied that proposals reflected very positive progress in addressing an important and complex issue. Several of those in attendance offered to continue to test the proposed model more widely with a number of their pupils.
- 1.1.7 Following this, a meeting has been arranged with members on the 30th January to summarise progress to date and to discuss the next steps. Subject to consultation with wider stakeholders, the new model will to be rolled out from 1st April 2019. This will affect new requests for Education, Health and Care needs assessments and for students who are transferring phase during the next academic year. There will be no changes to the funding for children and young people in existing funded placements.
- 1.1.8 The consultation process for the new banding model will include wider stakeholder engagement, including consulting with parents and carers, head teachers, governors and SENDCOs.

Date	Event
30 th January 2019	Feedback session with banding members
Mid February 2019 (4th February – 15th February)	CONSULTATION – consult with wider stakeholders Consultation session for head teachers, governors and SENDCOs (x1 event) Consultation session for parent/carers (x1 event) Consultation live on The Local Offer website
	Reflect on feedback from consultation.
26 th February 2019	Schools Forum paper produced
5 th March 2019	March 2019 - Schools Forum review consultation responses and make final decision on new model
1 st April 2019 Subject to Consultation	New banding model rolled out for New Requests for Assessments

- 1.1.9 The new banding model is not expected to reduce the total cost of top-up funding for children and young people with SEND, however it will address the issues of inequity within a range of settings. The new banding model will further support the work of the SEND service to ensure that the appropriate level of support is provided within the continuum of existing provision in Slough.
- 1.1.10 The proposed model comprises of a single banding model made up of 11 levels of funding. The ‘top-up’ range has been developed in partnership with SBC finance colleagues to demonstrate the level of support/ resource the CYP would need based on respective individual needs.

Current			Proposed	
BAND	SETTING	TOP UP	Range (notional)	TOP UP (Range)
1	Mainstream	Nil	1-5	2,000 – 8,500
2		£2,000		
2A		£4,000		
3		£6,000		
4		£10,000		
5		£14,000		
6		£18,000		
2	Resource	£4,000	4-8	7,500 – 20,000
3		£9,000		
4		£14,000		
5		£19,000		
6		£24,000		
2	Littledown School	£10,000	7-11	15,000 – 40,000
3		£15,000		
4		£20,000		
5		£25,000		
6		£30,000		
7		£40,000		
8		£50,000		
2	Haybrook College	£6,000	7-11	15,000 – 40,000
3		£11,000		
4		£16,000		
5		£21,000		
6		£26,000		
7		£36,000		
8		£46,000		
2	Arbour Vale School	£5,000	7-11	15,000 – 40,000
3		£10,000		
4		£15,000		
5		£20,000		
6		£25,000		
7		£35,000		
8		£45,000		

Flexible use of Capital Receipts Strategy

Purpose

1. This strategy sets out Slough Borough Council's approach to the use of the Government's Direction for the Flexible Use of Capital Receipts, in accordance with Section 15(1) of the Local Government Act 2003.

Background

2. In accordance with Section 15(1) of the Local Government Finance Act 2003, the Secretary of State is empowered to issue Directions allowing revenue expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.
3. The Secretary of State for Communities and Local Government first issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts can be used to finance expenditure. This guidance, updated in 2017, allows for the following expenditure to be treated as capital,

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

4. The guidance sets out that there are a wide range of projects that could generate qualifying expenditure and the list below is not prescriptive. Examples of projects include:
 - A Sharing back-office and administrative services with one or more other council or public sector bodies;
 - B Investment in service reform feasibility work, e.g. setting up pilot schemes;
 - C Collaboration between local authorities and central government departments to free up land for economic use;
 - D Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
 - E Sharing Chief-Executives, management teams or staffing structures;
 - F Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
 - G Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;
 - H Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;

- I Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others); and
- J Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.
- K Other non specified saving initiative

5. In December 2017, the Secretary of State announced, alongside the provisional local government finance settlement, the continuation of the capital receipts flexibility programme for a further 3 years (ie until and including 2021/22).
6. The direction makes it clear that local authorities cannot borrow to finance the revenue costs of service reform. Local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years in which this flexibility is offered. Local Authorities may not use their existing stock of capital receipts to finance the revenue costs of reform.
7. Accordingly, over the period 2016/17 to 2018/19, the following capital receipts were available:

	Capital Receipts
	£m
2016-17	9.542
2017-18	8.431
2018-19	11.028
Total 2016-17 to 2018-19	29.001

8. In order to comply with the Direction, the Council must consider the Statutory Guidance issued by the Secretary of State. This Guidance requires authorities to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy within Annual Budget documents.
9. There is no prescribed format for the Strategy; the underlying principle is to support local authorities to deliver more efficient and sustainable services by extending the use of capital receipts to support the revenue costs of reform projects. However, as a minimum, the Strategy should list each project that plans to make use of the capital receipts flexibility and that on a project by project basis details of the expected savings/service transformation are provided. The Strategy should also report the impact on the local authority’s Prudential Indicators for the forthcoming year and subsequent years. Additionally, the guidance states that the Strategy should contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial analysis.

Previously agreed projects

10. Officers have assessed the impact of expenditure to date on the current programme, in Table 1 overleaf.
11. For the purposes of this analysis and in accordance with the guidance:
 - Cashable savings – are deemed to be ongoing savings where sufficient costs are mitigated allowing future cash limits in service area budgets to be reduced in anticipation of these savings being realised; and
 - Non-cashable savings – are deemed to result in a reduction in demand for services in future years.

12. It can be seen that in the first year, following implementation of the scheme, the Council achieved cashable savings of £1.000m and non-cashable savings of £4.579m.
13. The current forecast anticipates, over the time-period covered by the Flexible Use of Capital Receipts Direction (2017/18 to 2021/22): a cumulative total of £22.980m in cashable savings and a non-cashable reduction in demand of £54.777m.
14. The current forecast anticipates a total benefit of £60.715m on an initial investment of £17.903m.
15. Four projects are yet to achieve financial benefits, as follows:

Transformation Fund	Type	Expenditure		
		16/17	17/18	18/19
		£m	£m	£m
3rd & 4th Tier Restructures	D			0.100
Bus Lane Cameras	I			0.050
Customer & Accommodation	F			0.300
Head of Customer and Digital/Business Analysts	F	0.126	0.211	
		0.126	0.211	0.450

16. With the exception of the Head of Customer and Digital/Business Analysts, which primarily related to the initial development of a council-wide Digital Transformation Programme, these costs relate to the initial set-up of projects that will continue to be funded, and are forecast to realise substantial benefits, in future years.

Future projects

17. Table 2, overleaf, sets out the projects currently programmed for 2019/20 to 2020/21.
18. It can be seen that £2.000m of cashable are expected to be achieved in 2019/20.
19. The Council's Strategic Finance Board, which meets on a bi-monthly basis, will be responsible for overseeing the Transformation Fund programme throughout 2019/20.
20. Any Business Cases for future projects will be agreed at Corporate Management Team and subsequently reported to Council, in line with Government guidance.

Prudential Indicators

21. The Council measures and manages its exposure to treasury management risks using the following four new prudential indicators.
 - Upper limits on variable rate exposure. This indicator identifies a maximum limit for variable interest rates based upon the debt provision net of investments;
 - Upper limits on fixed rate exposure. Similar to the previous indicators, this covers a maximum limit on fixed interest rates;
 - Total principal funds invested for a period longer than 364 days. These limits are set to reduce the need for early sale of an investment and are based on the availability of investments after each year-end; and
 - Maturity Structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing

22. Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of principal borrowed will be:

LIMITS ON INTEREST RATE EXPOSURE			
	2018/19	2019/20	2020/21
Limit on Principal invested beyond year end	£45m	£45m	£45m
Upper limit on fixed interest rate exposure	£350m	£350m	£350m
Upper limit on variable interest rate exposure	£300m	£300m	£300m

23. Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate. Following recent discussions at the Council's Treasury Management Group and based on the Council's Current Strategy to utilise lower rates for short-term borrowing where possible in order to reduce pressure on the Revenue budgets, the above limits have been revised for 2019-20 financial year onwards.

24. Mature Structure of Borrowing:

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

MATURITY STRUCTURE OF BORROWING				
	Existing Level (£m)	Existing Level (%)	Lower	Upper
Under 12 months	202,583	44.06%	0%	75%
12 months and within 24 months	3,083	0.67%	0%	50%
24 months and within 5 years	23,250	5.06%	0%	50%
5 years and within 10 years	44,417	9.66%	0%	75%
10 years and within 15 years	40,917	8.90%	0%	95%
15 years and within 20 years	48,417	10.53%	0%	95%
20 years and within 25 years	59,591	12.96%	0%	95%
Over 25 years	37,583	8.17%	0%	95%
	459,841			

25. This strategy does not breach any of these prudential indicators.

TABLE 1: Current Transformation Fund Analysis

Directorate	Transformation Fund	Type	Expenditure			Actual SAVINGS 2017/18		SAVINGS 2018/19		SAVINGS 2019/20		SAVINGS 2020/21		SAVINGS 2021/22		SAVINGS Cumulative Total		Total Benefit
			16/17	17/18	18/19	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	
			£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
F&R	3rd & 4th Tier Restructures	D			0.100											0.000	0.000	(0.100)
A&C	Adult Social Care Reform	D	1.046			2.000		2.000		1.000						0.000	16.000	14.954
CLS	Agility - SCST	J	0.654			0.299		0.299		0.299		0.299		0.299		0.000	3.289	2.635
F&R	Arvato Client Monitoring Resource	K		0.109						0.250						0.500	0.000	0.391
REGEN	Bus Lane Cameras	I			0.050											0.000	0.000	(0.050)
CLS	Capita Transformation Project	D			0.121			0.150								0.000	0.450	0.329
A&C	Cemetery & Crematorium - Improvements	D			0.323					0.400						0.000	0.800	0.477
CLS	Children Learning & Skills	J			1.500					0.170	0.300	0.330	0.200	0.150	0.100	0.820	0.900	0.220
F&R	Council Tax and NNDR Collection	H	0.180					0.600								1.800	0.000	1.620
F&R	Counter-Fraud Invest to Save	H		0.042				0.400		0.100		0.500				0.700	1.200	1.858
F&R	Customer & Accommodation	F			0.300											0.000	0.000	(0.300)
CLS	Demand Management Initiatives - SCST	J	2.469	3.707	0.500	2.000		2.000		2.000		2.000		2.000		0.000	22.000	15.324
HOUSING	Development of Housing Company	I	0.055	0.046		0.200		0.200		0.200						0.400	1.400	1.699
REGEN	Development of commercial income	I	0.060			1.000		1.000		1.650						10.300	0.000	10.240
REGEN	Economic Development	K		0.040		0.080										0.000	0.320	0.280
F&R	Head of Customer and Digital/Business Analysts	F	0.126	0.211												0.000	0.000	(0.337)
HOUSING	Homelessness Prevention Strategy	K		0.100	0.513			0.300		0.300						0.000	1.500	0.887
HOUSING	Housing Regulations Team - Business Dev. Manager	K	0.076					0.100								0.000	0.300	0.224
CLS	Innovation Bids - SCST	J			1.998					0.843	0.969	0.378	0.227	0.276	0.203	2.340	2.368	2.710
CHIEF EXEC	Insourcing Environmental Services	D	0.130	0.676				1.000		1.200						2.400	3.000	4.594
HOUSING	Landlords Registration/HMO Licensing	K			0.050			0.050		0.050						0.000	0.250	0.200
HOUSING	Private Sector Acquisition Team (Housing)	K		0.406				0.200		0.100						0.200	0.600	0.394
F&R	Recommissioning of major contracts	I	0.703	0.284						0.500	0.200	0.300		0.300		1.600	0.400	1.013
F&R	Senior Management Restructure	D		0.467				0.640								1.920	0.000	1.453
F&R	Slough Academy - Reduce Agency Spend	D			0.150					0.500		0.750		0.750		2.500	0.000	2.350
REGEN	Town Centre Improvements	K			0.475						1.000					0.000	2.000	1.525
CLS	Upgrade to APAS	J		0.036						0.100		0.100				0.000	0.300	0.264
Chief Exec.	Waste & Environment Insourcing - Pump Prime Sales	J			0.200					0.150		0.285				0.585	0.000	0.385
			5.499	6.124	6.280	1.000	4.579	2.240	6.699	5.513	5.518	1.508	2.726	0.726	2.602	22.980	54.777	60.715
					17.903													

Table 2: Future Transformation Fund (2019/20 to 21/22)

Directorate	Transformation Fund	Type	19/20	20/21	21/22	SAVINGS		SAVINGS		SAVINGS		SAVINGS		Total Benefit
						2019/20		2020/21		2021/22		Cumulative Total		
						Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		
F&R	3rd & 4th Tier Restructures	D	0.900			1.000						3.000	0.000	2.100
REGEN	Bus Lane Cameras	I	0.100			0.350						1.050	0.000	0.950
CLS	CLS Trading Services	I	0.075	0.037						0.250		0.250	0.000	0.138
F&R	Customer & Accommodation	F	1.700					1.500		1.500		4.500	0.000	2.800
F&R	Slough Academy - Reduce Agency Spend	D	0.650			0.500		0.750		0.750		3.750	0.000	3.100
Chief Exec.	Waste & Environment Insourcing - Pump Prime Sales	J	0.300			0.150		0.285				1.020	0.000	0.720
			3.725	0.037	0.000	2.000	0.000	2.250	0.000	2.500	0.000	12.550	0.000	9.088
					3.762									

Pay Policy Statement for the Year 2019/20

1. Introduction

- 1.1 The Localism Act requires local authorities to publish, on their website, an annual Pay Policy Statement, which has been approved by Full Council.
- 1.2 No remuneration may be made to officers that fall outside of the Pay Policy Statement, although it is possible for a meeting of the Full Council to amend the statement at any time.
- 1.3 In drawing up this statement, Slough Borough Council has taken into account the guidance issued by the Department of Communities and Local Government in February 2012 and the supplementary guidance issues in February 2013.
- 1.4 Slough Borough Council is committed to complying with the statutory obligation to pay the National Living Wage.
- 1.5 This statement does not apply to schools' staff as local authority schools' employees are outside the scope of the legislation.
- 1.6 This statement will be approved by Full Council in February 2019.
- 1.7 Slough Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our staff.
- 1.8 The Council is committed to paying nationally negotiated pay awards and this Pay Policy Statement will be updated as and when any such pay awards are agreed.

2. Remuneration of Chief Officers

- 2.1 In accordance with the Localism Act, the following SBC posts are defined as Chief Officers, and their salary bands are as follows. (The SBC grading structure is attached in Appendix A).

Head of the Paid Service and Statutory Chief Officers		
Post	Reports To	Salary Band
Chief Executive / Head of Paid Service.		£136,546 - £163,857
Director of Adults & Communities	Head of Paid Service	SML 16 £112,389 - £131,086
Director of Children Learning & Skills	Head of Paid Service	SML 16 £112,389 - £131,086

Monitoring Officer	Head of Paid Service	Interim cover – £650 per day (4 days per week)
Director of Finance & Resources / Section 151 Officer	Head of Paid Service	SML 16 £112,389 - £131,086
Service Lead - Finance (Deputy section 151 Officer)	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Director of Public Health	The Director of Public Health is employed by Bracknell Forest Council	
Posts that report directly to the Head of Paid Service or Statutory Chief Officer		
Post	Reports To	Salary Band
Director of Place & Development, (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £112,389 - £131,086
Director of Regeneration (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £112,389 - £131,086
Service Lead – School Effectiveness	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead – Early Years	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead - Access & Inclusion	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead – Children, Commissioning, Partnership & Performance	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead - SEND	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead - Strategy & Performance	Chief Executive	SML 12 £67,037 - £74,679
Service Lead – Customer & Communications	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Service Lead - Governance	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Service Lead - People	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Service Lead – Digital & Strategic IT	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Service Lead – Public Health	Director of Adults & Communities	SML 12 £67,037 - £74,679
Service Lead – Adult Social Care Operations	Director of Adults & Communities	SML 12 £67,037 - £74,679
Service Lead – Adult Social Care Commissioning	Director of Adults & Communities	SML 12 £67,037 - £74,679
Service Lead – Regulatory	Director of Adults &	SML 12

Services	Communities	£67,037 - £74,679
Service Lead – Communities & Leisure	Director of Adults & Communities	SML 12 £67,037 - £74,679
Service Lead – Mental Health	Director of Adults & Communities	Post employed by Berkshire Health Foundation Trust
Directorate Finance Manager x2	Service Lead Finance (Deputy Section 151 Officer)	SML 11 £56,690 - £64,491

Posts that report directly to Non-Statutory Chief Officers		
Post	Reports To	Salary Band
Service Lead – Regeneration Delivery	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Regeneration Development	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Strategic Housing Services	Director of Place & Development	SML 12 £67,037 - £74,679
Service Lead – Neighbourhood Services	Director of Place & Development	SML 12 £67,037 - £74,679
Service Lead – Environmental Services	Director of Place & Development	SML 12 £67,037 - £74,679
Service Lead – Building Management	Director of Place & Development	SML 12 £67,037 - £74,679
Service Lead – Planning & Transport	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Major Infrastructure Projects	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Economic Development	Director of Regeneration	SML 12 £67,037 - £74,679

The Chief Executive is appointed as the Council's Returning Officer in accordance with the Representation of the Peoples Act 1983. The Returning Officer is eligible for fees linked to duties undertaken for running national, European or local elections/referenda. These fees are determined by the number of electors registered in the borough/parliamentary constituency and are paid subject to a formula applied by the Government for determining fees to all Returning Officers across the Country.

2.2 Remuneration on Appointment

Newly appointed chief officers are paid in accordance with the pay scales set out above.

Salary packages amounting to £100,000 or more for new appointments will be approved by Full Council.

2.3 Job Evaluation

The pay of all employees, including Chief Officers, is based on job evaluations undertaken through the Hay Job Evaluation Scheme.

2.4 Terms and Conditions of Employment

The Chief Executive is employed on JNC for Local Authority Chief Executives terms and conditions of employment.

All other chief officers are employed on JNC or NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to these posts.

2.5 Travel and Subsistence Expenses

There are occasions when employees incur additional expenditure than normal in the course of undertaking their official duties on behalf of the Council away from their normal place of work.

The Council has a comprehensive Travel and Subsistence Expenses Scheme, which applies to all our staff, including Chief Officers, in such circumstances.

2.6 Payment of Professional Fees

The Council will pay the cost of one professional subscription per annum, per employee, including Chief Officers, which is relevant and necessary for the role.

2.7 Honoraria

An honoraria payment may be made to an employee, including to a chief officer, in recognition of undertaking temporarily additional or outstanding extra work, which is:

- outside the normal scope of the duties and responsibilities of the employee
- over an extended period undertaking part of the duties of a higher graded post
- or where the additional duties and responsibilities are exceptionally onerous
- or in situations which merit the employee being rewarded for specific work.

The Honoraria Scheme applies in these circumstances and the amount of payment is based on the duties undertaken.

2.8 Acting Up

Acting up arises when an employee temporarily undertakes full or part duties of a higher graded post for a consecutive period of at least four weeks.

All employees, including Chief Officers, are entitled to an acting up payment in recognition of the responsibilities. Decisions on payment take into account the following:

- The nature and complexity of the responsibilities, undertaken by the employee and their current spinal column point.
- Whether the employee is undertaking full or part responsibilities
- If the employee is placed into post as a development opportunity

2.9 Secondments

Secondments are intended to provide developmental opportunities to gain skills and experience rather than for financial gain. Therefore, secondees will normally transfer from their current position into the secondment on their existing salary. Terms and conditions of the secondee may change depending on the local variations within the

department, i.e. flexi-time. However, if there is a significant difference between the secondment and the individual's salary this must be brought to the attention of the ODHR Department and a decision will be taken on whether to review salary arrangements in line with complexities of the job.

2.10 Market Supplements

A Market Supplement is payable, in exceptional circumstances, for posts (including Chief Officer posts), which are critical to the delivery of essential/statutory services, and to which the Council has been unable to recruit.

2.11 Pay protection

An employee, who is redeployed to a suitable post which is one grade lower, will receive protection of earnings (basic pay plus local weighting allowance) for a period of one year. The salary will be frozen at its current level and the employee will not receive annual pay awards. At the end of the protection period the employee will be placed on the salary grade relevant to the redeployed post.

Where an employee accepts redeployment to a post which is more than one grade lower, there is no entitlement to protection of earnings. In exceptional circumstances, in order to minimise financial hardship and avoid redundancies Directors may, subject to budgetary considerations, exercise discretion to grant some element of protection. This would apply for no longer than one year.

2.12 Termination Payments

In the event of a redundancy situation, all employees, including chief officers, are entitled to redundancy payments based on a multiple of 1.5 times statutory provision, based on weekly pay, subject to a cap of 30 weeks as the maximum number of weeks payable, and to a cap of 20 years service.

The terms, and any payment relating to the termination of employment of any officer of the Council in any contentious circumstances which do not result from an award made by an Employment Tribunal or Court are settled by the Council on the basis of the legal merits of the case, the time and disruption which protracted litigation would involve, any limit of statutory entitlement on monetary claim available to an employee, and what is considered prudent in all circumstances.

Any redundancy or severance packages of £100,000 or more will be approved by Full Council. In presenting the information to Full Council the components of any such severance package will be set out including; salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid.

If an applicant for a post (including Chief Officer posts) is in receipt of a severance payment from any local authority, or a Local Government retirement pension, this does not form part of the Council's decision as to whether or not they should be appointed.

Any employee, who is made redundant, including Chief Officers, must have a break of at least four weeks in order to retain a redundancy payment before they can be re-employed by the Council in a different position.

Consultancies over £5,000 (excluding cover for established posts) or any consultancy/employment offered to former senior officers of the Council of third tier and above are a “significant officer decision.” (Significant officer decisions are circulated monthly to all members and published on the website).

2.13 The Government is consulting on regulations regarding the recovery of public sector exit payments. SBC will comply with any future legislative requirements.

2.14 Pension Payments

All employees who are members of the Local Government Pension Scheme, including Chief Officers, are entitled to a retirement pension calculated in accordance with the Local Government Pension Scheme Regulations.

3. Remuneration of Our Lowest Paid Employees

3.1 All SBC employees are paid in accordance with a locally determined salary scale, appendix A.

3.2 “Lowest Paid Employee” means the employee on the lowest grade, assuming that the posts are full-time, excluding apprentices. The lowest grade is Level 1, £17,663 inclusive of LW.

3.3 Unsocial Hours Payments

The Council has a comprehensive Working Pattern Arrangement Scheme which sets out the allowances payable for:

- Overtime (for employees up to and including Level 5)
- Saturday and Sunday working
- Bank holidays
- Night working
- Sleeping-in duty
- Shift working
- Standby, on-call and call-out

3.4 Terms and Conditions of Employment

Employees, who are not Chief Officers, are employed on NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to NJC employees.

4. Relationship between the Remuneration of Our Chief Officers and our lowest paid employees

4.1 The base pay of the Chief Executive is currently £136,546. This is 7.730 times the pay of our lowest paid employees. ($136,546 / 17,663 = 7.730$)

The median earnings of all employees as of 1 April 2018, was £26,470. The median earnings figure complies with the specific requirements within the Local Government

Transparency Code 2015 and includes all elements of remuneration that can be valued.

4.2 The pay of the Chief Executive is currently 5.2 times the pay of median earnings of our employees.

Date last updated: January 2019

Appendix 1: Slough Borough Council Salary Scales

NEW SLOUGH LEVELS STRUCTURE 1ST APRIL 2018

Level		SCP	Basic	L/W	Inclusive Annual Salary
L1	01	5	N/A	N/A	N/A
	02	7	N/A	N/A	N/A
	03	9	16755	908	17663
L2	01	10	16863	908	17771
	02	11	17007	908	17915
	03	13	17391	908	18299
L3	01	14	17681	908	18589
	02	16	18319	908	19227
	03	18	18870	908	19778
L4	01	19	19446	908	20354
	02	20	19819	908	20727
	03	21	20541	908	21449
	04	22	21074	908	21982
L5	01	23	21693	908	22601
	02	24	22401	908	23309
	03	25	23111	908	24019
	04	27	24657	908	25565
	05	29	26470	908	27378
L6	01	30	27358	908	28266
	02	31	28221	908	29129
	03	32	29055	908	29963
	04	34	30756	908	31664
	05	35	31401	908	32309
L7	01	36	32233	908	33141
	02	37	33136	908	34044
	03	38	34106	908	35014
	04	40	36153	908	37061
	05	41	37107	908	38015
L8	01	42	38052	908	38960
	02	44	39961	908	40869
	03	46	41846	908	42754
	04	47	42806	908	43714
L9	01	48	43757	908	44665
	02	50	45645	908	46553
	03	52	47568	908	48476
	04	53	48536	908	49444
L10	01	54	49561	908	50469
	02	55	50582	908	51490
	03	57	52642	908	53550
	04	59	54684	908	55592

Public Building Facility Booking Policy and Terms & Conditions for Hire

Document Control Information

Document Name	Public Building Facility & Arbour Park Community Stadium Booking Policy and Terms & Conditions for Hire
Document Author	Charan Dhillon, Service Lead Building Management
Document Version	11
Document Status	Final
Date Released	January 2019

Document History

Version	Date	Additions/Modifications	Action by
1	Dec 2015	New Room Bookings Policy Drafted, T&Cs updated – Forwarded for comment to SBC Legal Services & Internal Audit	Charan Dhillon
2	17/01/16	Legal completed review	Sushil Thobani
3.	3/02/16	Policy sent to Tracy Luck for comment and Prevent Coordinator	Charan Dhillon
4.	10/02/16	Policy amended following confirmation from Finance (Barry Stratfull) re VAT ruling on bookings	Jamila Ibrahim
5.	2/03/16	Final Policy & Fees sent to CMT and Commissioners for approval	Charan Dhillon
6.	18 th Jan 2017	Revised Policy, Pricing, T&Cs issued to CMT	Charan Dhillon
7.	16 th October 2017	Revised Policy, Pricing, T&Cs to reflect the new Arbour Park Community Stadium – issued to Cabinet.	Charan Dhillon
8.	17 th May 2018	Revised Policy, Pricing, T&C's to reflect GDPR and Cricket Pitch Information.	Kulvinder Dhillon
9.	24/05/18	Privacy Notice	Kulvinder Dhillon
10.	09 th July 2018	Catering Services information updated	Kulvinder Dhillon
11.	Jan 2019	Revised Policy, Pricing, T&Cs issued to CMT – CHANGES HIGHLIGHTED IN RED FONT	Charan Dhillon

Content

	Page
1. Introduction	4
2. Scope	4
3. Booking Guidelines:-	
3.1 Restriction on Use	4
3.2 Application for Hire	7
3.3 Payment of Hire Fees and other Charges	8
3.4 Cancellation of Hiring (by Slough Borough Council)	11
3.5 Cancellation of Hiring (By the Hirer)	12
3.6 Sub-Licensing	13
4. Management and Administration:-	
4.1 Access to and Vacation of Premises	13
4.2 Setting up Conference Rooms	13
4.3 Right of Entry to Hired Rooms and Removal Of Undesirable Objects	14
4.4 Supervision of Premises and Hire	14
4.5 Delivery and Removal of Goods and Refuse	14
4.6 Permitted Numbers	15
4.7 Fire Safety Precautions	15
4.8 Electrical Installations and Technical Support	15
4.9 Broadcasting and Filming	15
4.10 Animals and Birds	16
4.11 Gambling	16
4.12 Smoking	16
4.13 Use of Amplified Sounds or Music	16
4.14 Publicity and Advertising	16
4.15 Parking and Bicycles	16
4.16 Catering Services	17
4.17 Royalties and Copyright	17
4.18 Protection of use of decorations and pyrotechnics	18
4.19 Protection of SBC Property	18
4.20 Loss, Damage or Injury	19
4.21 Compliance with Statutes and Regulations	19
4.22 Complaints	20
5. Emergency Procedures	20
Appendix 1: Booking Form and Terms & Conditions	22
Appendix 2: Hire of Outdoor Pitches and Wickets Terms & Conditions	43
Appendix 3: Arbour Park Booking Application	48
Appendix 4: Benchmarking & Charges and Room Capacity	51
Appendix 5: Arbour Park Event Application	52
Appendix 6: VAT	53
Appendix 7: Electrical Installations	56
Appendix 8: Privacy Notice	57

1. INTRODUCTION

- 1.1** Slough is an area of cultural diversity with vibrant communities and a strong voluntary sector.
- 1.2** This Policy is in place to ensure that the Slough Borough Council (SBC) complies fully with its legal obligations when offering rooms for hire and use, to determine the process for such hire and use and for the control of these persons, parties or organisations who may hire or use said rooms.
- 1.3** This policy has been drafted after consideration of experience of SBC and non-SBC Facility Bookings. It sets out principles and procedures with the aim of providing clear processes for Hire of council assets.
- 1.4** A separate booking form will be provided to all hirers with detailed terms and conditions, as per **Appendix 1**.

2. SCOPE

- 2.1** This Policy details the good practice necessary to protect the Council, to safeguard the reputation of the Council, to optimise the management of risk and to minimise the impact of possible misuse by unauthorised persons, parties or organisations. Implementation of this policy will provide assurance to the stakeholders, partners and citizens that the council premises are being appropriately used by the council whilst complying with legislation and meeting the demands of these persons, parties or organisations who wish to use these facilities.

3. BOOKING GUIDELINES

3.1 RESTRICTIONS ON USE

- 3.1.1** Slough Borough Council Meetings must take priority over any other meetings either by public or outside organisations.
- 3.1.2** Any requests for space hire in council assets for filming must be approved by the council's communications services prior to confirming the booking.
- 3.1.3** Members may, subject to availability, use Council facilities, including meeting rooms, free of charge where the use is solely connected with their role as a local Councillor.
- 3.1.4** Council assets should not be used for party political purposes pursuant to section 99 Local Government Act 1972 or for a Member's personal use. The Group Rooms are outside the scope of this Policy and may be used by the Groups for their own purposes.
- 3.1.5** No hiring can be made by political parties, or for political purposes, i.e. events designed to affect support for a particular political party.

- 3.1.6 The provision of Council facilities, including room hire, may be withdrawn if the facility or other provision has been misused by the Member or is used in contravention of this guidance or the terms and conditions of hire.
- 3.1.7 Some venues can be hired for Weddings, Functions, Training Courses etc., by outside companies/members of the public. It should be noted that if there is an intention to consume alcohol on the premises, the council must be notified at the time of the booking. It should also be noted that alcohol may not be sold on council premises, except at building approved to sell alcohol by the council (this information can be provided by the Facilities Booking Team).
- 3.1.8 Slough Borough Council will ensure that the application of any part of this policy does not discriminate, directly or indirectly, against anyone on the grounds of race, disability, sex, gender reassignment, sexual orientation religion or belief, age, marriage or civil partnership.
- 3.1.9 Slough Borough Council does not permit it's accommodation to be let for political rallies or demonstrations, for purposes which are illegal i.e. forbidden by law or unauthorised by official or accepted rules, for functions attended by people whose presence may cause civil unrest or division within the community or to an organisation or individual which has been banned by law.
- 3.1.10 Slough Borough Council will not permit its accommodation to be let:
- For political rallies or demonstrations
 - For purposes which are illegal i.e. be they forbidden by law or unauthorised by official or accepted rules
 - For functions attended by people whose presence may cause civil unrest or division within the community
 - To an organisation or individual which has been banned by law

The Council also reserves the right to cancel any booking where it considers:

1. Such events that may be contrary to the interest of the general public or contrary to any law or act of Parliament. Any bookings will also be subject to consideration from the police to ensure the safety of the community is assessed against the request for a venue booking.
2. The users of the premises may do something that may cause or pose a risk of loss, damage or significant expense to the Council or harm the reputation of the Council.

Step 1

The following questions will assist staff in determining whether a booking is considered controversial

1. Establish what the venue will be used for and what type of event the customer is wishing to hold at the community centre or other community facility
2. Is the name given linked to any community group or organisation?

3. Request a copy of the programme details and names of any speakers.
4. Request all contact details (address, mobile, home and business contact number).
5. If the customer is not a Slough resident, establish why they are holding an event in the Slough area.
6. Ask the customer if they have used any other venues in the country, if so contact the previous venue(s) to establish what the event was.

Step 2

If you are concerned with the answers provided by the customer, speak to your manager. If the manager deems it appropriate they will cross reference the booking details provided with the web links and contacts below, or ask you to do so (in the order listed):

1. <https://www.gov.uk/government/publications/proscribed-terror-groups-or-organisations--2> (provides a list of all known terrorist groups within UK and Ireland).
2. Contact Slough Borough Council Prevent Coordinator

Naheem Bashir | Prevent Coordinator | Slough Borough Council

Telephone: 01753 875201 | **Mobile:** 07540 147340

Email: naheem.bashir@slough.gov.uk

3. Contact Thames Valley Police Prevent Team: –

Misha Upadhyaya | Prevent Officer | Thames Valley Police

Telephone: 01753 506291 | **Mobile:** 07467 444183

Email: misha.upadhyaya@thamesvalley.pnn.police.uk

Ian Healey | Prevent Officer | Thames Valley Police

Telephone: 01753 506059 | **Mobile:** 07971 626938

Email: ian.healey@thamesvalley.pnn.police.uk

Step 3

If the booking is identified as controversial, the council's Chief Executive will make the final decision on whether to cancel.

This decision will be shared in advance of being communicated to the booking organisation with other known venue providers and the Council's communications team.

- 3.1.11 The Council reserves the right to cancel any booking where it considers that such events may be contrary to the interest of the public or contrary to any law or act of Parliament. Any bookings will also be subject to consideration from the police to ensure the safety of the community is assessed against the request for a venue booking.

3.1.12 The Council also reserves the right to cancel any booking where it believes the hirer of the premises may do something that may cause or pose a risk of loss, damage or significant expense to the Council or harm the reputation of the Council.

3.1.13 No part of the Hall or other areas of hire in the building should be used for any purpose other than the Purpose of the Hire. No part of the building or space hired is to be used for any purpose, which is unlawful.

3.2 APPLICATION FOR HIRE AND ANNOUNCEMENT OF HIRE

3.2.1 All applications for the hire of the premises must be made by email to communitycentres@slough.gov.uk or via telephone to: 01753 875762 or 01753 875401

3.2.2 Applications will not be accepted from persons less than 18 years of age.

3.2.3 The Bookings Officer reserves the right to refuse any application for hire and shall not be required to offer any reason or explanation.

3.2.4 An email at the time of the application for hire/booking will be sent to the hirer on receipt of the booking. No booking will be deemed to be confirmed until the hirer has received an acceptance e-mail from Slough Borough Council and following receipt of full payment from the hirer.

3.2.5 No public or private announcement of the hiring shall be made until the application has been granted and Slough Borough Council has confirmed the booking.

3.2.6 The Hirer must inform the Council if the event is open to the public and/or if tickets are being sold for the Purpose of the Hiring. **Arbour Park Only-Hirers must complete the Arbour Park Community Stadium Event application form and submit to the Bookings team at the time of the booking. Written confirmation from the Building Manager must be obtained before the event can be confirmed. (Appendix 5)**

3.2.7 Any booking involving a hirer that does tuition classes or any classes related to children will need to provide the bookings team with a copy of their approved DBS certificate.

3.2.8 Any booking that is hiring Council Facilities to prepare and sell food or drink, must evidence that they are registered with the appropriate local authority for Food Safety purposes. In addition to this, the hirers must provide evidence of their food hygiene rating at the time of making the booking. Where they are associated with Slough Borough Council Events, the caterer must have a rating of 3 or above.

3.2.9 **The occasional handling, preparation, storage and serving of food by private persons at events such as church, school or village fairs are not covered by the scope of the Regulation. Therefore are not subject to the requirements of EU hygiene legislation.**

3.2.10 Where hirer would like exclusive use of a particular space in a council asset, which means no other users can occupy this area, a licence will be required for use of that space and therefore a booking agreement will no longer apply. The calculation for this space will be as illustrated below -

Annual Licence Charge - Any group or organisation that does not provide direct service to the Council or work in partnership will pay the market rate as determined by Facilities Management at the date of application. For clarification this also means non affiliated charities/community and religious groups.

Lease/ Licence charge for space per annum = commercial licence rate (currently £14 per square feet) x space occupied in square feet

PLUS

The service charge – This will be charged to all groups and is based on the percentage of lettable space.

Service charge = (Total building running costs / total sq. ft. lettable building space) x space occupied by licensee.

3.3 PAYMENT OF HIRE FEES AND OTHER CHARGES

3.3.1 Slough Borough Council reserves the right to increase prices with effect from the 1st of April each year. All bookings for events taking place after any price increase shall be liable to the new charge(s) for the facilities hired.

3.3.2 All persons or groups using SBC Rooms or Facilities at any of its premises throughout the borough, will be liable to pay the approved charges as per **Appendix 3**. No persons or Groups are excluded from this policy, however rates will vary if groups hiring the room/s are a registered charity or voluntary groups. Any exceptions can only be approved by the council's 151 Officer/Finance Director.

3.3.3 Double rate will be charged on all facilities between 11pm to 7am. Bank holidays will be charged at double rate all day. In addition on Christmas Eve and New Years Eve double rate will be applied on all facilities after 7pm.

3.3.4 The Hirer agrees to pay the Council the Fee, as consideration for the hire of the Hall for the Period of Hiring.

3.3.5 For avoidance of doubt, the Hirer shall ensure that the council is in receipt of the Fee no later than 28 days before the Period of the Hiring.

3.3.6 In addition to the hire Fee, the Hirer hereby agrees to pay to the Council any additional cost incurred by the council arising from or in connection with: addition time in excess of the agreed Period of Hire or any damage to the Council's property during the hire period. For the avoidance of doubt where the Council is in receipt of the Hirer's Damage Deposit, the parties hereby agree that the Council may first deduct any sum due to the Council as a debt from the Hirer by reason of additional time in excess of the

agreed Period of Hire or for any financial loss to the council as a result of damage caused to property or equipment during the hirer's booking period.

3.3.7 Community groups working in partnership with the council and offering 'community added value' will receive a 15% reduction in addition to the charity rate discount for the hire of space. Charities presently receive a 15% discount off the commercial booking rate, therefore groups offering 'Community Added Value' will be entitled to a further 15%, totalling to 30% off the commercial rate for use of the asset. In order to comply with this criterion, the group must have a formal contract in place with a council service, which clearly demonstrates the partnership working, aiming to support delivery of the council's five year service plan.

3.3.8 Customers making a bulk commitment of **10 or more bookings** at Arbour Park Community Stadium or **The Curve for the following will be entitled to a 10% discount on the total cost:-**

- One FULL PITCH hire on its own
- Full day package – pitch, changing rooms, flood lights, ground and 1st floor room (package only available for league or cup competition hirers)
- Half day package – pitch, changing rooms, flood lights, ground and 1st floor room (package only available for league or cup competition hirers)
- **New customers will receive a 10% discount for bulk commitment on the first 10 consecutive bookings of 2 hours or more in any room at The Venue.**

All bookings must be paid for as per the terms and conditions, requiring full payment at least 28 days prior each booking. In order to secure bookings for dates in advance, which are more than 28 days a head, a deposit must be received as per the terms and conditions. It will be the responsibility of the hirer to notify the council's booking team in writing when they believe they have made 10 consistent bookings in any one calendar year. The booking team will review this and if they agree with the specified dates and facility hired, a refund will be given at 10% of a total of 10 bookings.

3.3.9 It is proposed that overnight homeless shelter bookings made by organisations working in partnership with the council's Housing Service, will be excluded from paying a double rate charge after 11.00pm as per all other bookings.

3.3.10 Where the kitchen alone is being booked for commercial use without a room/hall booking, a charge of £30 per hour will be applied to ensure the council fully covers its running/building opening costs.

3.3.11 Council staff receive a 10% discount on halls for personal hire. This discount will not be applicable on Children's party rates or the day rate as these are already discounted. Staff will be asked to provide evidence i.e. their SBC ID badge and the booking will only be accepted under the staff member's name.

- 3.3.12 Our communities book hall space for Eid celebrations. As they are unable to confirm the day on which Eid may fall as this is dependent on the moon, customers may book space for 2 days and pay for 1 ½ days if they will actually only use the venue for 1 day.
- 3.3.13 **Costs for filming at our sites/community centres for use in a documentary or by a news organisation there will not be charged for use of space/venue as long as filming is approved by the council's communications services.**
- 3.3.14 Up to any 4 rooms at SMP can be hired for the Elections at a fixed cost of £100 per day for any 4 rooms. For the Referendum, free use of rooms will be offered to the designated lead campaign groups at any council venue during reasonable times i.e. office hours. These rooms can only be booked by the designated person and the Head of Democratic Services must initially confirm the person as designated.
- 3.3.15 **Cost for use of Community Centres as Polling Stations, Electoral Services will be charged 50% of the hire charge to enable cover of the cost i.e. electric, heating and staff resources.**
- 3.3.16 Staff conference – cost for hire would be waived if using one of our venues as this is for staff and held by CMT.
- 3.3.17 If the hirer requires a big setup they will be charged an additional fee to set up the venue at £20 per hour for the facility officer charge.
- 3.3.18 The cost for hiring car park spaces at community centres will be charged at £5.00 daily carpark rate. Day rate (09.00 – 17.00) for commercial hire will be charged at £120 for an area of the car park.
- 3.3.19 **Due to the nature of a booking there may be a requirement to have security guards on site, which the bookings team will advise you on at the time of your booking. The cost for the security guards will be charged to the hirer. If a hirer wants to use their own security firm, evidence must be produced at the time of booking as written confirmation from the security firm of providing of guards and payment has been received from the hirer.**
- 3.3.20 The Blood Donor service is a unique life saving service that will benefit the whole of Berkshire, a concessionary rate of £150 will be given in order to cover the running costs of the session.
- 3.3.21 **Groups that already have existing bookings at our sites which are now chargeable can apply for a transitional grace period to allow them to secure funding long as they can demonstrate their activities support the local community and priorities on Councils 5 year plan.**
- 3.3.22 **Costs for Facilities officer time outside standard opening hour will be £20 per hour for weekdays and £25 per hour on weekends. This cost will apply to SBC services and external customers for space hire outside normal opening hours. This will include hiring of open/free spaces within community centres.**
- 3.3.23 At The Curve:-

- There will be no exclusive use of the bookable external area, named The Plaza. However, if The Venue or one other room(s) is hired at The Curve for more than 2 hours, then the Plaza may be used at no extra cost for the same duration as the room/venue booking time.
- Technician Costs for hire of The Venue should be paid directly between the hirer and the technician employed to provide support. However only the council's approved technicians may be used.
- Overtime Costs for Facilities officer time outside standard opening hour will be £20 per hour for weekdays and £25 per hour on weekends. This cost will apply to SBC services and external customers for space hire outside normal opening hours. This cost also applies to the Registrar Service when opening of the building is requested outside normal opening hours.
- Cost for hiring additional equipment i.e. Laptop, Projector, Screen, Flipcharts etc. will be payable by the hirer will be added to the total hirer cost. This cost will apply to SBC services and external customers.

3.3.24 At Arbour Park Community Stadium:-

- Up to four Active Slough Forums lead by SBC will run at zero cost to the council. Getting more people, more active, more often is a key priority for the council, improving the wellbeing of all Slough residents. Arbour Park is the first of five major leisure capital improvement schemes which aim to get our local population exercising more, in quality, state of the art leisure facilities. Arbour Park will host 4 x Active Slough Forum meetings per annum. These meetings, facilitated by Slough Borough Council, are instrumental in bringing together all community / voluntary sector and commercial groups and businesses that offer opportunities to local people to participate in sport and physical activity; sharing programmes, advice and expertise within the leisure sector. Although these events will not incur a hire charge for the facility, the organiser will need to cover any costs of running the event i.e. staffing, cleaning, food, drink etc.
- Cost for hiring additional equipment i.e. Laptop, Projector, Screen, Flipcharts etc. will be payable by the hirer will be added to the total hirer cost. This cost will apply to SBC services and external customers.

3.4 CANCELLATION OF HIRING (by Slough Borough Council)

- 3.4.1 In the event of any cancellation or termination of the hiring by SBC, no liability shall fall upon the Council in respect of any loss sustained or expenses incurred by the Hirer or any other person as a result thereof and the Hirer is advised to insure against such loss.
- 3.4.2 The council at its discretion can cancel bookings or hiring agreements, due to unforeseen circumstances, change of use to the asset i.e. building being let or sold, redeveloped/refurbished or any other circumstances. In the event that this occurs and where possible, reasonable notice will be provided to the hirer and the option to relocate their bookings to an

alternative site will be provided subject to availability. If bookings are transferred to another site, there may be additional fees incurred. If the council has to cancel bookings for the above purpose and can not relocate the hirer and has received payment for the booking, a full refund will be provided.

- 3.4.3 SBC may cancel or terminate any hiring, if the premises are used for any purpose, which they have not approved, or if there is any breach of any of the terms and conditions of Hire. In the event of such cancellations, all charges paid will be forfeited and the Hirer shall be liable to the SBC for any costs, expenses and losses incurred by the SBC.
- 3.4.4 SBC may cancel or terminate any hiring if the premises are required for any purpose connected with a European or United Kingdom parliamentary, local elections, national security, public safety and the prevention of disorder or crime, the economic well being of the Country, the protection of the Rights and Freedoms of others and shall not thereby incur any liability whatsoever to the Hirer other than for the return of such deposits, fees and charges as shall have been paid by the Hirer. Hirers are advised to insure against any eventuality.
- 3.4.5 SBC may cancel or terminate any booking under the terms specified above in section 3.1 at no cost to the council.
- 3.4.6 If the hiring is cancelled for any such reason as is set out in Condition 4.20.4 the Council shall give to the Hirer reasonable notice where possible and refund the Fee but will not otherwise be liable to the Hirer whatsoever.
- 3.4.7 When the council wishes to relocate a licensee to an alternative asset for its own strategic objective, then the customer will receive a 6 month concessionary rate where the council will apply a 10% discount on their rent for the first 6 months of occupation at the new site.
- 3.4.8 If internal room bookings at SMP are cancelled due to elections or other SBC meetings, other suitable rooms should be offered to the person who made the original booking. If they then have to book offsite at one of our community centres to replace the booking then the fee will be waived due to mitigating circumstances and as a courtesy, bearing in mind that the original booking at SMP would have had no fee.

3.5. CANCELLATION OF HIRING (BY THE HIRER)

- 3.5.1 Cancellations must be made by email or in writing. If the hiring is cancelled by the Hirer, s/he shall be liable for payment of the following percentage of the total hiring fee (if any). Where the notice of cancellation is received:
- Less than 1 week, before the date of commencement of the hiring:
100% of the full hire fees will be payable.
 - More than 1 week but less than 28 days, before the date of commencement of the hiring:
50% of the full hire fees will be payable.

3.5.2 Where a hirer cancels their pre-paid booking providing 7 days or more notice and they would like to move this to another date, for the same facility, there will be no cancellation charge applied.

3.6 SUB LICENSING

3.6.1 The Hirer shall not sub-license, or attempt to sub-license, under any circumstances the premises or part thereof. SBC does not accept third party bookings.

4. MANAGEMENT AND ADMINISTRATION

4.1 ACCESS TO AND VACATION OF THE PREMISES AND AVAILABILITY OF SPACE

4.1.1 The Hirer, their attendees, contractors, exhibitors etc. will be allowed onto the premises during the Period of Hire specified within the Booking Confirmation. Under no circumstances will Hirers or their attendees, contractors, performers, exhibitors or any other person associated with the hiring be allowed onto the premises before or after the time specified on the Booking Confirmation.

4.1.2 All Hirers and any persons associated with any hiring must have vacated and be clear of the premises by the time of completion of the Period of Hire unless previously special arrangements have been agreed with SBC at the time of Booking Confirmation. Remaining at the venue for more than 10 minutes after the booking time will incur an additional hourly charge, which will be deducted from the booking deposit.

4.2 SETTING UP CONFERENCE ROOMS

4.2.1 Rooms will be set up to the layout specified in the acceptance email. Significant room layout changes on the day of the booking (that are not specified on the signed booking contract) may be subject to additional charges.

4.2.2 SBC will use its best endeavours to ensure rooms will be available to the correct specification but no guarantee can be given that rooms will be available to the required plan immediately upon commencement of the Period of Hire. Hirers are advised to book a minimum of one hour prior to the commencement of the event and one hour at the end of the event to allow sufficient time for their preparation and clean up at the end.

4.2.3 The Hirer shall be responsible for providing the Facilities Team with all exhibition plans, floor plans, audio visual requirements and room layouts, a minimum of 2 weeks prior to the date of the commencement of the hire for his approval/comments. Any adjustments to room layouts or other requirements should be made in writing or by email.

4.3 RIGHT OF ENTRY TO HIRED ROOMS AND REMOVAL OF UNDESIRABLE OBJECTS

- 4.3.1 The Council reserves the right for duly authorised members, officers and employees of the council to enter the Venue at any time for any authorised purpose.
- 4.3.2 If anything offered for sale or exhibited in any of the premises is considered by the Facilities Management Officer or the SBC authorised officers, to be likely to be undesirable in support of a political party, in breach of copyright, unsuitable, dangerous to any person or property inside or outside the SBC, offensive or would cause the Council to be in breach of its equality duties; it shall on request be removed by the Hirer forthwith.

4.4 SUPERVISION OF PREMISES

- 4.4.1 The Hirer shall ensure that throughout the Period of Hire at least one person over 18 years of age shall be present who shall accept responsibility for ensuring the effective control and supervision of the hiring and for compliance with these conditions. The name and status of this person shall be communicated to the Bookings Officer at the time of booking.
- 4.4.2 During the Period of the Hiring the Hirer shall be responsible for the efficient supervision of the space hired including though not limited to:
- 4.4.2.1 The effective control of children
 - 4.4.2.2 The orderly and safe admission and departure of persons to and from the venue
 - 4.4.2.3 The orderly and safe vacation of the venue in the event of an emergency
 - 4.4.2.4 The safety of the venue and the preservation of good order and decency in the venue
 - 4.4.2.5 Ensuring that all doors giving egress from the venue are left unfastened and unobstructed and immediately available for exit
 - 4.4.2.6 Ensuring that no obstruction is placed or allowed to remain in any corridor giving access to the venue

4.5 DELIVERY AND REMOVAL OF GOODS AND REFUSE

- 4.5.1 The Hirer shall ensure that persons who supply equipment and other goods in connection with the hiring shall bring in and take away goods during the period of the hire in such manner as to prevent nuisance or annoyance to the occupiers of SBC and to residents in the neighbourhood.
- 4.5.2 The Hirer will be responsible for removal of all refuse generated from their booking prior to leaving the venue, including glasses, cans, bottles, food, disposable dishes and any other waste accumulated by their event.

4.6 PERMITTED NUMBERS

4.6.1 The maximum number of persons to be allowed admission per room at any one time is set out at **Appendix 3** and the Hirer shall ensure that these numbers are not exceeded.

4.6.2 The Bookings Officer may, in her/his absolute discretion, reduce the maximum number of persons to be admitted if s/he considers it expedient or necessary so to do.

4.7 FIRE SAFETY PRECAUTIONS

4.7.1 The Hirer must ensure that all persons brought into SBC by him are made fully aware of the Emergency Procedures as set out in the terms and conditions.

4.7.2 The Hirer must ensure that all gangways, corridors, staircases, passageways, entrances and exits are kept entirely free from obstruction at all times and that fire doors must remain closed at all times when not in use.

4.7.3 During the Period of the Hiring, the Hirer must record the number of persons admitted and show evidence of the same on demand to any officer of the Council requesting such information.

4.8 ELECTRICAL INSTALLATIONS

4.8.1 The Hirer shall not make any alterations, move or interfere with the existing lighting, heating, power or other electrical fittings or appliances.

4.8.2 No additional lighting, heating, power or other electrical fittings or appliance are to be installed or used without the prior written consent of the Council.

4.8.3 Stage lighting equipment must not be operated by any persons other than by a qualified electrician and with prior written consent of the Council.

4.8.4 SBC will provide technical support to Hirers at the commencement of the Period of Hire to instruct them on the operation of hired equipment and to provide support should any item of hired equipment malfunction during the Period of Hire.

4.8.5 The supply of electrical extensions may be made available with the prior approval of the SBC Managing Officer.

4.9 BROADCASTING AND FILMING

4.9.1 Broadcasting or Filming rights are strictly prohibited without the prior written approval of the Council.

4.9.2 For the avoidance of doubt, cameras may be brought into and used inside the Venue for private (but not commercial) purposes provided that no nuisance or annoyance is occasioned.

4.9.3 The Hirer shall not use any part of the Council building for the purposes of a film exhibition or permit any part of the building to be used for those purposes without prior consent of the Council.

4.10 ANIMALS AND BIRDS

4.10.1 The Hirer shall not permit any animal or bird to enter or remain on the premises excluding an assistance dog accompanying a visually or hearing impaired person.

4.11 GAMBLING

4.11.1 No sweepstake, raffle, tombola or form of gambling is permitted to take place in Council buildings without prior written consent from the Council.

4.12 SMOKING

4.12.1 Smoking is strictly prohibited within (and immediately surrounding) the building including outside the main entrance. The Hirer will ensure they, their attendees, contractors, exhibitors etc. adhere to the SBC no-smoking policy, which is available on request. For clarification, the Building Manager or Facilities Officer will confirm where attendees can smoke.

4.12.2 Failure by the Hirer or his guests to comply with this requirement may result in enforcement by the Council's Environmental Health Officers.

4.13 USE OF AMPLIFIED SOUNDS OR MUSIC

4.13.1 The Hirer shall keep music and amplified sound to below 90DB (A) at a distance of 15 metres from the noise source.

4.14 PUBLICITY AND ADVERTISING

4.14.1 The Hirer shall not advertise any public meeting whatsoever without the prior written approval of the Head of Facilities Management.

4.15 PARKING AND BICYCLES

4.15.1 The Hirer is entitled to park on the site car park where it is available. The Booking Officer can confirm which buildings have on-site parking. Car Park space can be used during the Period of Hire only and subject to spaces being available. No guarantee of availability is given.

4.15.2 The car park is available on a first come first serve basis. No parking is available overnight.

4.15.3 Bicycles including fold-up bicycles are not permitted within SBC buildings. These must be parked outside the building in the allocated space.

4.15.4 Any cars, bicycles and property are left at the owner's risk. The council will not accept any liability or cost for any loss or damage.

4.16 CATERING SERVICES

- 4.16.1 Hirers may use their own catering suppliers to provide Catering Services except at Arbour Park Community Stadium where the council's approved on site supplier must be used.
- 4.16.2 Neither the Hirer nor any third party is permitted to bring any additional ovens or other gas/electrical catering equipment into the Building.
- 4.16.3 The kitchen (where available at the venue), must be booked in advance by the Hirer if any food preparation is to take place at the Venue.
- 4.16.4 The Hirer agrees that both he and/or his caterer will provide all crockery, glasses, cutlery and other relevant equipment, which is required for the Period of Hire.
- 4.16.5 The council accepts no liability for any breaches of Food Safety or Hygiene or any other related compliance breaches by the Hirer or their caterer.
- 4.16.6 The occasional handling, preparation, storage and serving of food by private persons at events such as church, school or village fairs are not covered by the scope of the Regulation. Therefore are not subject to the requirements of EU hygiene legislation.

4.17 ROYALTIES AND COPYRIGHT

- 4.17.1 The Hirer shall indemnify SBC and its officers from and against any claim for any duty, tax, royalty or copyright fee payable in respect of any entertainment given by the Hirer and against any infringement of copyright, which may occur during the hiring.
- 4.17.2 If the Purpose of the Hiring or other use of the Venue will involve the performance of any musical or dramatic works or the delivery in public of any lecture in which copyright subsists, it will be the responsibility of the Hirer to obtain, prior to the Period of the Hiring, the consent of the owner of the relevant copyright and to pay all composers', authors', publishers' fees and any other relevant fees including though not limited to royalties which may be due or become payable.
- 4.17.3 If the Council requests, the Hirer must supply for approval to the council no less than 7 days before the Period of the Hiring of, a copy of the programme of any entertainment to be provided during the Period of Hiring and such other documentation or evidence as the council may reasonably require.
- 4.17.4 Hirer must not offer any gifts, financial royalties or any other items, which may be perceived as bribery to Council Officers. If hirers breach this policy, the council reserves the right to cancel any future bookings.

4.18 PROTECTION OF USE OF DECORATIONS AND PYROTECHNICS

- 4.18.1 The Hirer shall not permit any person connected with the hiring to drive any bolts, tacks, bits, pins, adhesive substances nails, screws or other fixings into the walls or floors or into any furniture or fittings or to do anything likely to cause damage to the building or any such furniture or fittings.
- 4.18.2 No notice, sign, flag, bunting, placards, banners, decoration, drapery, or other item shall be affixed to any part of the building, the furniture, fixtures or fittings using strong adhesive substances that may cause damage, this also includes the use of staple guns and drawing pins. The hirer should seek clarity from the Bookings Team if they are unsure.'
- 4.18.3 The Hirer shall ensure that adhesive tapes are not used to mark wooden or carpeted floors.
- 4.18.4 The Hirer shall ensure that any event stand shall be prefabricated – no painting or making good will be allowed on the premises. The position of display/exhibitions stand must be agreed in advance with the Bookings Officer.
- 4.18.5 Decorations, flags, emblems, helium-filled balloons, streamers or confetti, party poppers/canons, will only be permitted to be used with the written consent of the Bookings Officer. Where such consent is given, it will be conditional on the use of non-inflammable material or material treated with an approved fireproofing substance.
- 4.18.6 SBC reserves the right to remove any poster, emblem or decoration etc. that in the opinion of the Building Manager shall be or become unseemly, unsightly, or inappropriate.
- 4.18.7 The Hirer shall ensure that no naked flames, smoke making machines, indoor fireworks, stage pyrotechnics or other highly inflammable material are to be used at Council Buildings. Candles for Birthday/Party cakes may be permitted subject to the approval of the Bookings Officer but strict adherence to the fire procedures is required by the Hirer.

4.19 PROTECTION OF SBC PROPERTY

- 4.19.1 The Hirer must take due care and attention of the premises during the Period of Hire and where necessary protect floors, walls, soft furnishings, glass, pillars, cornices, entrances, decoration, artworks, furniture and fixtures and fittings relating to the premises, which are at risk of damage.
- 4.19.2 The Hirer shall be responsible for and use his best endeavours to ensure that the Venue, all articles of whatever nature and equipment are left in the same condition as that immediately before the Period of Hire.
- 4.19.3 The Hirer shall repay to SBC in the first instance and, on demand the cost of reinstating or replacing any part of the premises or any property belonging to SBC in or upon the premises, which shall be damaged, destroyed, stolen or removed during the Period of Hire.

4.19.4 Any damage to Council property incurred by the Council as a result of the Hirers event will result in the council deducting the cost of repair/replacement from the Damage Deposit and any outstanding sums due may be recovered by the Council as a debt from the Hirer.

4.19.5 If the Hirer fails to observe and perform any of these Conditions the Council may seek to recover from the Hirer any expense incurred by the Council in remedying any such failure including though not limited to the cost of employing attendants, workmen, cleaners or other persons as may be appropriate

4.20 LOSS, DAMAGE OR INJURY

4.20.1 The Hirer is covered by a policy of Public Liability Insurance taken out by SBC and the premium is included in the Hire Fee. A copy of the Policy is available on request from the Booking Officer and the Hirer should be aware of its financial limitations and exclusions. The property of the Hirer is not covered. The Hirer must state on the Booking Form whether he has his own policy of Public Liability Insurance.

4.20.2 The council shall not be liable for the death of or personal injury to any person attending the Venue for the Purpose of the Hiring or for any losses, claims, demands, actions, proceedings, damages, costs or expenses or other liability.

4.20.3 The Council will not under any circumstances be responsible or liable for any damage to or loss of any goods articles or property of any kind brought on to or left at the Venue either by the Hirer or by any other third party.

4.20.4 The Council shall not be liable for any loss due to any breakdown of equipment or machinery, failure of supply of electricity, water, gas or other utility, fire government restriction or act of God which may cause the Venue to be temporarily closed for the Purpose of the Hiring to be interrupted or cancelled.

4.20.5 The Council gives no warranty that the Venue is satisfactory for any specific purpose.

4.21 COMPLIANCE WITH STATUTES AND REGULATIONS

4.21.1 The Hirer must not do or permit to be done or fail to be done any act matter or thing which may constitute a breach of any statutory obligation arising out of or in connection with this agreement or would or might vitiate in whole or in part any insurance effected in respect of the Venue.

4.21.2 The Hirer shall strictly observe and perform the relevant provisions contained in The Children and Young Persons Act, 1933, the Copyright Act 1956, or any statutory modification or re-enactment thereof and all other statutory provisions and shall comply with all obligations and requirements of any applicable SBC licensing for any hiring and shall indemnify SBC, and all other officers of SBC from all penalties, damages, costs and

proceedings which they may incur in consequence of any breach or default in complying with those provisions, obligations and requirements.

4.21.3 The Hirer shall strictly observe the requirements and regulations of any licensing in relation to exhibitions and Public Entertainment Licensed events and the number of persons to be admitted, arrangement of seating, widths of gangways between chairs, stands and tables, the requirement to keep free of obstruction any emergency signs, stairways and exits and other like requirements.

4.21.4 The Hirer hereby agrees to comply with the relevant provisions of the Health & Safety at Work Act 1974 and any other relevant order, statutory instrument, legislation in respect of any person engaged or employed by the Hirer or working on the Hirer's behalf at the Venue and in respect of any other third party attending the Purpose of the Hiring.

4.21.5 Hirers are responsible for undertaking their own Risk Assessments for the activities being undertaken and in ensuring full compliance by all those organising, performing and attending the booking.

4.21.6 Any booking involving a hirer that does tuition classes, sports teams or any classes related to children will need to provide the bookings team with a copy of their approved DBS certificate. The hirer is responsible for undertaking their own DBS certificate checks on all their employees, coaches that have interaction/work with children.

4.22 COMPLAINTS

4.22.1 Any complaint arising out of the hiring must be made in writing to the Council's Booking Team. Emails can be sent to;
communitycentres@slough.gov.uk

5. EMERGENCY PROCEDURES

5.1 In the event of an emergency occurring within SBC buildings, audible alarms will be activated in all areas. The alarm is a distinctive continuous high pitch sound.

5.2 Emergency exits are signed with the door or exit. Evacuation shall be from your nearest Exit point, which is indicated on the Health and Safety posters displayed in Rooms.

5.3 Evacuation should be immediate and no attempt should be made to gather or retrieve possessions from the building.

5.4 Evacuation should be in an orderly manner, as quickly as possible and without running.

5.5 No attempt should be made to re-enter the building until given the all clear by the Managing Officer.

- 5.6 Unattended property may activate emergency evacuation procedures, so please keep your bags and other loose possessions with you at all times.
- 5.7 On conclusion of the emergency, the Fire Officer will advise of and allow re-admission to the building.

APPENDIX 1

COMMUNITY FACILITY BOOKING TERMS & CONDITIONS, INCLUDING BOOKING OF THE ARBOUR PARK COMMUNITY SPORTS FACILITY

Terms and conditions for the hire of Slough Borough Council Buildings

Emergency Facilities Officer Number- 07771555869

1.0 APPLICATION FOR HIRE AND ANNOUNCEMENT OF HIRE

1.1 All applications for the hire of any Council owned Community Facilities shall be in writing to Slough Borough Council's Booking Coordinators, Facilities Management, 1st Floor East, St Martins Place, 51 Bath Road, SL1 3UF or by phone on 01753 875762 or email communitycentres@slough.gov.uk

1.2 Applications will not be accepted from persons less than 18 years of age.

1.3 Bookings

1.3.1 Short Term Bookings

If you fail to return a signed booking contract within 48 hours of its issue as well as the deposit which is outlined below, or comply with terms and conditions of hire, Slough Borough Council will re-let the function date to other hirers.

£50 – £100 - £50 deposit payable

£100 – £250 - £100 payable

More than £250 - £200 payable

1.3.2 Long-term Pitch booking Instalment payment plan: 2019/20

Payments will need to be made in accordance with the below Instalment Payment Plan.

- First instalment to be paid by 23rd August 2019 along with signed Contract with terms and conditions and the deposit
- Invoicing customers, as above, but will need to pay the deposit and return documents by 16th August 2019 instead
- Second instalment to be paid by 4th October 2019
- Third instalment to be paid by 8th November 2019

The Hirer will also be required to pay a deposit as outlined below:

£50 – £100 - £50 deposit payable

£100 – £250 - £100 payable

More than £250 - £200 payable

Non adherence to the terms and conditions may result in loss of your deposit.

1.4 Customers making a bulk commitment of **10 or more bookings** at Arbour Park Community Stadium or **The Curve** for the following will be entitled to a **10% discount on the total cost:-**

- One FULL PITCH hire on its own
- Full day package – pitch, changing rooms, flood lights, ground and 1st floor room (package only available for league or cup competition hirers)

- Half day package – pitch, changing rooms, flood lights, ground and 1st floor room (package only available for league or cup competition hirers)
- **New customers/community groups are offered a 10% discount for bulk commitment on the first 10 consecutive bookings of 2 hours or more in any room.**

All bookings must be paid for as per the terms and conditions, requiring full payment at least 28 days prior each booking. In order to secure bookings for dates in advance, which are more than 28 days a head, a deposit must be received as per the terms and conditions. It will be the responsibility of the hirer to notify the council's booking team in writing when they believe they have made 10 consistent bookings in any one calendar year. The booking team will review this and if they agree with the specified dates and facility hired, a refund will be given at 10% of a total of 10 bookings.

- 1.5 The Bookings Officer reserves the right to refuse any application for hire and shall not be required to offer any reason or explanation.
- 1.6 An email at the time of the application for hire/booking will be sent to the hirer on receipt of the booking. No booking will be deemed to be confirmed until the hirer has received an acceptance e-mail from Slough Borough Council and following receipt of full payment from the hirer.
- 1.7 No public or private announcement of the hiring shall be made until the application has been granted and Slough Borough Council has confirmed the booking.
- 1.8 The Hirer must inform the Council if the event is open to the public and/or if tickets are being sold for the Purpose of the Hiring. *The Arbour Park Community Stadium Event application form must be submitted to the Bookings team at the time of the booking. Written confirmation from the Building Manager must be obtained before the event can be confirmed. (Appendix 5)***
- 1.9 The person whose name the booking is in and who signs the contract (the same person must do both) agrees to be the hirer and must be in attendance for the duration of the event and therefore shall be responsible for complying with the following conditions of hire:
- 1.10 The hirer must not transfer or assign the benefit of the booking of the Facility to any other person or organisation or sell tickets for any event without prior written agreement from the Council.
- 1.11 Only authorised persons may sign the contract on behalf of a Community group, Club or other body, the authorised person must inform the booking team if he/she is no longer the contact person for the community group or Club. If the authorised person is going abroad, he must provide contact details of the person that will be responsible in his/her absence.
- 1.12 The Council has the right to refuse to enter into a hire agreement if it is not satisfied as to the purpose for which the Facility is being hired.
- 1.13 The hirer may not display posters or other advertising on Council premises without written permission nor advertise, promote or announce any event to be held at any premises until they have received a confirmation of booking. Fly posting an event is illegal and will result in cancellation of the booking and the forfeit of all monies paid.

- 1.14 It is the hirer's responsibility to check the contract of hire ("the contract") for accuracy, by signing the contract warrants that he has read, and understands **the terms of the contract** including these terms and conditions. Slough Borough Council booking co-ordinators must be informed immediately if any of the details contained in the contract or confirmation of booking is inaccurate.
- 1.15 Any additional requirements must be requested at the time of booking. Unless permission is explicitly granted the hire does not include the use of centre equipment, storage or any other rooms within the Facility and excludes the use of kitchens unless booked.
- 1.16 Use of car parks is for car parking only any other usage must be discussed with the booking team when requesting a booking, use of car parks for other purpose will attract hire charges according to the pricing structure.
- 1.17 It is the hirer's responsibility to inform Slough Borough Council of the reason of hire and the content of seminars and conferences, if any booking conflicts with the council's policies this could result in bookings being cancelled.

2.0 RESTRICTIONS ON USE

- 2.1 Slough Borough Council Facilities should not be used for party political purposes pursuant to section 99 Local Government Act 1972 or for a Member's personal use. The Group Rooms are outside the scope of this Policy and may be used by the Groups for their own purposes.
- 2.2 No hiring can be made by political parties, or for political purposes, i.e. events designed to affect support for a particular political party.
- 2.3 The provision of Council facilities, including room hire, may be withdrawn if the facility or other provision has been misused by the Member or is used in contravention of this guidance or the terms and conditions of hire.
- 2.4 Some venues can be hired for Weddings, Functions, Training Courses etc., by outside companies/members of the public. It should be noted that if there is an intention to consume alcohol on the premises, the council must be notified at the time of the booking as a payable license may be required. It should also be noted that under no circumstances should alcohol be sold on council premises, except at premises where the council has their approved supplier selling alcohol i.e. at Arbour Park Community Stadium.
- 2.5 Slough Borough Council will ensure that the application of any part of this policy does not discriminate, directly or indirectly, against anyone on the grounds of race, disability, sex, gender reassignment, sexual orientation religion or belief, age, marriage or civil partnership.
- 2.6 Slough Borough Council does not permit its accommodation to be let for political rallies or demonstrations, for purposes which are illegal i.e. forbidden by law or unauthorised by official or accepted rules, for functions attended by people whose presence may cause civil unrest or division within the community or to an organisation or individual which has been banned by law.
- 2.7 The Council reserves the right to cancel any booking where it considers that such events may be contrary to the interest of the public or contrary to any law or act of Parliament. Any bookings will also be subject to consideration from the police to

ensure the safety of the community is assessed against the request for a venue booking.

- 2.8 The Council reserves the right to cancel any booking where it believes the hirer of the premises may do something that may cause or pose a risk of loss, damage, or significant expense to the Council or harm the reputation of the Council.
- 2.9 No part of the facility or other areas of hire in the building should be used for any purpose other than the Purpose of the Hire. No part of the building or space hired is to be used for any purpose, which is unlawful.

3.0 PAYMENT OF HIRE FEES AND OTHER CHARGES

- 3.1 Slough Borough Council reserves the right to increase prices with effect from the 1st of April each year. All bookings for events taking place after any price increase shall be liable to the higher charge(s) for the facilities hired.
- 3.2 All persons or groups using SBC Facilities at any of it's' premises throughout the borough, will be liable to pay the approved charges. No persons or Groups are excluded from this policy (except staff employed directly by SBC), however rates will vary if groups hiring the room/s are a registered charity or voluntary groups.
- 3.3 The Hirer agrees to pay the Council the Fee, as consideration for the hire of the Hall for the Period of Hiring.
- 3.4 For avoidance of doubt, the Hirer shall ensure that the Council is in receipt of the full fee no later than 28 days before the Period of the Hiring.
- 3.5 In addition to the hire Fee, the Hirer hereby agrees to pay to the Council any additional cost incurred by the council arising from or in connection with: addition time in excess of the agreed Period of Hire or any damage to the Council's property during the hire period.

For the evidence of doubt where the Council is in receipt of the Hirer's Damage Deposit, the parties hereby agree that the Council may first deduct any sum due to the Council as a debt from the Hirer by reason of additional time in excess of the agreed Period of Hire or for any financial loss to the council as a result of damage caused to property or equipment during the hirer's booking period.

The hirer is entitled to a refundable deposit within 3-4 weeks if no damages etc. or any of the above has been incurred during the duration of the booking. Non adherence to these terms and conditions may result in loss of the deposit.

- 3.6 Any functions past 23.00 hours will be charged at double the standard rate as well as public bank holidays (please note that there may be additional charges where a public holiday falls on a weekend), and charges levied for overrunning functions will be deducted from hirers damage deposit: however if the damage deposit is not sufficient to cover the charges levied the hirer will be issued an invoice to cover the shortfall

Regular Bookings-

- 3.7 Where the application for the hire is in respect of series of events, payment for each booking must be made 28 days before the date. Failure to adhere to the above will result in all bookings being cancelled and the dates re-let to other hirers

Individual Bookings-

- 3.8 In case of a booking made less than 28 days before the date of the event, the full hiring fee shall be payable immediately on acceptance and both the deposit and booking fee shall be paid. Failure to pay all fees will render the booking cancelled and re-let to other hirers
- 3.9 Access to booked facilities will only be permitted at the time shown on the booking contract (this includes setting up/down) customers can only use the facilities they have booked and the premises must be vacated by the finish time shown on the booking contract. Failure to vacate the premises by the allocated time, gaining early access or using rooms not booked will result in additional charges being added.
- 3.10 Advance payments for booking should only be made through the bookings & events coordinators. Customers are not permitted to make any payments to the Facilities Officer on duty.
- 3.11 It is the policy of Slough Borough Council that staff will not accept gifts gratuities or requests from clients, their family, relatives or friends.
- 3.12 Requests for changes to bookings, this includes changes to booked times must be made at least 3 days in advance of the booking with the Bookings & Events Coordinators with a follow up email sent to the Coordinator or the Community Centres email address. The hirer shall note that whilst the Coordinators will endeavour to accommodate any requests for changes, this may not always be possible.
- 3.13 The hirer is responsible for checking the booking contract and any subsequent invoices received from Revenues. In case of any queries with the charges the hirer must raise these immediately in the first instance with Revenues and then with our Booking Team if Revenues are unable to help.
- 3.14 The hirer agrees to effect third party insurance against any legal liability for loss, damage, demand or proceedings whatsoever caused during or by circumstances arising from related to alternatively, connected with the hire of the premises on the following basis.
- Accident bodily injury including death to third parties and further in respect of damage to their property- not less than £5 million
 - Accidental damage caused by fire to the premises being used – not less than £5 million
 - Accidental damage caused to the premises other than fire-£20,000
- 3.15 The hirer further agrees to pay an additional insurance premium of 5% in respect of the above Insurance conditions, unless he/she can demonstrate that his/her own insurance cover satisfies the above condition. Where this charge is levied, the hirer should note that there is £100.00 excess. A copy of the Policy is available on request from the Booking Officer and the Hirer should be aware of its financial limitations and exclusions. The property of the Hirer is not covered. The Hirer must state on the Booking Form whether he has his own policy of Public Liability Insurance.
- 3.16 Slough Borough Council may require the hirer to lodge a bond against possible extra charges. The amount of the bond will vary depending on the type of event and number of attendees. The bond will be returned to the hirer after the hiring period when all outstanding charges have been satisfied and may be used to offset losses caused by a failure of the said charges being satisfied within a reasonable time. The value of the bond does not represent a maximum of charges that maybe made. Interest will not be paid on any bond held.

4.1 CANCELLATION OF HIRING (by Slough Borough Council)

4.2 Slough Borough Council reserves the right to close the facility, or prohibit the use of the facility, at its discretion without stating the reason. In which, Slough Borough Council will give as much notice to the hirer as is possible. Where the Council cancels a booking in respect of the above or the following, the Council shall not be liable to pay any compensation in consequence of any such cancellations, but will find the hirer an alternative ground within SBC's properties if available.

4.3 The accommodation, grounds or equipment are required for civil purposes.

- An act of natural disaster, accident or emergency renders the hired premises unavailable.
- In the event of civil disorder.
- In the event of unsuitable ground conditions or for any other reason which in the opinion of the Council constitutes a sufficient overriding reason.

4.4 If the Hirer fails to comply with the Terms and Conditions of hire, the booking will be automatically cancelled and will not return any monies paid.

4.5 In the event of any cancellation or termination of the hiring by SBC, no liability shall fall upon the Council in respect of any loss sustained or expenses incurred by the Hirer or any other person as a result thereof and the Hirer is advised to insure against such loss.

4.6 SBC may cancel or terminate any hiring, if the premises are used for any purpose, which they have not approved, or if there is any breach of any of the terms and conditions of Hire. In the event of such cancellations, all charges paid will be forfeited and the Hirer shall be liable to the SBC for any costs, expenses and losses incurred by the SBC.

4.7 SBC may cancel or terminate any hiring if the premises are required for any purpose connected with a European or United Kingdom parliamentary, local elections, national security, public safety and the prevention of disorder or crime, the economic well being of the Country, the protection of the Rights and Freedoms of others and shall not thereby incur any liability whatsoever to the Hirer other than for the return of such deposits, fees and charges as shall have been paid by the Hirer. Hirers are advised to insure against any eventuality.

4.8 SBC may cancel or terminate any booking under the terms specified above at no cost to the council.

4.9 If the hiring is cancelled for any such reason, the Council shall give to the Hirer reasonable notice where possible and refund the Fee but will not otherwise be liable to the Hirer whatsoever.

4.10 Slough Borough Council reserves the right of entry at all times by authorised officers of their premises and/or to refuse admission to or remove from the premises any person without stating reason therefore. Any breach of the above conditions will incur extra costs. Where necessary for the protection of the public in extreme circumstances the Council has the authority to close the hall and ask all member of the public to leave the premises.

4.11 Slough Borough Council reserves the right to cancel any booking where it considers that such event may be contrary to the interest of the general public or contrary to any law or act of parliament and no compensation nor justification for such decision will be due for any such cancellation.

4.12 Slough Borough Council reserves the right to cancel a booking due to adverse weather conditions, power failures, emergency maintenance or any other unexpected emergency that affects the use of the centre, if we have to cancel the booking we will try to organise an alternative date. If this is not acceptable, we will refund the hire charges for the affected session only. Slough Borough Council will not be liable for any other costs you may have incurred.

4.13 Slough Borough Council has a strict policy on extreme groups and will not allow any premises to be used to promote extremist views, the Council will not permit accommodation to be let: -

- To an organisation which is prohibited by law or by an individual who has illegally entered the country
- For political rallies or demonstrations.
- For purpose which are illegal and/or likely to incite or cause civil unrest or division within the community.
- For functions attended by a person(s) whose presence may cause civil unrest or division within the community
- For any other purpose, which the Borough secretary and Solicitor in consultation with the leader of the Council deem, may affect the reputation of the Council.

5.0 CANCELLATION OF HIRING (BY THE HIRER)

5.1 Cancellations must be made by email or in writing. If the hiring is cancelled by the Hirer, s/he shall be liable for payment of the following percentage of the total hiring fee (if any). Where the notice of cancellation is received:

- Less than 1 week, before the date of commencement of the hiring:
100% of the full hire fees will be payable.
- More than 1 week but less than 28 days, before the date of commencement of the hiring:
50% of the full hire fees will be payable.

5.2 The hirer is strongly advised to purchase insurance to cover cancellation costs where the cancellation results from circumstances beyond your control for example illness.

5.3 Please refer to VAT exemption form for more detailed information on cancellation of a seasonal booking (attached is the copy)

6. SUB-LICENSING

6.1 The Hirer shall not sub-license or attempt to sub-license, under any circumstances the premises or part thereof. SBC does not accept third party bookings.

7.0 MANAGEMENT AND ADMINISTRATION

7.1 ACCESS TO AND VACATION OF THE PREMISES AND AVAILABILITY OF FACILITIES

7.1.1 The Hirer, their attendees, contractors, exhibitors etc. will be allowed onto the premises during the Period of Hire specified within the Booking Confirmation.

Under no circumstances will Hirers or their attendees, contractors, performers, exhibitors or any other person associated with the hiring be allowed onto the premises before or after the time specified on the Booking Confirmation.

- 7.1.2 All Hirers and any persons associated with any hiring must have vacated and be clear of the premises by the time of completion of the Period of Hire unless previously special arrangements have been agreed with SBC at the time of Booking Confirmation. Remaining at the venue for more than 10 minutes after the booking time will incur an additional hourly charge, which will be deducted from the booking deposit.

7.2 SETTING UP AND CLEARING UP

- 7.2.1 Facilities will be set up to the layout specified in the acceptance email. Significant layout changes on the day of the booking (that are not specified on the signed booking contract) may be subject to additional charges.

- 7.2.2 SBC will use its best endeavours to ensure facilities are available to the correct specification but no guarantee can be given that they will be available to the required plan immediately upon commencement of the Period of Hire. Hirers are advised to book a minimum of one hour prior to the commencement of the event and one hour at the end of the event to allow sufficient time for their preparation and clean up at the end.

- 7.2.3 The Hirer shall be responsible for providing the Facilities Team with all exhibition plans, floor plans, audio visual requirements and room layouts, a minimum of 2 weeks prior to the date of the commencement of the hire for his approval/comments. Any adjustments to room layouts or other requirements should be made in writing or by email.

- 7.2.4 The hirer is responsible for setting and cleaning up of the facility and for ensuring that all guests leave the centre within the allocated booking time. For evening functions, all music must finish 30 minutes before the end of your booking unless prior arrangement has been made.

- 7.2.5 Over running of functions or gaining early access will result in additional charges being levied at a minimum of one-hour hire.

- 7.2.6 The hirer is responsible for the removal of all rubbish and decorations from the hired community centre as well as the kitchen if used. The hirer is also responsible for the removal of rubbish left outside the building; all rubbish must be placed in the bins or skips provided.

7.3 RIGHT OF ENTRY TO HIRED ROOMS AND REMOVAL OF UNDESIRABLE OBJECTS

- 7.3.1 The Council reserves the right for duly authorised members, officers and employees of the council to enter the Venue at any time for any authorised purpose.

- 7.3.2 If anything offered for sale or exhibited in any of the premises is considered by the Facilities Management Officer or the SBC authorised officers, to be likely to be undesirable in support of a political party, in breach of copyright, unsuitable, dangerous to any person or property inside or outside the SBC, offensive or would

cause the Council to be in breach of its equality duties; it shall on request be removed by the Hirer forthwith.

7.4 SUPERVISION OF PREMISES

7.4.1 The Hirer shall ensure that throughout the Period of Hire at least one person over 18 years of age shall be present who shall accept responsibility for ensuring the effective control and supervision of the hiring and for compliance with these conditions. The name and status of this person shall be communicated to the Bookings Officer at the time of booking.

7.4.2 During the Period of the Hiring the Hirer shall be responsible for the efficient supervision of the space hired including though not limited to:

7.4.2.1 The effective control of children

7.4.2.2 The orderly and safe admission and departure of persons to and from the venue

7.4.2.3 The orderly and safe vacation of the venue in the event of an emergency

7.4.2.4 The safety of the venue and the preservation of good order and decency in the venue

7.4.2.5 Ensuring that all doors giving egress from the venue are left unfastened and unobstructed and immediately available for exit

7.4.2.6 Ensuring that no obstruction is placed or allowed to remain in any corridor giving access to the venue

7.4.3 Supervision of Children

7.4.3.1 Where facilities are let for the purpose of entertaining children the provisions of the children and young persons Act 1933 shall be observed. If a children's entertainer or other persons or equipment is brought in to the facility, the hirer must inform the booking coordinator and is wholly responsible for such persons and their equipment and checking any safety and insurance certificates. Slough Borough Council will not be responsible for such persons or their equipment.

7.4.3.2 The hirer must ensure that children and young persons are not allowed to enter the kitchen and serving areas and must be supervised by a responsible adult at all times whilst using the community centre.

7.4.3.3 Under no circumstances are children to be permitted to leave the facility during the course of the booking nor should they gather or play in the vicinity of the premises or the car parking area. The hirer is responsible for supervising children at all times.

7.5 DELIVERY AND REMOVAL OF GOODS AND REFUSE

7.5.1 The Hirer shall ensure that persons who supply equipment and other goods in connection with the hiring shall bring in and take away goods during the period of the hire in such manner as to prevent nuisance or annoyance to the occupiers of SBC and to residents in the neighbourhood.

7.5.2 The Hirer will be responsible for removal of all refuse generated from their booking prior to leaving the venue, including glasses, cans, bottles, food, disposable dishes and any other waste accumulated by their event.

7.6 PERMITTED NUMBERS

- 7.6.1 The maximum number of persons to be allowed admission per room at any one time is will be as per Venue allowance specified by the council at the time of booking. The Hirer shall ensure that these numbers are not exceeded.
- 7.6.2 The Bookings Officer may, in her/his absolute discretion, reduce the maximum number of persons to be admitted if s/he considers it expedient or necessary so to do.

7.7 FIRE SAFETY PRECAUTIONS

- 7.7.1 The Hirer must ensure that all persons brought into SBC by him are made fully aware of the Emergency Procedures, which will be displayed around the building and a hard copy provided at the time the booking is confirmed.
- 7.7.2 The Hirer must ensure that all gangways, corridors, staircases, passageways, entrances and exits are kept entirely free from obstruction at all times and that fire doors must remain closed at all times when not in use.
- 7.7.3 During the Period of the Hiring, the Hirer must record the number of persons admitted and show evidence of the same on demand to any officer of the Council requesting such information.

7.8 ELECTRICAL INSTALLATIONS

- 7.8.1 The Hirer shall not make any alterations, move or interfere with the existing lighting, heating, power or other electrical fittings or appliances.
- 7.8.2 No additional lighting, heating, power or other electrical fittings or appliance are to be installed or used without the prior written consent of the Council.
- 7.8.3 Stage lighting equipment must not be operated by any persons other than by a qualified electrician and with prior written consent of the Council.
- 7.8.4 SBC will provide technical support to Hirers at the commencement of the Period of Hire to instruct them on the operation of hired equipment and to provide support should any item of hired equipment malfunction during the Period of Hire.
- 7.8.5 The supply of electrical extensions may be made available with the prior approval of the SBC Managing Officer.
- 7.8.6 All electrical appliances such as tape recorders/CD players etc. must have a valid PAT (Portable Appliance Test) label on. If it doesn't, the hirer will not be permitted to use the equipment.

7.9 BROADCASTING, FILMING, EXHIBITIONS, BAZAARS, SALES & PERFORMANCES

- 7.9.1 Broadcasting or Filming rights are strictly prohibited without the prior written approval of the Council.

- 7.9.2 For the avoidance of doubt, cameras may be brought into and used inside the Venue for private (but not commercial) purposes provided that no nuisance or annoyance is occasioned.
- 7.9.3 The Hirer shall not use any part of the Council building for the purposes of a film exhibition or permit any part of the building to be used for those purposes without prior consent of the Council.
- 7.9.4 All hiring's of Council premises for exhibitions, bazaars, sales of work, cinematography, entertainment, performance of stage plays and such similar functions will be subject to any further charges or conditions that may be imposed by the Council or by the Councils insurers in respect of the extra risk involved. In the case of such functions, applications must be made at least four weeks before the date of the proposed event, accompanied by a plan of the proposed construction thereof.
- 7.9.5 No cinematography film shall be shown unless the British board of film censors have previously passed it. A licence for showing any such film or staging the show and the use of hired premises for that purpose must be duly obtained from the Council in writing.
- 7.9.6 No televisions, satellite or other devices can be used to view any broadcast programmes at any community centre. The hirer shall fully and effectively indemnify the Council against all proceedings, costs, claims, demands, expenses, and actions, which may arise by any means directly, or indirectly from the use of televisions or satellite or watching broadcast programmes at any community centre.
- 7.9.7 No sweepstakes, raffles or other form of lottery shall be promoted, conducted or held except such lotteries as are deemed not to be unlawful by virtue of any enactment relating to gambling, betting and the lotteries act and have prior written consent of the relevant Council official.
- 7.9.8 Photographs or demonstrations of hypnotism, mesmerism or any similar act may not take place on the premises.

7.10 ANIMALS AND BIRDS

- 7.10.1 The Hirer shall not permit any animal or bird to enter or remain on the premises excluding an assistance dog accompanying a visually or hearing impaired person.

7.11 GAMBLING

- 7.11.1 No sweepstake, raffle, tombola or form of gambling is permitted to take place in Council buildings without prior written consent from the Council.

7.12 SMOKING

- 7.12.1 Smoking is strictly prohibited within (and immediately surrounding) the building including outside the main entrance. Clarification of locations where attendees may smoke can be obtained from the Building Manager or Facilities Officer. The Hirer will ensure they, their attendees, contractors, exhibitors etc. adhere to the SBC no-smoking policy, which is available on request.

7.12.2 Failure by the Hirer or his guests to comply with this requirement may result in enforcement by the Council's Environmental Health Officers.

7.13 NOISE AND USE OF AMPLIFIED SOUNDS OR MUSIC

7.13.1 The Hirer shall keep music and amplified sound to below 90DB (A) at a distance of 15 metres from the noise source.

7.13.2 Noise level must be contained to a reasonable level at all times and after 11.00 pm; no noise shall be audible in any of the neighbouring houses or flats. Where noise control devices are installed these will be on throughout the function measuring noise levels. Excessive noise causes the device to cut off the power to the centre. Any tampering with the equipment will automatically incur extra costs.

7.13.3 Noise level must be kept at a level so as not to interfere with other activities in the community centre. Exist doors and windows must be kept closed after 11.00 pm. This also applies to noise levels within the car park as some of our centres are within residential areas.

7.14 PUBLICITY AND ADVERTISING

7.14.1 The Hirer shall not advertise any public meeting, whatsoever without the prior written approval of the Head of Facilities Management.

7.15 PARKING AND BICYCLES

7.15.1 The Hirer is entitled to park on the site car park where it is available. The Booking Officer can confirm which buildings have on-site parking. Car Park space can be used during the Period of Hire only and subject to spaces being available. No guarantee of availability is given.

7.15.2 The car park is available on a first come first serve basis. No parking is available overnight.

7.15.3 Bicycles including fold-up bicycles are not permitted within SBC buildings. These must be parked outside the building in the allocated space.

7.15.4 Any cars, bicycles and property are left at the owner's risk. The council will not accept any liability or cost for any loss or damage.

7.16 CATERING AND ALCOHOL

7.16.1 Hirers may use their own catering suppliers to provide Catering Services (except at Arbour Park Community Stadium where the council's approved on site supplier must be used).

7.16.2 Neither the Hirer nor any third party is permitted to bring any additional ovens or other gas/electrical catering equipment into the Building.

7.16.3 The kitchen (Where available at the venue), must be booked in advance by the Hirer if any food preparation is to take place at the Venue.

- 7.16.4 The Hirer agrees that both he and/or his caterer will provide all crockery, glasses, cutlery and other relevant equipment, which is required for the Period of Hire.
- 7.16.5 The council accepts no liability for any breaches of Food Safety or Hygiene or any other related compliance breaches by the Hirer or their caterer.
- 7.16.6 No food or alcohol can be sold on the premises unless the hirer has obtained a license to do so from the relevant licensing authority and permission has been agreed at the time of the booking.
- 7.16.7 The hirer shall not use the Facility for profit making events or any other purpose than for which it was hired.
- 7.16.8 The hirer agrees and accepts the Council shall not be liable for the quality or service of food on the premises nor will the council accept responsibility for any food served or bought onto its premises by the hirer or the hirers chosen catering company.
- 7.16.9 The council reserves the right to specify whether a person or company may provide catering services on any of its premises.

7.17 ROYALTIES AND COPYRIGHT

- 7.17.1 The Hirer shall indemnify SBC and its officers from and against any claim for any duty, tax, royalty or copyright fee payable in respect of any entertainment given by the Hirer and against any infringement of copyright, which may occur during the hiring.
- 7.17.2 If the Purpose of the Hiring or other use of the Venue will involve the performance of any musical or dramatic works or the delivery in public of any lecture in which copyright subsists, it will be the responsibility of the Hirer to obtain, prior to the Period of the Hiring, the consent of the owner of the relevant copyright and to pay all composers', authors', publishers' fees and any other relevant fees including though not limited to royalties which may be due or become payable.
- 7.17.3 If the Council so requests the Hirer must supply for approval to the council not less than 7 days before the Period of the Hiring of, a copy of the programme of any entertainment to be provided during the Period of Hiring and such other documentation or evidence as the council may reasonably require.
- 7.17.4 Hirer must not offer any gifts, financial royalties or any other items, which may be perceived as bribery to Council Officers. If hirers breach this policy, the council reserves the right to cancel any future bookings.

7.18 PROTECTION OF USE OF DECORATIONS AND PYROTECHNICS

- 7.18.1 The Hirer shall not permit any person connected with the hiring to drive any bolts, tacks, bits, pins, adhesive substances nails, screws or other fixings into the walls or floors or into any furniture or fittings or to do anything likely to cause damage to the building or any such furniture or fittings.
- 7.18.2 No notice, sign, flag, bunting, placards, banners, decoration, drapery, or other item shall be affixed to any part of the building, the furniture, fixtures or fittings using strong adhesive substances that may cause damage, this also includes the

use of staple guns and drawing pins. The hirer should seek clarity from the Bookings Team if they are unsure.

- 7.18.3 No person shall alter or move existing fittings without the prior written consent from the Council. If damage is caused to the community centre by the hirer or other attendees or additional cleaning is required, the hirer personally must pay for the cleaning or/and damage caused to Council property as a result of the hiring. Any charges levied for damage or cleaning of the community centre will be deducted from hirer's security deposit: however, if the security deposit is not sufficient to cover charges levied the hirer will be issued with an invoice to cover any shortfall.
- 7.18.4 The Hirer shall ensure that adhesive tapes are not used to mark wooden or carpeted floors.
- 7.18.5 The Hirer shall ensure that any event stand shall be prefabricated – no painting or making good will be allowed on the premises. The position of display/exhibitions stand must be agreed in advance with the Bookings Officer.
- 7.18.6 Decorations, flags, emblems, helium-filled balloons, streamers or confetti, party poppers/canons, will only be permitted to be used with the written consent of the Bookings Officer. Where such consent is given, it will be conditional on the use of non-inflammable material or material treated with an approved fireproofing substance
- 7.18.7 SBC reserves the right to remove any poster, emblem or decoration etc. that in the opinion of the Building Manager shall be or become unseemly, unsightly, or inappropriate.
- 7.18.8 The Hirer shall ensure that no naked flames, smoke making machines, indoor fireworks, stage pyrotechnics or other highly inflammable material are to be used at Council Buildings. Candles for Birthday/Party cakes may be permitted subject to the approval of the Bookings Officer but strict adherence to the fire procedures is required by the Hirer.

7.19 PROTECTION OF SBC PROPERTY

- 7.19.1 The Hirer must take due care and attention of the premises during the Period of Hire and where necessary protect floors, walls, soft furnishings, glass, pillars, cornices, entrances, decoration, artworks, furniture and fixtures and fittings relating to the premises, which are at risk of damage.
- 7.19.2 The Hirer shall be responsible for and use his best endeavours to ensure that the Venue, all articles of whatever nature and equipment are left in the same condition as that immediately before the Period of Hire.
- 7.19.3 The Hirer shall repay to SBC in the first instance and, on demand the cost of reinstating or replacing any part of the premises or any property belonging to SBC in or upon the premises, which shall be damaged, destroyed, stolen or removed during the Period of Hire.
- 7.19.4 Any damage to Council property incurred by the Council as a result of the Hirers event will result in the council deducting the cost of repair/replacement from the Damage Deposit and any outstanding sums due may be recovered by the Council as a debt from the Hirer.

7.19.5 If the Hirer fails to observe and perform any of these Conditions the Council may seek to recover from the Hirer any expense incurred by the Council in remedying any such failure including though not limited to the cost of employing attendants, workmen, cleaners or other persons as may be appropriate

7.20 LOSS, DAMAGE OR INJURY

7.20.1 The Hirer is covered by a policy of Public Liability Insurance taken out by SBC and the premium is included in the Hire Fee. A copy of the Policy is available on request from the Booking Officer and the Hirer should be aware of its financial limitations and exclusions. The property of the Hirer is not covered. The Hirer must state on the Booking Form whether he has his own policy of Public Liability Insurance.

7.20.2 The council shall not be liable for the death of or personal injury to any person attending the Venue for the Purpose of the Hiring or for any losses, claims, demands, actions, proceedings, damages, costs or expenses or other liability.

7.20.3 The Council will not under any circumstances be responsible or liable for any damage to or loss of any goods articles or property of any kind brought on to or left at the Venue either by the Hirer or by any other third party.

7.20.4 The Council shall not be liable for any loss due to any breakdown of equipment or machinery, failure of supply of electricity, water, gas or other utility, fire government restriction or act of God which may cause the Venue to be temporarily closed for the Purpose of the Hiring to be interrupted or cancelled.

7.20.5 The Council will not be responsible for any loss or damage to personal equipment or property by anyone attending, within the premises, car parks, walkways and gardens within the vicinity of the hired premises.

7.20.6 Any equipment left on Slough Borough Council premises remains the responsibility of the owner of the equipment and it is the hirer's responsibility to insure their own equipment, Slough Borough Council will not accept any responsibility for equipment or other possessions left or stored in community centres nor will they be liable for any such equipment.

7.20.7 The Council gives no warranty that the Venue is satisfactory for any specific purpose

7.21 COMPLIANCE WITH STATUTES AND REGULATIONS

7.21.1 The Hirer must not do or permit to be done or fail to be done any act matter or thing which may constitute a breach of any statutory obligation arising out of or in connection with this agreement or would or might vitiate in whole or in part any insurance effected in respect of the Venue.

7.21.2 The Hirer shall strictly observe and perform the relevant provisions contained in The Children and Young Persons Act, 1933, the Copyright Act 1956, or any statutory modification or re-enactment thereof and all other statutory provisions and shall comply with all obligations and requirements of any licensing SBC applicable to any hiring and shall indemnify and keep indemnified SBC, and all other officers of SBC from all penalties, damages, costs and proceedings which they may incur in consequence of any breach or default in complying with those provisions, obligations and requirements.

- 7.21.3 The Hirer shall strictly observe the requirements and regulations of any licensing in relation to exhibitions and Public Entertainment Licensed events and the number of persons to be admitted, arrangement of seating, widths of gangways between chairs, stands and tables, the requirement to keep free of obstruction any emergency signs, stairways and exits and other like requirements.
- 7.21.4 The Hirer hereby agrees to comply with the relevant provisions of the Health & Safety at Work Act 1974 and any other relevant order, statutory instrument, legislation in respect of any person engaged or employed by the Hirer or working on the Hirer's behalf at the Venue and in respect of any other third party attending the Purpose of the Hiring.
- 7.21.5 Hirer are responsible for undertaking their own Risk Assessments for the activities being undertaken and in ensuring full compliance by all those organising, performing and attending the booking.
- 7.21.6 The hirer shall indemnify Slough Borough Council against all proceedings, claims, costs, demands, expenses, actions or liabilities howsoever caused, arising directly or indirectly from the use of the premises apart from claims and actions arising through the negligence of Slough Borough Council, its servants or agents.
- 7.21.7 The hirer shall be liable for and shall fully and promptly indemnify the Council, its officers, employees, agents and other contractors against all liabilities, damages, costs, losses, claims, expenses, demands and proceedings whatsoever, howsoever arising whether in contract, tort or otherwise, directly or indirectly, out of or in the course of, in connection with breach of this Agreement by the hirer, its employees or agents.
- 7.21.8 The parties hereby acknowledge that persons engaged by the hirer pursuant to the Purpose of the Hiring shall be (or shall be deemed to be) employees, subcontractors, agents or independent contractors of the hirer and the hirer shall indemnify and keep indemnified the Council against all claims arising from their engagement/employment.
- 7.21.9 The Council accepts no liability whatsoever for any loss or damage caused to any property belonging to the hirer, in the possession of the hirer or belonging to or in the possession of any third party.
- 7.21.10 The hirer should provide a suitable and adequate first aid kit for the hiring period.

7.22 COMPLAINTS

- 7.22.1 Any complaint arising out of the hiring must be made in writing to the Council's Booking Team, within 7 days after expiration of the Period of the Hiring. Emails can be sent to; communitycentres@slough.gov.uk

8. EMERGENCY PROCEDURES

- 8.1.1 In the event of an emergency occurring within SBC buildings, audible alarms will be activated in all areas. The alarm is a distinctive continuous high pitch sound.
- 8.1.2 Emergency exits are signed with the door or exit. Evacuation shall be from your nearest Exit point, which is indicated on the Health and Safety posters displayed in Rooms.

- 8.1.3 Evacuation should be immediate and no attempt should be made to gather or retrieve possessions from the building.
- 8.1.4 Evacuation should be in an orderly manner, as quickly as possible and without running.
- 8.1.5 No attempt should be made to re-enter the building until given the all clear by the Managing Officer.
- 8.1.6 Unattended property may activate emergency evacuation procedures, so please keep your bags and other loose possessions with you at all times.
- 8.1.7 On conclusion of the emergency, the Fire Officer will advise of and allow re-admission to the building.

9 INTERPRETATION AND RESERVED RIGHTS.

9.1 Council reserves the right to vary the terms and conditions herein and to take such additional terms, as it may in its absolute discretion deem necessary. Any question arising as to the interpretation of the terms and conditions shall be interpreted by an appropriate officer of the council whose decision shall be final.

9.2 Where the Council cancels a booking in respect of the above or the following, the Council shall not be liable to pay any compensation of any such cancellations, but will return any monies already paid:-

- The accommodation, grounds or equipment are required for civil purposes.
- An act of God, accident or emergency renders the hired premises unavailable.
- In the event of civil disorder.

9.3 The hirer or the person signing the contract of hire of Council premises warrants that he is over 18 years of age and has read and accepted these terms and conditions.

9.4 The hirer should note that personal data such as names, address and contact telephone numbers obtained for the purpose of the booking will be shared between appropriate Council Officers, Partner organisations and contractors for day to day business activities.

10 SET OFF

10.1 The Council may at any time, without notice to the hirer, set off any liability of the hirer to the Council against any liability of the hirer to the Council, whether either liability is present or future, liquidated or un-liquidated, and whether or not either liability arises under this agreement. If the liabilities to be set off are expressed in different currencies, the Council may convert either liability at a market rate of exchange for the purpose of set-off. Any exercise by the hirer of its rights under this clause shall not limit or affect any other rights or remedies available to it under this agreement or otherwise.

11. **GENERAL MATTERS - SPECIFIC TO ARBOUR PARK COMMUNITY STADIUM ONLY**

11.1 Goal Nets – These will be provided. The hirer will be responsible for nets that have been lost or nets that are in poor condition (unreasonable wear and tear) and will be liable to pay all costs incurred. All hirers must use the goals provided by the Council on the 3G pitch. If the hirer requires additional goals for training and competition, only portable plastic goals can be used when agreed in advance with the Council. Goals must only be moved with transport wheels – please seek assistance from the Facilities Officer on duty. Failure to use the transport wheels may jeopardise future use of the Stadium. All equipment provided by the Stadium must be returned after use in the same condition as it was provided. Any lost or damaged items of equipment shall be the responsibility of the hirer. The Hirer must notify the Council in advance of all equipment required for the hire period. The Council cannot guarantee the availability of equipment not booked in advance.

11.2 Customers making a bulk commitment of **10 or more bookings** at Arbour Park Community Stadium for the following will be entitled to a 10% discount on the total cost:-

- One FULL PITCH hire on its own
- Full day package – pitch, changing rooms, flood lights, ground and 1st floor room (package only available for league or cup competition hirers)
- Half day package – pitch, changing rooms, flood lights, ground and 1st floor room (package only available for league or cup competition hirers)

All bookings must be paid for as per the terms and conditions, requiring full payment at least 28 days prior each booking. In order to secure bookings for dates in advance, which are more than 28 days a head, a deposit must be received as per the terms and conditions. It will be the responsibility of the hirer to notify the council's booking team when they believe they have made 10 consistent bookings in any one calendar year. The booking team will review this and if they agree with the specified dates and facility hired, a refund will be given at 10% of a total of 10 bookings.

11.3 Health and Safety –The hirer must comply with the Green Guide safety management standard to safeguard safety of spectators, players and staff. Hires are responsible for providing his/her own first aid kit. A Health and Safety Officer will be required for some bookings that involve public attendance. To demonstrate compliance with the Green Guide hirers are required in advance to provide risk assessments, event plan and confirm level of stewarding for each specific event that involves attendance of large crowds.

11.4 Clearing Away – The hirer shall remove all litter left by his/her clubs players and spectators. The hirer shall leave the sports ground and facilities in the same condition as on arrival.

11.5 Car Park – The hirer must ensure that all cars and other vehicles connected with the hirer or his/her group or club are parked in the car park provided, or in some other place so, as not to obstruct any public or private right of way, or be a nuisance or source of annoyance to any person or neighbour. The hirer must not bring cars or other vehicles onto the grassy areas of the sports ground or allow vehicles to be brought there. The hirer is responsible for ensuring access ways and exits are kept clear for emergency vehicles. Parking for the use of the Stadium

is provided but is not guaranteed. The Hirer must ensure that all users park within the designated parking spaces and not on the access road, verges or along adjoining residential or access roads. If there is a shortage of space, assistance from the Council's facilities officer on duty should be sought.

- 11.6 Smoking – The hirer is to ensure that there is to be no smoking apart from in the designated smoking area. Smoking is NOT permitted in any Slough Borough Council buildings; this includes changing rooms, hallways, entrances and exits to buildings and also on the 3G pitch including the 3G pitch and spectator viewing areas. Failure to comply with this condition will result in the immediate withdrawal of future facilities hiring for your organisation, club or group.
- 11.7 Hire must ensure all users of the pitch wear appropriate footwear suitable for 3G pitch (guidance enclose).
- 11.8 The Premises Licence for Arbour Park Community Stadium restricts use as below:-

ACTIVITY (and Area if Applicable)	Times: From – To
A. Performance of a play (Indoors & Outdoors)	Mon to Sun, 8am – 2am
B. Exhibition of films (Indoors & Outdoors)	Mon to Sun, 8am – 2am
C. Indoor sporting event	Mon to Sun, 8am – 2am
D. Boxing or wrestling entertainment (Indoors & Outdoors)	Mon to Sun, 8am – 2am
E. Performance of live music (Indoors & Outdoors)	Mon to Sun, 8am – 2am
F. Playing of recorded music (Indoors & Outdoors)	Mon to Sun, 8am – 2am
G. Performance of dance (Indoors & Outdoors)	Mon to Sun, 8am – 2am
H. Entertainment of a similar description to that falling with E, F, or G (Indoors & Outdoors)	Mon to Sun, 8am – 2am
I. Late night refreshment (Indoors)	Mon to Sun, 11pm – 2am
J. Supply of alcohol for consumption ON the premises only	Mon to Sun, 8am – 2am

- 11.9 The supply or sale of alcohol is prohibited when:
- at a time when there is no Designated Premises Supervisor (DPS) in respect of the Premises Licence
 - at a time when the Designated Premises Supervisor does not hold a Personal Licence or his Personal Licence has been suspended

In addition every supply of alcohol must be made or authorised by a person who holds a Personal Licence.

11.10 Dress code and Footwear

- 11.10.1 Appropriate clothing must be worn at all times in all external areas of the Stadium
- 11.10.2 The hirer should ensure that all users are appropriately attired for the use of the Stadium and not wearing any materials which may cause damage to the 3G surface.

11.10.3 The Hirer must ensure that all users wear appropriate footwear within the 3G pitch at all times. Hirer must ensure appropriate footwear is worn before using the 3G pitch to prolong the life of the pitch. If inappropriate footwear is worn the hirer will be responsible for any damage sustained to the pitch and future facilities will be withdrawn. It is the hirer's responsibility to ensure the correct footwear is worn, and to ensure all participants comply with these rules.

11.10.4 Hirers must ensure all users have clean footwear before they use the 3G pitch.

11.10.5 Appropriate footwear is:-

Football boots - plastic studs - screw in less than 15mm
Football boots – moulded studs
Astro Turf Trainers

11.11 Food and Drink

11.11.1 Chewing gum is NOT permitted on the 3G surface or the 3G pitch and spectator viewing areas including the stands. Failure to comply with this condition will result in the immediate withdrawal of future hiring facilities for your organisation, club or group.

11.11.2 Food or liquids other than water are NOT permitted in or around the pitch area

11.11.3 The hirer is not permitted to bring their own alcohol onto the Stadium.

11.11.4 Alcohol cannot be consumed at any time during a football match as per the Sporting Events (Control of Alcohol etc.) Act 1985

11.11.5 Anyone found to be purchasing or supplying alcohol to persons under the age of 18 will be asked to stop, the drink will be removed from the minor and the police called.

11.11.6 Illegal substances are not permitted.

11.12 Behaviour

11.11.1 The Council will not accept poor or unacceptable standards of behaviour, language and attitude towards other users, the public or Council staff. Hirers will be accountable for their users, visiting teams and (in terms of junior clubs) parents.

11.11.2 The use of radios, stereo systems or other similar devices externally is prohibited other than personal music players fitted with headphones. Anyone found to be using such equipment shall be immediately asked to leave the Stadium.

11.11.3 No users are to display flags, signs, etc., without the prior permission of the Council.

11.12 Changing Facilities – The hirer shall ensure that changing accommodation is left in a clean and tidy state and that washing facilities are not used for removing mud from boots. The hirer shall ensure that lights, taps, showers and other equipment in the changing rooms are turned off and the doors and windows closed and gates to the sports ground closed (where applicable) before leaving. The hirer is also responsible for not letting other teams to use their changing rooms.

11.13 Animals - No animals, with the exception of Assistance Dogs, are permitted anywhere within the Stadium.

11.14 Litter - The hirer must ensure that any litter is disposed of in the appropriate bins provided or removed from the Stadium.

11.15 Lost Property - Any belongings left at the Stadium will be removed and stored for 4 weeks before being disposed of.

11.16 Reporting - Any issues or damage to the 3G pitch must immediately be reported to the Council's facilities officer. The hirer must report all accidents involving injury to a member of the public to Council's facilities officer as soon as possible and all relevant paperwork must be completed.

11.17 General

11.17.1 The hirer is responsible for the supervision of all persons attending the for the purpose of the hire.

11.17.2 The hirer is responsible for the conduct and behaviour of all participants associated with the booking and should ensure compliance with the Code of Conduct which is clearly displayed throughout the Stadium.

11.17.3 At any hire where members of the public are admitted, the hirer shall provide an adequate number of stewards who will be present during any programme or activity, training, coaching and tournaments.

11.17.4 Any damage caused by an individual or team will result in the hirer being liable for any damage costs. Failure to do so will result in the immediate termination of the club's use of the Stadium.

11.17.5 The hirer must ensure that they have adequate first aid provisions when using the Stadium as there is no first aid provision at the Stadium.

11.17.6 No spectators, including parents are allowed to access the pitch before, during or after an activity / match or programme. Team managers, coaches and first aiders are the only people allowed within the 3G pitch.

11.17.7 No unauthorised person is allowed to enter the changing area. If any unauthorised person tries to obtain access to the Stadium the hirer should immediately eject such persons from the Stadium.

12.0 INTERPRETATION AND RESERVED RIGHTS - SPECIFIC TO ARBOUR PARK COMMUNITY STADIUM ONLY

12.1 The Council reserves the right to vary these terms and conditions and to make such additional terms as it may in its absolute discretion deem necessary. Any questions arising as to the interpretation of the terms and conditions shall be interpreted by any appropriate officer of the Council whose discretion shall be final.

12.2 The hirer or the person signing the contract of hire of the Facility warrants that he/she is over 18 years of age and has read and accepted these terms and conditions.

13.0 CHILDREN - SPECIFIC TO ARBOUR PARK COMMUNITY STADIUM ONLY

13.1 Where pitches and facilities are let for the purpose of entertaining children the provision of the Children and Young Persons Act 1933 shall be observed.

13.2 Where Clubs are hiring facilities for the purpose of coaching or entertaining under 18's, the booking will only be accepted where clubs can adhere to SBC's 'Child Protection Standards for Clubs using SBC facilities from June 2014'.

Appendix 2

OUTDOOR PITCHES & WICKETS TERMS & CONDITIONS

Terms and conditions for the hire of outdoor pitches & wickets at Slough Borough Council

1.0 Application

- 1.1 All applications for the hire of any Council owned outdoor pitches shall be made to the Slough Borough Council's Bookings Coordinators, Facilities Management, 1st Floor East, St Martins Place, 51 Bath Road, SL1 3UF or by phone on 01753 875762 or email communitycentres@slough.gov.uk
- 1.2 The person whose name the booking is in and who signs the contract (the same person must do both) agrees to be the hirer and therefore shall be responsible for complying with the following terms and conditions of hire:
- 1.3 The hirer must not transfer the benefit of the facility to any other person or organisation or sell tickets for any event without prior written agreement from the Council.
- 1.4 The hirer must inform the booking team of the teams fixtures at the beginning of the season or as soon as possible, to prevent disappointment and unavailability of chosen pitches.
- 1.5 Only authorised persons may sign the contract on behalf of a club or other body, the authorised person must inform the booking team if he is no longer the contact person for the club. If the authorised person is going abroad he must provide contact details of the person that will be responsible in his absence.
- 1.6 The Council has the right to refuse to enter into a hire agreement if it is not satisfied as to the purpose for which the premises are being hired.
- 1.7 The hirer may not display posters or other advertising on Council premises without written permission nor advertise, promote or announce any event to be held at any premises until they have received a confirmation of booking. Fly posting an event is illegal and will result in cancellation of the booking and the forfeit of all monies paid.
- 1.8 It is the hirer's responsibility to check the contract of hire ("the contract") for accuracy and by signing the contract warrants that he has read and understands **the terms of the contract** including these terms and conditions. Slough Borough Council Booking Coordinators must be informed immediately if any of the details contained in the contract or confirmation of booking is inaccurate.
- 1.9 Use of car parks is for car parking only any other usage must be discussed with the booking team when requesting a booking, use of car parks for other purposes will attract hire charges according to SBC pricing structure.

2.0 Hire Charges

- 2.1 One-off Midweek Bookings – The full amount of the hire charges shall be sent with

each application and no booking will be confirmed until payment is received. Bookings will be made at short notice provided the appropriate booking form has been completed and payment received before the booking commences. A minimum of 7 working days notice is required to make a booking. Teams will also be required to pay a deposit for the changing room keys and the keys are to be returned no later than 48 hours of the finish of the match.

2.2 Season Bookings – Regular **Football** bookings can be made during the periods September to April. Regular **Cricket** bookings can be made during the periods May – July.

2.3 Cricket bookings do not come with any changing facilities nor will a facility officer be present for the booking. The prices are for the wicket maintenance and the outfield to be cut along with a boundary rope to be painted. If changing rooms are required they will come at an additional price.

2.4 Car Park Space will be charged at £5 per space per day when not booking the facility with it i.e. changing rooms, community centre etc.

2.5 Instalment payment plan: 2017/18 (Football Pitches only)

- First instalment to be paid by 22nd August 2017 along with signed contract with terms and conditions and the deposit
- Invoicing customers, as above, but you will need to pay the deposit and return your documents by 15th August 2017 instead
- Second instalment to be paid by 3rd October 2017
- Third instalment to be paid by 7th November 2017

The hirer is required to pay a refundable deposit for the changing room keys and the use of the pitches. Non adherence to the terms and conditions may result in loss of your deposit.

2.6 Advance payments for booking should only be made through the Booking & Events coordinators. Customers are not permitted to make any payments site officers.

2.7 It is the policy of Slough Borough Council that staff will not accept gifts gratuities or bequests from clients, their family, relatives or friends.

2.8 Requests for changes to bookings this includes changes to booked times must be made with the Bookings and Events coordinators.

2.9 The hirer is responsible for checking the contract; in case of any queries with the charges the hirer must raise these immediately with the booking team.

3.0 Cancellation by Hirer

3.1 For one-off bookings there must be at least 10 days notice given for a cancellation in writing. If less than 10 working days notice is given then a 25% cancellation fee will apply. Any cancellation with less than 7 working days notice may result in loss of hire charge

3.2 Please refer to VAT exemption form for more detailed information on cancellation of a seasonal booking (attached is the copy)

3.3 The hirer is strongly advised to purchase insurance to cover cancellation costs where the cancellation results from circumstances beyond your control, for example illness.

4.0 Cancellation by Slough Borough Council

- 4.1 Slough Borough Council reserves the right to close the facility, or prohibit the use of the facility, at its discretion without stating the reason. In which, Slough Borough Council will give as much notice to the hirer as is possible. Where the Council cancels a booking in respect of the above or the following, the Council shall not be liable to pay any compensation in consequence of any such cancellations, but will find the hirer an alternative ground within SBC's properties if available.
- 4.2 The accommodation, grounds or equipment are required for civil purposes.
- An act of natural disaster, accident or emergency renders the hired premises unavailable.
 - In the event of civil disorder.
 - In the event of unsuitable ground conditions or for any other reason which in the opinion of the Council constitutes a sufficient overriding reason.
- 4.3 If the hirer fails to comply with the Terms and Conditions of hire, the booking will be automatically cancelled and will not return any monies paid.
- 4.4 Slough Borough Council has a strict policy on extreme groups and will not allow any premises to be used to promote extremist views, the Council will not permit accommodation to be let:
- To an organisation which is prohibited by law or by an individual who has illegally entered the country
 - For political rallies or demonstrations.
 - For purpose which are illegal and/or likely to incite or cause civil unrest or division within the community.
 - For functions attended by a person(s) whose presence may cause civil unrest or division within the community
 - For any other purpose which the Borough secretary and Solicitor in consultation with the leader of the Council deem may affect the reputation of the Council.
- 4.5 The Council reserves the right to cancel any booking where it considers:
- Those such events that may be contrary to the interest of the general public or contrary to any law or act of Parliament. Any bookings will also be subject to consideration from the police to ensure the safety of the community is assessed against the request for a venue booking.
 - The users of the premises may do something that may cause or pose a risk of loss, damage, or significant expense to the Council or harm the reputation of the Council.

5.0 Insurance Required

- 5.1 The hirer agrees to effect third party insurance against any legal liability for loss, damage, demand or proceedings whatsoever, caused during or by circumstances arising from, related to or connected with the hire of the premises on the following basis:-
- Accidental bodily injury including death to third parties and further in respect of damage to their property – not less than £5 Million.

- Accidental damage caused by fire to the premises on hire – not less than £1 Million.
- Accidental damage caused to the premises on hire other than fire £10,000.

6.0 Bond

6.1 Slough Borough Council may require the hirer to lodge a bond against possible extra charges. The amount of the bond will vary depending on the type of event and number of attendees. The bond will be returned to the hirer after the hiring period when all outstanding charges have been satisfied and may be used to offset losses caused by a failure of the said charges being satisfied within a reasonable time. The value of the bond does not represent a maximum of charges that may be made. Interest will not be paid on any bond held.

7.0 Indemnity

7.1 The hirer shall indemnify Slough Borough Council against all proceedings, claims, costs, demands, expenses, actions or liabilities however caused, arising directly or indirectly from the use of the premises apart from claims and actions arising through the negligence of Slough Borough Council, its servants or agents.

8.0 General Matters

8.1 Goal Nets – The hirer is responsible for a set of goal nets. The hirer will be issued with a locker. The key will be made available on site at the hirer's first home game and from that point on will be the responsibility of the hirer. The nets must be taken down after each game by the hirer and stored away in the locker provided. Nets and locker key will be returned on the hirer's last home match. The hirer will be responsible for nets that have been lost or nets that are in poor condition (unreasonable wear and tear) and will be liable to pay all costs incurred.

8.2 Health and Safety – The hirer is responsible for providing his/her own first aid kit.

8.3 Clearing Away – The hirer shall remove all litter left by his/her clubs players and spectators. The hirer shall leave the sports ground and facilities in the same condition as on arrival.

8.4 Damage – The hirer shall pay the cost of making good any damage directly or indirectly as a result of the hiring or otherwise by the hirer or his/her group or club.

8.5 Car Park – The hirer must ensure that all cars and other vehicles connected with the hirer or his/her group or club are parked in the car park provided, or in some other place so as not to obstruct any public or private right of way, or be a nuisance or source of annoyance to any person or neighbour. The hirer must not bring cars or other vehicles onto the grassy areas of the sports ground or allow vehicles to be brought there. The hirer is responsible for ensuring access ways and exits are kept clear for emergency vehicles.

8.6 Changing Facilities – The hirer shall ensure that changing accommodation is left in a clean and tidy state and that washing facilities are not used for removing mud from boots. The hirer shall ensure that lights, taps, showers and other equipment in the changing rooms are turned off and the doors and windows closed and gates to the sports ground closed (where applicable) before leaving.

The hirer is also responsible for not letting other teams to use their changing rooms. There is to be no smoking within the changing facilities.

- 8.7 By-Laws – The hirer shall observe all relevant and statutory provisions and by-laws, and comply with any reasonable instruction given by the patrol officers or park keepers.

9.0 Interpretation and Reserved Rights

- 9.1 The Council reserves the right to vary the terms and conditions herein and to make such additional terms as it may in its absolute discretion deem necessary. Any questions arising as to the interpretation of the terms and conditions shall be interpreted by any appropriate officer of the Council whose discretion shall be final.
- 9.2 The hirer or the person signing the contract of hirer of Council premises warrants that he/she is over 18 years of age and has read and accepted these terms and conditions.
- 9.3 The hirer should note that personal data such as names, address and contact telephone numbers obtained for the purpose of the booking will be shared between appropriate Council Officers, Partner organisations and contractors for day to day business activities.

10.0 Children

- 10.1 Where pitches and facilities are let for the purpose of entertaining children the provision of the Children and Young Persons Act 1933 shall be observed.
- 10.2 Where Clubs are hiring facilities for the purpose of coaching or entertaining under 18's, the booking will only be accepted where clubs can adhere to SBC's 'Child Protection Standards for Clubs using SBC facilities.

PLEASE NOTE: Slough Borough Council reserve the right to change these Terms & Conditions at any point without notice.

APPENDIX 3

Arbour Park Football Booking Application Form 2019/20 Season

Dear Sir/Madam, can we please request you complete this form:

Customer Name:	
Team/Club Name:	
League Name:	
Adult or Youth Team:	
Address:	
Mobile Telephone Number:	
Home Telephone Number:	
Email address:	
Changing Facilities Required:	
Days Required:	
Kick Off Time Required:	
Exclusion Dates:	
Games Required:	
Approximate Number of Spectator expected at each game	
Stewarding Plan	

Please provide details of an additional contact person with whom contact can be made during the day at short notice with reference to cancellation.

Additional Customer Name:	
Address:	
Mobile Telephone Number:	
Home Telephone Number:	
Email address:	

Please state if any persons under the age of 16 will be attending the bookings:

YES / NO

If yes, name of person who is responsible for child protection:

Name:	
Telephone Number:	
Signature:	
Date:	

Please return this form to Facilities Management, 1st Floor East, St Martins Place, 51 Bath Road, Slough, SL1 3UF or by email to pitchbookings@slough.gov.uk
For any queries please do not hesitate to contact us on 01753 875762 or 01753 875401.

Arbour Park Community Stadium Acceptable Footwear



Acceptable Footwear for a 3G Football Pitch

Studs (Moulded)	Plastic Studs - Screw-in Less than 15mm	Astro Turf Trainers	Blades or boots with metal or metal tipped studs	Flat soled e.g. trainers etc
YES ✓	YES ✓	YES ✓	NO ✗	NO ✗
				
		Dimpled e.g. Specialist hockey shoes		
		NO ✗		
				

Please make sure your boots are clean before going onto the pitch. Anyone with Inappropriate / Muddy footwear will be asked to leave the pitch as it damages the playing surface. Thank you.

It is the hirer's responsibility to physically check the footwear of users before going onto the pitch. If a member of staff spots a user with incorrect footwear, they will bring this to the hirer's attention and advise them of the increased risk.

APPENDIX 4

BENCHMARKING 2019 & CHARGES AND ROOM CAPACITY



Benchmarking
2019.xlsx



Community Centre
Charges 2019-20.xlsx

APPENDIX 5

Arbour Park Community Stadium Event Application Form



Arbour Park
Community Stadium e

APPENDIX 6 – VAT

VAT Exemption for Arbour Park Community Stadium



Taking pride in our communities and town

ADVISORY TO LOCAL SPORTS CLUBS

Value Added Tax (VAT) Regulations Relating To The Bookings Of Sports Pitches In Park Facilities

June 2017

Hirers of park facilities for use for sports activities may be exempt from VAT provided that all of the following conditions are met;

- The booking is for ten matches or more
- Each match is for the same sport/activity
- Each match is at the same location (same park/sports facility)
- The interval between each match is at least one day but not more than 14 days
- There is a written contractual agreement between the hirer and the council (the provider) that all matches will be paid for. (Payment can be by instalments but as a minimum requirement payment for each match must be made on or before the day of each match). See information provided below concerning refunds
- The hirer cannot be allowed to cancel and sessions and receive a refund
- The hirer has exclusive use of the area/facility specified
- The hirer is a school, a club* or an association representing affiliated clubs or constituent associations

* *Individual teams can be treated as clubs provided that they conduct their affairs in the same manner. This would mean entering into formal agreements with the operator of premises specifying a named contract, collecting subscriptions from members and so forth. This would be by way of the official booking form*

NOTE: *All of the above conditions must be complied with or VAT will become payable for the entire series of bookings in accordance with Her Majesty's Revenue and Customs rules.*

Rules agreed June 2017

PLEASE NOTE: Slough Borough Council reserve the right to change these Terms & Conditions at any point without notice.

Hirer:.....
.....

Organisation:.....
.....

Date:.....
.....

SIGNED: **DATE:**

The Conditions of hire and Regulations governing the use of the area hired should be studied before signed the contract. The signing of this contract implies the full acceptance by the Hirer of the Conditions of Hire and Rules and Regulations.

VAT CHARGES

HALLS & ROOM BOOKINGS

The hiring of venues and room bookings including equipment (i.e.) projectors, flip charts, etc. are exempt from VAT.

For Weddings and Parties, VAT is also exempt except where the Council are providing a complete wedding service with catering and planning.

Where Security Services for Weddings and Parties is provided/required, VAT will be charged for this only, at the standard rate.

PITCH BOOKINGS VAT REGULATIONS

Hirers of park facilities for use for sports activities may be exempt from VAT provided that all of the following conditions are met:

1. The booking is for ten matches or more
2. Each match is for the same sport/activity
3. Each match is at the same location (same park/sports facility)
4. The interval between each match is at least one day but not more than 14 days
5. There is a written contractual agreement between the hirer and the Council (the provider) that all matches will be paid for. (*Payments can be in instalments but must be made prior to the game commencing*).
6. The hirer cannot be allowed to cancel sessions and receive a refund
7. The hirer has exclusive use of the area/facility specified
8. The hirer is a school club or an association representing affiliated clubs or constituent associations

** Individual teams can be treated as clubs provided that they conduct their affairs in the same manner. This would mean entering into formal agreements with the operator of the premises specifying a named contract, collecting subscriptions, from members and so forth, this would be by way of the official booking form.

All of the above conditions **must** be complied with or VAT will become payable for the entire series of bookings in accordance with HMRC rules.

For one off games, VAT **will be** charged at the standard rate.

APPENDIX 7

ELECTRICAL INSTALLATIONS

The Hirer shall ensure that:

1. Wiring installed in accordance with the current edition of Regulations for Electrical Installations issued by the Institute of Electrical Engineers may be used in positions where it is not held inaccessible to interference and is open to view throughout its length.
2. Flexible cables or cords are kept as short as is practicable.
3. Lamps or lighting installed shall not be placed in such positions as to obscure means of egress or render less conspicuous the notices indicating the exits.
4. Electrical equipment is guarded as necessary to prevent accidental contact with live metal or short-circuiting of live terminals etc.
5. Electrical apparatus shall be fixed in position with adequate space for operation and maintenance.
6. Only one two-way socket outlet adaptor shall be permitted in any one outlet.
7. SBC reserves the right to refuse to connect any installation, which does not comply with the Regulations for Electrical Installations, and any further Regulations, which may be imposed.
8. SBC reserves the right to enter any room, examine the electrical wiring, luminaries or other accessories, and insist on its removal if it is not appropriate.
9. Wiring installed in accordance with the current edition of Regulations for Electrical Installations issued by the Institute of Electrical Engineers may be used in positions where it is not held inaccessible to interference and is open to view throughout its length.
10. All electrical appliances such as tape recorders/CD players etc. must have a valid PAT (Portable Appliance Test) label on. If it doesn't, the hirer will not be permitted to use the equipment.

Appendix 8

	<h1>Privacy Notice</h1>
--	-------------------------

Document Number	01
Version Number	0.1
Approved by	
Date Approved	
Effective Date	
Authority	
Authorised by	
Contact Officer	Alexander Cowen

Revision History				
Version No	Date	Amended by	Authorised by	Approved by
0.1	01/05/2018	Alexander Cowen		
0.2	24/05/2018	Kulvinder Dhillon	Charan Dhillon	

Change History		
Version No	Date	Change Details
0.1	01/05/2018	Initial Draft
0.2	24/05/2018	Amended in line with Building Management

Related Documents	
Document Title	Location
Privacy Notice	

Contents

1.	Purpose	3
2.	Applicability	3
3.	Roles and Responsibilities	3

Appendix A - Template

1. Purpose

- 1.1. The document at Appendix A is intended as a corporate template to use as a Privacy or Fair Processing notice for purposes of data protection.

2. Applicability

- 2.1. A privacy notice must be created and made available wherever personal data is collected and processed by a service, team or individual.

3. Roles and Responsibilities

- 3.1. Each Head of Service has overall responsibility for ensuring that data is managed appropriately in accordance with the law and agreed standards.
- 3.2. The Data Protection Officer is responsible for:
 - Directing and reviewing this standard.
 - Ensuring that there is effective consultation, support and communication on related matters in terms of data protection.
 - Publishing & Promoting the adoption of this template.
 - Ensuring compliance with published standards, procedures, working practices, and legal developments.

Privacy Notice

This document describes how and why we collect, store, protect, process and share the data you give to us. We collect personal data to help us to work with you and to understand and plan the services you need.

Date of Issue: 24/05/18

Update History:

	First issue of a new Privacy Notice

Directorate: Place & Development

Team: Building Management

About the Organisation

Slough Borough Council is the Data Controller. This means it is ultimately responsible for the data it holds about you.

Contact Address:

St Martins Place
Bath Road
Slough
Berkshire
SL1 3UF

ICO Registration Number: Z6795420

The Data Protection Officer

Contact details are: dataprotectionofficer@slough.gov.uk

What data will we collect about you?

We collect your personal information such as name, address, contact number, email address and banking details.

What will we use your data for?

Your data will be used to produce a contract in order for us to confirm your booking and take any relevant payments.

Who will see your data?

Your data is shared with internal departments within Slough Borough Council to help deliver our service to you and in order for us to take payments and process any refunds that are due.

Your right to refuse

You don't have to consent to us collecting and using your data, it's your choice. If you decide not to consent, we may not be able to provide you with services.

Should you decide you don't want us to share your information with third parties, this may affect our ability to help you access services you might need.

How long will your data will be kept?

Your data will not be kept any longer than necessary. You can check how long the organisation will keep each type of data against Slough Borough Council's retention schedule.

How is your data stored and processed?

Your data will be held on the Council's database designed for social care users and will be protected using up-to-date technical and organisational security measures.

Transfer overseas

Your data will not be stored or sent outside of the UK.

Your rights

You have a number of rights when it comes to the data we hold about you. These are detailed on website <http://www.slough.gov.uk/council/data-protection-and-foi/privacy-notices.aspx>

Complaints

If you've already told us we need to do something, but we haven't responded in a way you're satisfied with, you can complain to the Information Commissioner's Office (the ICO). It's easiest to do this online via the ICO website (<https://ico.org.uk/concerns/handling/>), but you can also do so in writing to:

The Information Commissioner's Office

Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

This page is intentionally left blank

Appendix N

Community Centre	Number of people Room holds	Daytime Rate applies from 9am - 4pm	Children's Birthday Party Rate- (Could be 10, 20 or 30% lower than C&V rate depending on size of hall)	Proposed charges Per Hour (Community & Voluntary & SBC)	Current Charge Per Hour 2018/19	Comments
Chalvey Centre						
Main Hall	150		£31.30	£44.75	£44.75	No Change
Main Hall - Weddings & Parties (until 11pm)				£52.00	£52.00	No Change
Main Hall - Room 1 or 2	25			£15.90	£15.90	No Change
Half Main Hall - Room 3 or 1& 2 together	50			£23.40	£23.40	No Change
Half main Hall - Weddings & Parties (3 or 1& 2)	n/a			£31.60	£31.60	No Change
POD	6			£7.70	£7.70	No Change
Meeting Room 4 or 5	30			£16.40	£16.40	No Change
Outside Decking Area	n/a			£10.00	£10.00	No Change
Kitchen	n/a			£10.00	£10.00	No Change
Smart Board, Laptop and projector	n/a			£20.00	£20.00	No Change
Flip chart & Stand	n/a			£10.00	£10.00	No Change
Projector	n/a			£10.00	£10.00	No Change
Laptop	n/a			£10.00	£10.00	No Change
Smart Board	n/a			£10.00	£10.00	No Change
Teas, Coffees & Biscuits (per person)	n/a			£1.10	£1.10	No Change
Stage set up	n/a			£20.00	£20.00	No Change
Storage per Square meter	n/a			£3.00	£3.00	No Change
Chalvey Pavilion						
Room 1	50			£22.00	£22.00	No Change
Room 2	30			£14.40	£16.40	No Change
Room 3	25			£13.00	£13.00	No Change
Kitchen				£5.50	£5.50	No Change
Teas, Coffees & Biscuits (per	n/a			£1.10	£1.10	No Change

person)						
Storage per Square meter				£3.00	£3.00	No Change
Britwell Centre						
Main Hall	150	£37.00	£28.80	£41.20	£41.20	No Change
Main Hall Weddings & Parties				£52.00	£52.00	No Change
Main Hall (Two Thirds)	100	£25.00	£22.20	£27.80	£27.80	No Change
Main Hall (Two Thirds) Weddings & Parties	n/a			£44.80	£56.00	No Change
Main Hall (One Third)	50			£13.40	£13.40	No Change
Main Hall (One Third) Weddings & Parties	n/a			£25.60	£25.60	No Change
Commercial Kitchen	n/a			£10.00	£10.00	No Change
Training Kitchen - Room 1	n/a			£20.00	£20.00	No Change
Room 8	8			£10.00	£10.00	No Change
Room 9	8			£10.00	£10.00	No Change
Room 8 & 9 without partition	20			£15.50	£15.50	No Change
Meeting Room 4 -	20			£14.40	£14.40	No Change
Practical Learning Area - Meeting Room 3	20			£14.40	£14.40	No Change
Interview Room 7	4			£7.50	£7.50	No Change
IT Room (with Smart Board)	15			£16.40	£16.40	No Change
Stage set up	n/a			£20.00	£20.00	No Change
Sound System & Projector	n/a			£25.00	£25.00	No Change
Sound System	n/a			£15.00	£15.00	No Change
Smart Board, Laptop and projector-	n/a			£20.00	£20.00	No Change
Flip chart & Stand	n/a			£10.00	£10.00	No Change
Projector	n/a			£10.00	£10.00	No Change
Laptop	n/a			£10.00	£10.00	No Change
Smart Board	n/a			£10.00	£10.00	No Change
Teas, Coffees & Biscuits	n/a			£1.10	£1.10	No Change
Storage per Square meter	n/a			£3.00	£3.00	No Change
Langley Pavilion						
Main Hall	150	£37.00	£26.50	£33.10	£33.10	No Change

Main Hall - Weddings & Parties				£52.00	£52.00	No Change
Small Hall	30	£14.20		£15.40	£15.40	No Change
Small Hall - Weddings and Parties				£20.00	£20.00	No Change
Meeting Room 1 and 2	20			£9.20	£9.20	No Change
Kitchen	n/a			£10.00	£10.00	No Change
Teas, Coffees & Biscuits	n/a			£1.10	£1.10	No Change
Storage per square meter	n/a			£3.00	£3.00	No Change
Cippenham Centre						
Main Hall	150	37.00	£33.00	£41.20	£41.20	No Change
Main Hall - Weddings & Parties	n/a			£52.00	£52.00	No Change
Small Hall 1 or 2	40	14.10		£15.70	£27.00	No Change
Small Hall 1 or 2 - Weddings and Parties	n/a			£27.00	£30.00	No Change
Kitchen	n/a			£10.00	£10.00	No Change
Teas, Coffees & Biscuits	n/a			£1.10	£1.10	No Change
Storage per square meter	n/a			£3.00	£3.00	No Change
Weekes Drive						
Main Hall	150	33.50	£29.80	£37.20	£37.20	No Change
Main Hall - Weddings & Parties	n/a			£52.00	£52.00	No Change
Small Hall 1 or 2	30			£15.70	£15.70	No Change
Small Hall 1 or 2 - Weddings and Parties	n/a			£22.50	£22.50	No Change
Kitchen	n/a			£10.00	£10.00	No Change
Teas, Coffees & Biscuits	n/a			£1.10	£1.10	No Change
Storage per square meter	n/a			£3.00	£3.00	No Change
Upton Lea Centre						
Main Hall	150	29.80	£26.50	£33.10	£33.10	No Change
Main Hall - Weddings & Parties	n/a			£52.00	£52.00	No Change
Small Hall	30			£10.30	£10.30	No Change
Small Hall - Weddings and	n/a			£20.00	£20.00	No Change

Parties						
Meeting Room 1 and 2	20			£9.20	£9.20	No Change
Kitchen	n/a			£10.00	£10.00	No Change
Teas, Coffees & Biscuits	n/a			£1.10	£1.10	No Change
Storage per square meter	n/a			£3.00	£3.00	No Change
Westfield Centre						
Main Hall	50	13.50	£15.00	£15.00	£15.00	No Change
Main Hall - Weddings & Parties	n/a			£24.00	£24.00	No Change
Meeting Room 1	8			£6.20	£6.20	No Change
Kitchen	n/a			£5.50	£5.50	No Change
Teas, Coffees & Biscuits	n/a			£1.10	£1.10	No Change
Storage per square meter	n/a			£3.00	£3.00	No Change
Manor Park Centre						
Main Hall	80	23.90	£23.90	£26.50	£26.50	No Change
Main Hall - Weddings & Parties	n/a			£35.00	£35.00	No Change
Foyer	n/a					No Change
Outdoor Hardcourt Area	n/a			£14.80	£14.80	No Change
Kitchen	n/a			£5.30	£5.30	No Change
Teas, Coffees & Biscuits	n/a			£1.10	£1.10	No Change
Storage per square meter	n/a			£3.00	£3.00	No Change
Manor Park Pavilion						
Small Hall	35-40			£22.00	£22.00	No Change
Small Hall - Weddings & Parties				£30.30	£30.30	No Change
Cippenham Library						
Meeting room	6			£7.50	£7.50	New Asset we manage price based on Room 6 at Britwell
Flipchart & Stand				£10.00	£10.00	New Asset we manage based on other CC
Langley Library						

Meeting room	10			£10.00	£10.00	New Asset we manage based on Curve Green Room
Curve						
Gallery	15			£15.00	£15.00	No Change
Meeting Room 4-GF	4			£7.50	£7.50	No Change
Green Room	15			£10.00	£10.00	No Change
The Venue	150			£50.00	£50.00	No Change
Combined (The Venue and Green Room)				£55.00	£55.00	No Change
Plaza (only available if the venue or one other room at the Curve is booked, so long as it is a substantial booking the Plaza would be provided for free)	n/a					No Change
IT Suite (Room 3) using equipment-First Floor	24			£20.00	£20.00	No Change
IT Suite (Room 3) not using equipment- First Floor	24			£18.00	£18.00	No Change
Meeting Room 1-2nd Floor	24			£18.00	£18.00	No Change
Meeting Room 2-2nd Floor	24			£18.00	£18.00	No Change
Meeting Room 1 & 2 combined package	48			£30.00	£30.00	No Change
Teas, Coffees & Biscuits (per person)	n/a			£1.10	£1.10	No Change
Smart Board, Laptop and projector	n/a			£20.00	£20.00	Based on other CC
Flip chart & Stand	n/a			£10.00	£10.00	Based on other CC
Projector	n/a			£10.00	£10.00	Based on other CC
Laptop	n/a			£10.00	£10.00	Based on other CC
Smart Board	n/a			£10.00	£10.00	Based on other CC
Stage set up	n/a			£20.00	£20.00	Based on other CC

Technician cost for performances such as Pantos etc.						
Arbour Park						
Changing room only (<i>when not hiring with the Pitch</i>)	n/a			£25.00	£25.00	No Change
Medical room	n/a			£15.00	£15.00	No Change
Room 1 including South Terrace - 1st Flr (carpeted room)	32			£15.00	£15.00	No Change
Room 2 including North Terrace - 1st Flr	32			£15.00	£15.00	No Change
Additional one off cost for each of the North and South terraces (i.e.) set up tables/chairs etc.	26			£30.00	£30.00	No Change
Club Room	28			£12.50	£12.50	No Change
Kitchen Ground Floor Next to club room - (<i>if hired with pitch or room</i>)	n/a			£10.00	£10.00	No Change
Kitchen Ground Floor Next to club room (<i>if hiring on its own without Pitch or Room</i>)	n/a			£30.00	£30.00	No Change
Function Space only	42			£17.50	£17.50	No Change
Function Space - Weddings & Parties				£40.00	£40.00	No Change
Whole of first floor	150			£47.50	£47.50	No Change
Whole of first floor - Weddings & Parties				£95.00	£95.00	No Change
<i>Function Space & Training Room 1 or 2 Weddings & parties</i>	<i>88</i>			<i>£70.00</i>	<i>£0.00</i>	New Rate
Teas, Coffees & Biscuits (per person)	n/a			£1.10	£1.10	No Change
<i>Smart Board, Laptop and projector</i>	<i>n/a</i>			<i>£20.00</i>	<i>£20.00</i>	<i>Based on other CC</i>
<i>Flip chart & Stand</i>	<i>n/a</i>			<i>£10.00</i>	<i>£10.00</i>	<i>Based on other CC</i>

Projector	n/a			£10.00	£10.00	Based on other CC
Laptop	n/a			£10.00	£10.00	Based on other CC
Smart Board	n/a			£10.00	£10.00	Based on other CC
Stage set up	n/a			£20.00	£20.00	Based on other CC

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 31st January 2019

CONTACT OFFICER: Neil Wilcox; Director Finance & Resources, Section 151 officer
(For all enquiries) (01753) 87 5358

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

TREASURY MANAGEMENT STRATEGY 2019/20**1 Purpose of Report**

The Treasury Management Strategy (TMS) is a requirement of the Council's reporting procedures and recommended by both the Chartered Institute of Public Finance and Accountancy (CIPFA) code of practice on treasury management and the CIPFA prudential code for capital finance in local authorities. The Council is required to comply with both codes through regulations issued under the Local Government Act 2003.

2 Recommendation(s)/Proposed Action

The Committee is requested to scrutinise and comment on the Treasury Management Strategy 2019/20 and make any references to Cabinet prior to the Strategy being recommended to Council on 21st February 2019.

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 good governance within the Council to ensure that it is efficient, effective and economic in everything it does achieve through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

3b Five Year Plan Outcomes

The report helps achieve the Five Year Plan by contributing to the Council's Financial Planning and particularly by contributing to it's vision to make Slough a growing place of opportunity and ambition. The Five Year plan states that "We will work towards being self-sufficient through innovation, income generation and maximising the value and effective use of our resources", as evidenced in the Treasury management activity report.

4 Other Implications**(a) Financial**

The Financial implications are contained within this report.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Recommend approval of Treasury Management Strategy for 2019-20	Counterparty risk- the risk that an institution the council has invested is failing or likely to fail resulting in credit loss. Interest rate risk- if interest rates rise the risk that the council will be subject to higher interest costs. If there is a reduction in interest rates or fund prices are affected by a worsening economy lower dividends from funds invested in and a depreciation of the capital value.	The council will work closely with its Treasury advisors to mitigate interest rate risk. The council has an approved counterparty list contained in the Treasury Strategy setting out the institutions it can invest in, the maximum periods it can invest for and the total value for investing in individual institutions. This counterparty list is constantly under review by its Treasury advisors	9	The council has made a conscious decision not to put money in unsecured and low yielding banks and Building Societies deposits.

Risk	Mitigating action	Opportunities
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	Returns out perform the budgeted income
Timetable for delivery	None	None
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

None Identified

(d) Equalities Impact Assessment

No identified need for the completion of an EIA

5 **Supporting Information**

- 5.1 The Treasury Management Strategy for 2019/20 is required to set out how the Council intends to manage its Treasury Management Risk. The Council's Treasury Policy is set out in Appendix 1 of this report. The Treasury Management Strategy complies with the requirements set out in the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management, which includes the requirement for determining a Treasury Strategy on the likely financing and investment activity for the forthcoming financial year.
- 5.2 In addition to reporting on risk management related to treasury activities, the Treasury Management Code also requires the Authority to report on any financial instruments entered into to manage Treasury Risks.

6 **Key Principles**

- 6.1 The medium term capital finance budget is a key part of the council's budget strategy. When setting the Treasury Management Strategy the Council has considered
- The current Treasury position and debt portfolio position
 - The prospects for interest rates
 - The current approved capital programme
 - Limits on treasury management activities and prudential indicators
- 6.2 It is a statutory requirement that the level of borrowing is kept under review and is affordable

7 **Service Delivery and Performance Issues**

- 7.1.1 The Council currently has £459.841m of borrowing and an average investment balance of £44.674m throughout the year. The underlying need to borrow is measured by the Capital Financing Requirement (CFR) while usable reserves are the underlying resources available for investment.
- 7.1.2 CIPFA's prudential code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. The Highest forecast of CFR during the next 3 years is £671m. The total debt for 2019/20 is expected to be £569m. The Council therefore will comply with this recommendation during 2019/20.
- 7.1.3 The Council uses Arlingclose as its external treasury advisor but responsibility for treasury management decisions remains with this Council at all times.

8 Comments of Other Committees

The draft Treasury Management Strategy 2019/20 will be considered by the Cabinet on 4th February 2019. Any comments from the Committee will be reported to the Cabinet and considered in making its recommendations to Council on 21st February 2019.

9 Conclusion

The Committee is requested to scrutinise the Treasury Management Strategy for 2019/20.

10 Appendices Attached

'A' Treasury Management Strategy 2019/20

11 Background Papers

- '1' CIPFA – Treasury Management in the Public Services – Code of Practice and guide for Chief Financial Officers
- '2' CIPFA – Prudential Code for local authority capital finance
- '3' Arlingclose Ltd – UK economic forecasts
- '4' Local Government Act 2003

SLOUGH BOROUGH COUNCIL

TREASURY MANAGEMENT STRATEGY 2019/20

1 Introduction & Background

The Council is required to adopt the CIPFA Treasury Management in the Public Services: Code of Practice and it is a requirement under that Code of Practice to produce an annual strategy report on proposed treasury management activities for the year.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

In accordance with the Treasury Management code, the Council defines treasury management activities as:

"The management of the Council's cash flows, its banking, money market and capital market transactions; the effective control of the risks `The purpose of the Treasury Strategy is to establish the framework for the effective and efficient management of the Council's treasury management activity, within legislative, regulatory, and best practice regimes, and balancing risk against reward in the best interests of stewardship of the public purse.

This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Guidance.

In accordance with the CLG Guidance, the Council will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly. Such circumstances would include, for example, a large unexpected change in interest rates, or in the Council's capital programme or in the level of its investment balance.

2 Key Principles

The key principles of the CIPFA Treasury Management in the Public Services: Code of Practice is that:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

In setting the Treasury Management Strategy, the Council must have regard for the following

factors:

- The current treasury position and debt portfolio position
- The prospects for interest rates
- The approved Capital Programme
- Limits on treasury management activities and prudential indicators

The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

According to the Prudential Code- the professional code of practice to support local authorities in taking capital investment decisions- the Council's prime policy objective of its investment activities is the security and liquidity of funds. Therefore the Council should avoid exposing public funds to unnecessary or un-quantified risk. The Council should consider the return on their investments; however, this should not be at the expense of security and liquidity. It is therefore important that the Council adopt an appropriate approach to risk management with regard to its investment activities. The Council employs a Treasury Management advisor, Arlingclose, to assist in the management of risk.

3 **External Context**

External Context

Economic background: The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2019/20.

UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.

The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the BoE, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.

Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.

While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2%-2.25% in September. Markets continue to expect one more rate rise in December, but

expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.

Credit outlook: The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ring-fencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ring-fenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ring-fenced banks generally being better rated than their non-ring-fenced counterparts.

The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The BoE did not require any bank to raise additional capital.

European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

Interest rate forecast: Following the increase in Bank Rate to 0.75% in August 2018, the Authority's treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.

The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity (at the time of writing this commentary in mid-December). As such, the risks to the interest rate forecast are considered firmly to the downside.

Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose's interest rate projections, due to the strength of the US economy and the ECB's forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.7% and 2.2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

4 Local Current Position

As at 31 December 2018, the Council held £459.841m borrowing (£125.841m being HRA self-financing) borrowing and £53.55m investments. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance Sheet Forecast

Slough Borough Council					
Balance Sheet Summary and Projections					
31st March	2018	2019	2020	2021	2022
	Actual £m	Estimate £m	Forecast £m	Forecast £m	Forecast £m
General Fund Capital Financing Requirement	277	431	463	492	521
HRA Capital Financing Requirement	158	158	158	158	158
Total Capital Financing Requirement	435	589	621	650	679
Less: Other long-term liabilities *	(44)	(43)	(40)	(38)	(37)
Loans Capital Financing Requirement	389	546	581	612	642
Less: External borrowing **	(322)	(479)	(509)	(545)	(575)
Internal (over) borrowing	67	72	72	67	67
Less: Usable reserves	(108)	(112)	(117)	(119)	(122)
Net Borrowing Requirement/(Investments)	(41)	(40)	(45)	(52)	(55)

* finance leases and PFI liabilities that form part of the Council's debt

** shows only loans to which the Council is committed and excludes optional refinancing

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves are the underlying resources available for investment. CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2019/20.

The Council has an increasing CFR due to the capital programme, but minimal investments and will therefore be required to borrow up to £253m over the forecast period.

5 Borrowing Strategy

The Council currently holds £459 million of loans, an increase of £137 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Council expects to borrow an additional £20m in 2018/19

Objectives: The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Council may arrange forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow further short-term loans to cover unplanned cash flow shortages.

Sources: The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except [your local] Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

The Council has previously raised the majority of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.

Municipal Bond Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Cabinet.

LOBOs: The Council holds £9m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Council has the option to either accept the new rate or to repay the loan at no

additional cost. None of these LOBOS have options during 2019/20, and although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

Short-term and Variable Rate loans: These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

Debt Rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Table 2: Current Borrowing Position

PWLB/ Market /LA	Type	Loan	Start Date	Maturity	Principal (£)	Type
PWLB	Fixed	487800	02/08/2004	25/03/2028	1,000,000	Pooled
PWLB	Fixed	488859	02/08/2004	25/03/2029	500,000	Pooled
PWLB	Fixed	489227	24/10/2004	15/10/2031	5,000,000	Pooled
PWLB	Fixed	490923	22/12/2005	01/05/2036	3,000,000	Pooled
PWLB	Fixed	490924	22/12/2005	01/08/2036	5,000,000	Pooled
PWLB	Fixed	494837	01/10/2008	01/08/2038	5,000,000	Pooled
PWLB	Fixed	497999	30/09/2010	29/09/2021	4,000,000	Pooled
PWLB	Fixed	498000	30/09/2010	29/09/2024	4,000,000	Pooled
PWLB	Fixed	498001	30/09/2010	30/09/2027	4,000,000	Pooled
PWLB	Fixed- EIP	507555	24/07/2018	26/07/2038	25,000,000	Pooled
PWLB	Fixed- EIP	507556	24/07/2018	24/07/1948	25,000,000	Pooled
PWLB	Fixed	507957	30/10/2018	30/10/1968	20,000,000	Pooled
PWLB	Fixed	508164	11/12/2018	13/12/1938	20,000,000	Pooled
PWLB	Fixed	500578	28/03/2012	28/03/2028	20,000,000	HRA Self Financing
PWLB	Fixed	500579	28/03/2012	28/03/2037	20,000,000	HRA Self Financing
PWLB	Fixed	500580	28/03/2012	28/03/2042	20,000,000	HRA Self Financing
PWLB	Fixed	500581	28/03/2012	28/03/2041	15,841,000	HRA Self Financing
PWLB	Fixed	500582	28/03/2012	28/03/2032	20,000,000	HRA Self Financing
PWLB	Fixed	500583	28/03/2012	28/03/2022	10,000,000	HRA Self Financing

PWLB/ Market /LA	Type	Loan	Start Date	Maturity	Principal (£)	Type
PWLB	Fixed	500584	28/03/2012	28/03/2039	20,000,000	HRA Self Financing
Market	L/T Fixed	64	12/07/2004	10/07/2054	4,000,000	Pooled
Market	L-T LOBO	65	07/04/2006	07/04/2066	5,000,000	Pooled
Market	L-T LOBO	66	28/04/2006	28/04/2066	4,000,000	Pooled
LA	ST Variable	2533	26/01/2018	25/01/2019	2,000,000	General Fund
LA	ST Var	2544	19/03/2018	21/01/2019	5,000,000	General Fund
LA	ST Variable	2545	26/03/2018	28/01/2019	4,000,000	General Fund
LA	ST Variable	2548	04/04/2018	03/04/2019	5,000,000	General Fund
LA	ST Variable	2549	25/04/2018	25/02/2019	5,000,000	General Fund
LA	ST Variable	2552	27/04/2018	27/02/2019	5,000,000	General Fund
LA	ST Variable	2559	24/05/2018	23/05/2019	2,000,000	General Fund
LA	ST Variable	2558	31/05/2018	29/03/2019	5,000,000	General Fund
LA	ST Variable	2564	26/06/2018	02/01/2019	5,000,000	General Fund
LA	ST Variable	2568	27/06/2018	02/01/2019	2,000,000	General Fund
LA	ST Variable	2567	27/06/2018	07/01/2019	2,000,000	General Fund
LA	ST Variable	2561	29/06/2018	28/06/2019	2,000,000	General Fund
LA	ST Variable	2566	02/07/2018	04/01/2019	5,000,000	General Fund
LA	ST Variable	2570	10/07/2018	15/03/2019	1,000,000	General Fund
LA	ST Variable	2569	10/07/2018	15/03/2019	5,000,000	General Fund
LA	ST Variable	2572	19/07/2018	21/01/2019	1,000,000	General Fund
LA	ST Variable	2571	19/07/2018	21/01/2019	5,000,000	General Fund
LA	ST Variable	2573	19/07/2018	21/01/2019	3,000,000	General Fund
LA	ST Variable	2576	30/07/2018	31/01/2019	5,000,000	General Fund
LA	ST Variable	2562	31/07/2018	30/07/2019	6,000,000	General Fund

PWLB/ Market /LA	Type	Loan	Start Date	Maturity	Principal (£)	Type
LA	ST Variable	2574	09/08/2018	11/02/2019	5,000,000	General Fund
LA	ST Variable	2581	13/08/2018	13/02/2019	2,000,000	General Fund
LA	ST Variable	2585	14/08/2018	14/02/2019	2,000,000	General Fund
LA	ST Variable	2578	20/08/2018	20/02/2019	3,000,000	General Fund
LA	ST Variable	2584	20/08/2018	20/02/2019	3,000,000	General Fund
LA	ST Variable	2582	20/08/2018	20/02/2019	2,000,000	General Fund
LA	ST Variable	2583	20/08/2018	20/02/2019	2,000,000	General Fund
LA	ST Variable	2575	21/08/2018	21/02/2019	10,000,000	General Fund
LA	ST Variable	2588	31/08/2018	28/03/2019	2,000,000	General Fund
LA	ST Variable	2579	10/09/2018	11/03/2019	5,000,000	General Fund
LA	ST Variable	2590	20/09/2018	20/03/2019	5,000,000	General Fund
LA	ST Variable	2592	28/09/2018	03/01/2019	5,000,000	General Fund
LA	ST Variable	2580	28/09/2018	30/07/2019	7,000,000	General Fund
LA	ST Variable	2593	01/10/2018	01/04/2019	5,000,000	General Fund
LA	ST Variable	2591	04/10/2018	04/03/2019	5,000,000	General Fund
LA	ST Variable	2594	08/10/2018	08/04/2019	5,000,000	General Fund
LA	ST Variable	2595	23/10/2018	23/04/2019	5,000,000	General Fund
LA	ST Variable	2596	24/10/2018	25/03/2019	3,000,000	General Fund
LA	ST Variable	2597	24/10/2018	25/03/2019	2,000,000	General Fund
LA	ST Variable	2598	31/10/2018	31/07/2019	3,000,000	General Fund
LA	ST Variable	2604	21/11/2018	21/05/2019	3,000,000	General Fund
LA	ST Variable	2605	22/11/2018	22/02/2019	1,000,000	General Fund
LA	ST Variable	3436	23/11/2018	23/05/2019	2,000,000	General Fund
LA	ST Variable	3437	23/11/2018	29/03/2019	3,000,000	General Fund

PWLB/ Market /LA	Type	Loan	Start Date	Maturity	Principal (£)	Type
LA	ST Variable	2603	23/11/2018	23/05/2019	5,000,000	General Fund
LA	ST Variable	2600	26/11/2018	18/03/2019	2,000,000	General Fund
LA	ST Variable	2599	26/11/2018	28/05/2019	5,000,000	General Fund
LA	ST Variable	2601	30/11/2018	29/11/2019	5,000,000	General Fund
LA	ST Variable	3440	07/12/2018	28/06/2019	5,000,000	General Fund
LA	ST Variable	2602	07/12/2018	06/12/2019	5,000,000	General Fund
LA	ST Variable	3439	11/12/2018	11/06/2019	1,500,000	General Fund
LA	ST Variable	3441	14/12/2018	14/06/2019	1,000,000	General Fund
LA	ST Variable	3438	21/12/2018	25/03/2019	5,000,000	General Fund
					459,841,000	

6 Housing Revenue Account Self-Financing

Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with Determinations issued by the Department for Communities and Local Government. The Determinations do not set out a methodology for calculating the interest rate to use in each instance. The Council is therefore required to adopt a policy that will set out how interest charges attributable to the HRA will be determined. The CIPFA Code recommends that authorities present this policy in their TMSS.

On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account.

As part of the reform of the HRA Housing Revenue Account Subsidy system at the end of 2011/12, the HRA needed to make a payment of £136m to the Government. £126m of this was financed by PWLB loans listed above. £10m was in respect of an internal loan from the General Fund. The General Fund currently charges 3.27% interest on this amount or £327,000 per annum.

7 Investment Strategy

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £18m and £64m. Levels are expected to decrease during the forthcoming year in order to finance an expanding capital programme.

Objectives: Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk receiving unsuitably low investment income.

Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative Interest Rates: If the UK enters into a recession in 2019/20, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy: Given the increasing risk and falling returns from short-term unsecured bank investments, the Council aims to further diversify into more secure and/or higher yielding asset classes during 2019/20 where opportunities arise. This is especially the case for the estimated £30m that is available for longer-term investment. The Council has reduced the amount it invests in short-term unsecured bank deposits, certificates of deposit and money market funds to around 35% of its total investments. Most of these investments are for the management of the Council's short term cash flow, and are invested in either instant access call accounts or notice accounts where the exposure is for a maximum of 95 days.

Approved Counterparties: The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved Investment Counterparties and Limits

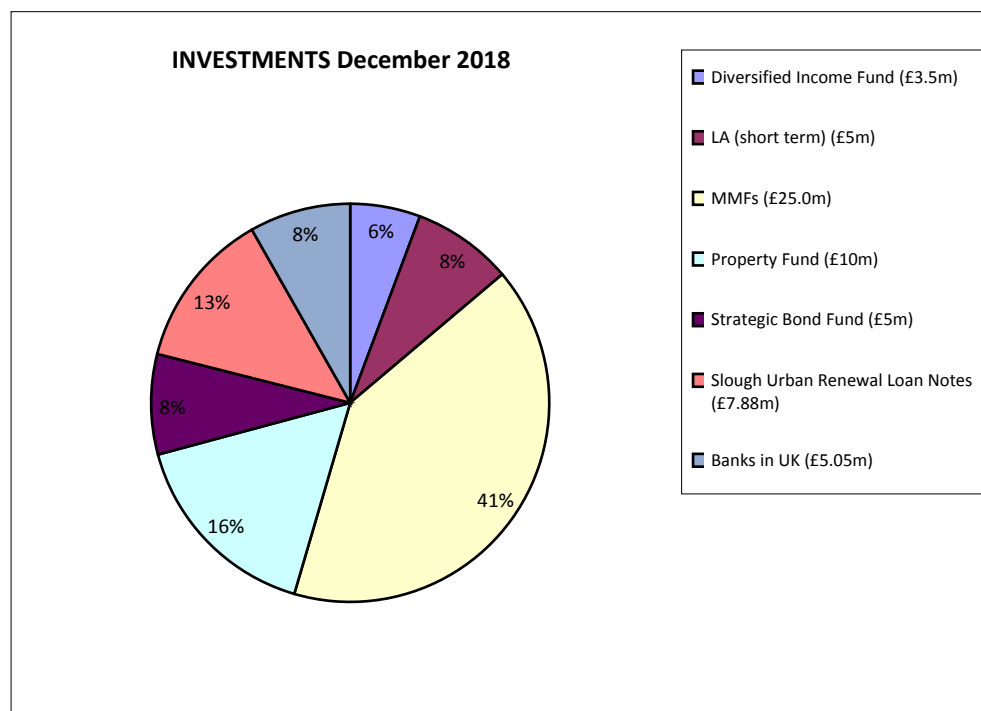
Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£15m 5 years	£15m 20 years	£15m 50 years	£5m 20 years	£5m 20 years
AA+	£15m 5 years	£15m 10 years	£15m 25 years	£5m 10 years	£5m 10 years
AA	£15m 4 years	£15m 5 years	£15m 15 years	£5m 5 years	£5m 10 years
AA-	£15m 3 years	£15m 4 years	£15m 10 years	£5m 4 years	£5m 10 years
A+	£15m 2 years	£15m 3 years	£15m 5 years	£5m 3 years	£5m 5 years
A	£15m 13 months	£15m 2 years	£15m 5 years	£5m 2 years	£5m 5 years
A-	£15m 6 months	£15m 13 months	£15m 5 years	£5m 13 months	£5m 5 years
None	£3m 12 months	n/a	£5m 25 years	n/a	£5m 5 years
Pooled funds	£10m per fund				

There is no intention to restrict investments to bank deposits, and investments may be made with any public or private sector organisations that meet the above credit rating criteria. This reflects a lower likelihood that the UK and other governments will support failing banks as the bail-in provisions in the *Banking Reform Act 2014* and the *EU Bank Recovery and Resolution Directive* are implemented.

In addition, the Council may invest with organisations and pooled funds without credit ratings, following an external credit assessment and advice from the Council's treasury management adviser.

The current level of investments and the type of institution invested in is summarised in Table 4 below:

Table 4: Current Investments



£30.05m of the above is in instant access accounts (i.e. Call Accounts and Money Market Funds).

8 Investment Opportunities

Credit Rating: Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Banks Unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

Banks Secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the

collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Registered Providers: Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain the likelihood of receiving government support if needed.

Pooled Funds: Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Slough Urban Renewal (SUR): The Council has entered into a partnership with Morgan Sindall, a Private Sector developer, for the regeneration of Slough. Under this partnership, the Council land assets are transferred into the SUR vehicle. The Council then receives a loan note from the SUR for the value of the land transferred. This loan note is then repaid by the SUR over time and the Council will receive interest on the loan note of 7%.

9 **Risk Management**

Risk Assessment and Credit Ratings: Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- Full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn [on the next working day] will be made with that organisation until the outcome of the review is

announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other Information on the Security of Investments: The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations, in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

10

Investment Limits

The Council's revenue reserves available to cover investment losses are forecast to be £76 million on 31st March 2019. In order that no more than 20% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be **£15 million**. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below:

Table 5: Investment Limits

	Cash limit
Any single organisation, except the UK Central Government	£15m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£15m per group
Any group of pooled funds under the same management	£25m per manager
Negotiable instruments held in a broker's nominee account	£25m per broker
Foreign countries	£10m per country
Registered Providers	£5m in total
Unsecured investments with Building Societies	£10m in total
Loans to unrated corporates	£5m in total
Money Market Funds	£60m in total
Slough Urban Renewal Loan Notes	£5m above land value

11 **Non-Treasury Investments**

Although not classed as treasury management activities and therefore not covered by the CIPFA Code or the CLG Guidance, the Authority has purchased property for investment purposes and has also made loans and investments for service purposes- the Council has made equity loans totalling £24.924m to James Elliman Homes a wholly owned subsidiary of the council. The aims of James Elliman Homes include increasing housing supply whilst providing “affordable homes” and /or better quality homes for vulnerable client groups and key workers not currently entitled to council housing, or those facing too long a waiting time in temporary accommodation.

Such loans and investments will be subject to the Authority’s normal approval processes for revenue and capital expenditure and need not comply with this treasury management strategy. On 14 September 2015, Cabinet approved the introduction of the Strategic Acquisition Strategy, which provided a framework for the Council to operate commercially and undertake a new approach to asset investment through the acquisition of land and/or property generating income up to £25m (inclusive of acquisition costs). Following a subsequent report in November 2016, the budget for strategic asset purchases was increased to £50m. A further £50m budget for Strategic acquisitions was approved by Full Council in June 2018. In approving the Strategy, the drivers were to acquire income generating assets to offset continued reductions in central government grant and for the Council to realise the regenerative benefits associated with purchasing sites to bring forward housing and commercial development.

How investments are decided upon

A strategic acquisition can be defined as the acquisition of land or properties that will allow the Council to expedite key outcomes contained within the 5 Year Plan. To be considered strategic, it is suggested that acquisition must make a significant contribution towards regeneration objectives and/or provide a commercial return on investment that will improve the financial resilience of the Council:

a) Property Investments

Under commercial investment objectives, a strategic acquisition would typically:

- Generate income through a satisfactory level of return, with a net initial yield range between 5% and 9%, and/or
- Improve investment value of commercial assets over time in addition to the level of returns through rental growth.

b) Regeneration

Under regeneration objectives, a strategic acquisition will typically:

- Deliver large scale development that will provide attractive, accessible places to live and work and do business; or
- Allow the redevelopment of smaller development sites in key locations that have stalled, or
- Enable the Council to acquire land required to deliver infrastructure projects, or
- Enable collaborative working with adjoining owners to maximise land value; or
- Improve the image of Slough to a status that fully recognises the strategic importance and benefits offered by the town as a sub-regional gateway to and from London.
- Generate additional capital and revenue income to support the financial projections set out in the Medium Term Financial Plan.

Whilst the acquisition of strategic regeneration sites will typically be dependent on land becoming available for sale, the Council will be proactive and will consider off market acquisitions and the use of Compulsory Purchase Orders as required.

How decisions are made

In order to balance the objectives of introducing a streamlined approach (to avoid losing acquisition opportunities through delays in process) with high levels of probity, a Strategic Acquisition Board ("SAB") was introduced.

The SAB meet on a monthly basis and is chaired by the Assistant Director Assets, Infrastructure & Regeneration. The standing members of the SAB include the:

- Leader of the Council
- Commissioner for Housing & Urban Renewals
- Strategic Director Regeneration, Housing & Resources
- Assistant Director Assets, Infrastructure and Regeneration
- Assistant Director Housing & Environmental Services
- Directorate Finance Manager Customer & Community Services, Regeneration & Housing
- Head of Asset Management

The SAB has a remit to:

- Consider acquisition recommendations put forward by the Head of Asset Management (or delegate).
- Review proposed land acquisition and/or property investment proposals, taking into account the extent to which the proposition fulfils the Council's policy objectives against a set of agreed criteria.
- Make strategic acquisition and investment decisions on behalf of the Council.
- Oversee and monitor the performance of approved acquisition and investments.
- Report acquisitions to the Capital Strategy Board and Cabinet.
- Dispose of assets acquired via the SAB.

The SAB has a responsibility to monitor the performance of the investment portfolio, ensuring that individual assets are performing thereby maximising rental returns and selling assets when they no longer perform.

When a strategic acquisition is identified by Asset Management an agreed Acquisition Protocol is followed.

Any controls in place

When acquiring investment assets, it is important to have a well balanced portfolio which can counteract significant market changes. As the portfolio expands, each asset acquired is considered in line with the existing portfolio e.g. if the majority of the portfolio were industrial then it would need to be balanced with further office and retail property, or if the portfolio income was very insecure then it could be balanced by investments with longer projected income.

Officers apply a defined list of property specific criteria when making recommendations to the SAB on investment acquisitions using agreed property based criteria.

All acquisition opportunities presented to the SAB are supported by a financial appraisal and business case. Before approving any acquisition, the SAB requires confirmation that the acquisition will not increase the Council's ongoing revenue costs, including the cost of borrowing and officer time.

The appraisal and business case assess how the strategic acquisition will be financed. They:

1. Consider if the investment achieves corporate objectives.
2. Confirm that for the acquisition of land the price is reasonable (allowing for a special purchase consideration) and supported by an independent valuation.

3. Confirm that for the acquisition of a standing investment the price is reasonable and supported by an independent valuation (reference will be made to previously identified added value opportunities).
4. Confirm there is a market requirement.
5. Where appropriate, there is secure rental income taking into account risks associated with the security of future payments, including (where appropriate) sensitivity analysis for void periods.
6. Identify whole life costs (where appropriate).
7. Identify the most appropriate funding source(s) and confirm availability.
8. Clarify that the Council's Finance Section has assessed the business case and confirmed a suitable return on investment.

The financial appraisals considered by the SAB identify all costs and assumed income to assist informed decision making on whether the acquisition is suitable. In the case of revenue generating assets, assets are assessed by comparing the anticipated net income against the rate of return the Council could otherwise expect to achieve on its capital.

In all instances, acquisitions must be supported by advice from the Section 151 Officer.

The Authority's existing non-treasury investments are listed in Appendix B.

12 **Treasury Management Indicators**

The Council measures and manages its exposures to treasury management risks using the following four new prudential indicators.

- Upper limits on variable rate exposure. This indicator identifies a maximum limit for variable interest rates based upon the debt provision net of investments.
- Upper limits on fixed rate exposure. Similar to the previous indicators, this covers a maximum limit on fixed interest rates
- Total principal funds invested for a period longer than 364 days. These limits are set to reduce the need for early sale of an investment and are based on the availability of investments after each year-end
- Maturity Structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing

Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of principal borrowed will be:

LIMITS ON INTEREST RATE EXPOSURE			
	2018/19	2019/20	2020/21
Limit on Principal invested beyond year end	£45m	£45m	£45m
Upper limit on fixed interest rate exposure	£350m	£350m	£350m
Upper limit on variable interest rate exposure	£300m	£300m	£300m

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate. Following recent discussions at the Council's Treasury Management Group and based on the Council's Current Strategy to utilise lower rates for short-term borrowing where possible in order to reduce pressure on the Revenue budgets, the above limits have been revised for 2019-20 financial year onwards.

Mature Structure of Borrowing:

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

MATURITY STRUCTURE OF BORROWING				
	Existing Level (£m)	Existing Level (%)	Lower	Upper
Under 12 months	202,583	44.06%	0%	75%
12 months and within 24 months	3,083	0.67%	0%	50%
24 months and within 5 years	23,250	5.06%	0%	50%
5 years and within 10 years	44,417	9.66%	0%	75%
10 years and within 15 years	40,917	8.90%	0%	95%
15 years and within 20 years	48,417	10.53%	0%	95%
20 years and within 25 years	59,591	12.96%	0%	95%
Over 25 years	37,583	8.17%	0%	95%
	459,841			

13 Other Items

There are a number of additional items that the Authority is obliged by CIPFA or CLG to include in its Treasury Management Strategy.

Policy on the use of financial derivatives Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Policy on apportioning interest to the HRA: On 1st April 2012, the Authority notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Authority's average interest rate on investments, adjusted for credit risk

Investment training: The needs of the Authority's treasury management staff for training in investment management are assessed every three months as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change. Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA.

Investment advisers: The Authority has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues.

Investment of money borrowed in advance of need: The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long-term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Authority's overall management of its treasury risks.

The total amount borrowed will not exceed the authorised borrowing limit of £481 million. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

Financial Implications

The budget for investment income in 2019/20 is £2.258 million, based on an average investment portfolio of £50.714 million at an interest rate of 4.45%. The budget for debt interest paid in 2019/20 is £7.890 million, based on an average debt portfolio of £459.841 million at an average interest rate of 2.06%. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different. Also in order to alleviate pressure on the Revenue Budget the Council will Capitalise Borrowing Costs for qualifying assets. A qualifying asset constitutes an asset that takes a substantial period of time to get ready for its intended use (commonly Assets under Construction).

Other Options Considered

The CLG Guidance and the CIPFA Code do not prescribe any particular Treasury Management Strategy for local authorities to adopt. The Chief Finance officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain

Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Alternative	Impact on income and expenditure	Impact on risk management
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A – Arlingclose Economic & Interest Rate Forecast December 2018

Underlying assumptions:

- Our central interest rate forecasts are predicated on there being a transitional period following the UK's official exit from the EU.
- The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider that: 1) tight labour markets will prompt inflationary pressure in the future, 2) ultra-low interest rates result in other economic problems, and 3) higher Bank Rate will be a more effective policy weapon if downside risks to growth crystallise.
- Both our projected outlook and the increase in the magnitude of political and economic risks facing the UK economy means we maintain the significant downside risks to our forecasts, despite the potential for slightly stronger growth next year as business investment rebounds should the EU Withdrawal Agreement be approved. The potential for severe economic outcomes has increased following the poor reception of the Withdrawal Agreement by MPs. We expect the Bank of England to hold at or reduce interest rates from current levels if Brexit risks materialise.
- The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in the middle quarters of 2018, but more recent data suggests the economy slowed markedly in Q4. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
- Cost pressures are easing but inflation is forecast to remain above the Bank's 2% target through most of the forecast period. Lower oil prices have reduced inflationary pressure, but the tight labour market and decline in the value of sterling means inflation may remain above target for longer than expected.
- Global economic growth is slowing. Despite slower growth, the European Central Bank is conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. More recent US data has placed pressure on the Federal Reserve to reduce the pace of monetary tightening – previous hikes and heightened expectations will, however, slow economic growth.
- Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon, but recent events around Brexit have dampened interest rate expectations. Our central case is for Bank Rate to rise twice in 2019, after the UK exits the EU. The risks are weighted to the downside.
- Gilt yields have remained at low levels. We expect some upward movement from current levels based on our central case that the UK will enter a transitional period following its EU exit in March 2019. However, our projected weak economic outlook and volatility arising from both economic and political events will continue to offer borrowing opportunities.

	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.17
Arlingclose Central Case	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.13
Downside risk	0.00	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-0.85
3-mth money market rate														
Upside risk	0.10	0.10	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.17
Arlingclose Central Case	0.90	0.95	1.10	1.30	1.40	1.40	1.40	1.35	1.35	1.35	1.35	1.35	1.35	1.27
Downside risk	-0.20	-0.45	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.76
1-yr money market rate														
Upside risk	0.20	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.33
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.70	1.60	1.50	1.40	1.35	1.35	1.35	1.35	1.35	1.40
Downside risk	-0.35	-0.50	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.77
5-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.50	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30	1.33
Downside risk	-0.50	-0.60	-0.65	-0.80	-0.80	-0.70	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.66
10-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.50	1.65	1.70	1.80	1.80	1.75	1.75	1.70	1.70	1.70	1.70	1.70	1.70	1.70
Downside risk	-0.55	-0.70	-0.70	-0.80	-0.80	-0.75	-0.75	-0.70	-0.70	-0.70	-0.70	-0.70	-0.70	-0.71
20-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	2.00	2.10	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.18
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
50-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.90	1.95	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.99
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix B – Non-Treasury Investments- Strategic Acquisitions

Property	Capital Expenditure	Annual Rent Due	2017-18	% Return on Investment
Leasehold interest of the 5th Floor, Hatfield Car Park	228,042.00			
Purchase of Cornwall House	1,729,912.15			
Land South Side Stoke Road (Stoke Wharf)	1,898,828.06			
Leaseplan 165 Bath Road	19,808,190.24			
Land at Norway Drive	235,000.00			
Halfords 380 Bath Road	4,288,918.25			
5 Hillersdon	368,000.00			
174-178 High Street (WH Smith)	5,367,819.68			
202-206 High Street (BHS)	2,931,502.99			
Waitrose Gosport - Stoke Road	3,716,132.76			
Wickes West Street Wolverhampton	7,014,436.27			
Gala Bingo, 3 Bath Road	4,243,904.11			
Lego, 33 Bath Road	13,597,950.00			
Upton Lodge, 2A Yew Tree Road, Slough	6,234,125.68			
	71,662,762.19	4,016,895.00	2,390,288.42	5.84%

202-206 High Street the old BHS building was sold on 29th March 2018. Total Capital Receipt generated was £3.8m

The above table shows the amount of capital expenditure made in purchasing assets for investment purposes. The assets will produce a rental income from tenants which can be used to support the council's Revenue Budget.

James Elliman Homes

Date of Loan	Principal	Equity 40% of Principal	Loan 60% of Principal	Annual Interest on Loan @ 5%
17/07/2017	2,223,610.00	889,444.00	1,334,166.00	66,708.30
19/07/2017	2,000,000.00	800,000.00	1,200,000.00	60,000.00
12/01/2018	2,500,000.00	1,000,000.00	1,500,000.00	75,000.00
17/04/2018	3,200,000.00	1,280,000.00	1,920,000.00	96,000.00
20/07/2018	3,000,000.00	1,200,000.00	1,800,000.00	90,000.00
09/08/2018	5,000,000.00	2,000,000.00	3,000,000.00	150,000.00
28/09/2018	5,000,000.00	2,000,000.00	3,000,000.00	150,000.00
19/12/2018	2,000,000.00	800,000.00	1,200,000.00	60,000.00
	24,923,610.00	9,969,444.00	14,954,166.00	747,708.30

James Elliman Homes is a wholly owned subsidiary of Slough Borough Council set up to acquire properties in the Slough area for rental to the following principal customers- those in need of temporary accommodation, those considered to be key workers and for market rental. Thus far the council has made loans to James Elliman Homes totalling £24,923,610. For this sum the council receives interest, payable at 5% on 60% of the principle sum loaned. For the remaining 40% the council receives equity shares.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 31st January 2019

CONTACT OFFICER: Neil Wilcox; Director of Finance & Resources
(For all enquiries) (01753) 875358

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

CAPITAL STRATEGY: 2019/24**1 Purpose of Report**

To enable the Committee to consider and comment on the capital strategy 2019 to 2024 and scrutinise the capital programme for 2019/20.

2 Recommendation(s)/Proposed Action

The Committee is requested to scrutinise and comment on the Capital Strategy 2019-24 and make any references to Cabinet prior to the Strategy being recommended to Council on 21st February 2019.

The Cabinet will be requested to resolve:

- (a) That the capital strategy of **£239.3m** and the Minimum Revenue Provision is approved and recommended to full Council.
- (b) That Cabinet notes the notional costs of borrowing for the capital programme to the revenue budget will be an increase of up to **£4.188m** per annum - commencing during the period of the capital strategy to fund borrowing.
- (c) That Cabinet approves the principles underpinning the capital programme in paragraph 5.1.2 and the Minimum Revenue Provision principles in Section 6.
- (d) That Cabinet approves the appendices A and B detailing the capital programmes.

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 good governance within the Council to ensure that it is efficient, effective and economic in everything it does achieve through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

3b **Five Year Plan Outcomes**

The report helps achieve the Five Year Plan outcomes by contributing to the Council's financial planning.

4 **Other Implications**

(a) Financial: As detailed within the report.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
That the Capital Strategy Of £239.3m and the Minimum Revenue Provision is approved and recommended to full council	The Capital strategy should be both affordable and Prudent and there are Prudential Indicators in Section 6 that demonstrate these criteria being met. The Capital strategy is supported by £171m in borrowing. There are estimates of the revenue implications in terms of Interest costs and Minimum Revenue Provision. If interest rates rise faster than expected interest payable costs could impact on revenue budgets. There is the risk of escalating capital costs and overspends against budget.	The council will work with its Treasury advisors in order to mitigate interest rate risk and ensure long term borrowing decisions are taken at the most advantageous time.	9-	The Council will look to convert some of its Temporary Borrowing which has funded Capital Expenditure in recent years to Longer Term Borrowing. This may be more expensive initially but will reduce risk in the medium term.

	This could also impact on the Revenue budget going forward.			
--	---	--	--	--

Risk	Mitigating action	Opportunities
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 within the report	None
Timetable for delivery – capital programme delivered under the 80% mark	Monthly review at Capital Strategy Board and quarterly by O&S / Cabinet	Ability to increase the deliver of capital schemes
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

No specific legal implications arising from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, if required, for projects contained within the Capital Strategy.

5 **Supporting Information**

5.1 **Purpose**

5.1.1 The capital strategy is one of three key strategic financial documents that the Council utilises in order to deliver its corporate objectives. The Council has a wide ranging number of capital commitments and purposes. The capital strategy, as with all other corporate documents, needs to underpin the delivery of the 5 year plan for the Council through to 2024.

5.1.2 The capital strategy is guided by a variety of core principles:

- That the capital strategy is affordable within the overall financial envelope for the Council
- That the capital strategy supports the outcomes expressed in the five year plan
- Any additional capital funding in excess of the current borrowing requirement should have a neutral impact on the revenue budget over the life of the strategy excluding delivering statutory capital schemes e.g. ICT compliance

- That the Council maximises its assets to generate revenue savings or capital receipts in line with the asset management strategy and the objectives of the corporate plan
- That the Council maintains education and transport funding within Government grants
- To deliver value for money through 'Invest to Save projects' to generate on-going revenue savings and to ensure that whole life costs are captured
- That where borrowing is required, it is undertaken in line with CIPFA's prudential code
- To take into account the asset management strategy, including highways & transport plans
- That there is a ten year payback on general fund secured capital schemes

5.2 Current Medium Term Financial Position

- 5.2.1 As detailed in the Council's Revenue Budget report 2019/20 the Council is facing a significant reduction in its anticipated financial resources. During this period the Council will face a number of demand and policy led pressures. Further details can be found within the revenue budget report for separate approval in February.
- 5.2.2 For there to be any net growth in the Council financed element of the capital strategy, the Council will need to increase the amount of revenue monies set aside to pay back potential future borrowing, or assume greater investment returns to mitigate the use of internal balances. As detailed within the Treasury Management Strategy, the Council will only borrow as a last resort once it has exhausted all other sources of funding; however, revenue monies need to be set aside to fund any additional borrowing costs otherwise the Council will not have sufficient resources to repay its borrowings if that occurs. The council is currently utilising short-term borrowing rates as these are currently at very low levels. There is however some interest rate risk in adopting this approach, i.e. a risk to the council if interest rates start to rise. The council will work with it's Treasury Management advisers to calculate the best time to borrow longer-term through the Public Works Loans Board (or other sources) in order to reduce funding risk..
- 5.2.3 The summarised capital programme has been provided below in table 1.1. This table highlights the key expenditure areas and the financing requirement for the capital programme over the period of the strategy. As noted in the introductory section of this paper, the Council's capital strategy is now over a six year period, and it is over this period that the Council needs to consider if additional borrowing will need to be undertaken. For example, if the first year showed a net cost of £10m but the subsequent four years showed £2.5m p.a. of net capital receipts, then the Council could take the decision not to borrow the £10m over the longer term, and finance the capital programme through short term borrowing initially that would be reduced by the net receipts coming into the capital programme.

Table 1.1 Summarised Capital Programme

Capital Expenditure and Financing (estimate)	18-19	19-20	20-21	21-22	22-23	23-24	2019-2024 Total
	£m	£m	£m	£m	£m	£m	£m
General Fund	216.8	90.9	49.7	28.6	7.0	1.5	177.8
HRA	21.5	27.2	4.8	4.8	4.8	19.9	61.5
Total Expenditure	238.3	118.1	54.5	33.4	11.8	21.4	239.3
Grant Funded	29.7	20.3	7.9	1.9	1.0	1.5	32.6
Section 106	7.7	3.0	2.0	0.5	0.1	0.0	5.7
Capital Receipts	3.2	6.6	0.0	0	0.0	3.3	9.9
Major Repairs Reserve	9.3	10.6	4.8	4.8	4.8	8.6	33.6
RCCO	8.9	10.0	0.0	0	0.0	8.0	18.0
Borrowing *	179.4	67.6	39.8	26.2	5.9	0.0	139.5
Total Financing	238.3	118.1	54.5	33.4	11.8	21.4	239.3

5.2.4 The total revenue financing required to fund the capital strategy's borrowing requirement of **£139.5m** is **£4.188m** over 5 years. This is where there is a strong alignment between the treasury management strategy and the capital strategy. On the latest estimates on the Treasury Management strategy and the actual cash available to fund the capital programme, once reserves and grants received, but not applied, have been taken into account, the Council has some short term cash funding available for the first year of the capital strategy, but will be required to fund the remaining programme. It is absolutely vital that the Council begins to set aside revenue funding to finance long term capital commitments during the life of the capital strategy, and this is linked to the Minimum Revenue Provision detailed further below in this report.

5.2.5 Table 1.2 shows the cost of borrowing to finance the capital programme. The annual minimum required to be set aside for **£139.5m** of capital borrowing (given the main assets being built this would be over an assumed 60 year lifecycle) would equate to an increase in revenue cost of borrowing of **£1.321m** from 2019/20 rising to **£4.188m** in 2023/24 if the Council went out to borrow from the PWLB¹. As noted above, at present, the Council will utilise any internal balances first before undertaking any new borrowings. There is a cost of doing this, but this is far lower than borrowing with average returns realising approximately 1%.

¹ Assuming borrowing from the Public Works Loans Board at the rate as at 15th January 2019 of 2.11%

Table 1.2 Cost of borrowing to finance the capital programme

* Cost of borrowing	19-20	20-21	21-22	22-23	23-24
Cumulative borrowing	67,600,000	107,400,000	133,600,000	139,500,000	139,500,000
PWLB interest cost p.a.	1,321,960	1,791,100	2,260,240	2,729,380	2,729,380
MRP		542,373	729,233	916,093	1,458,609
Revenue	1,321,960	2,333,473	2,989,473	3,645,473	4,187,989

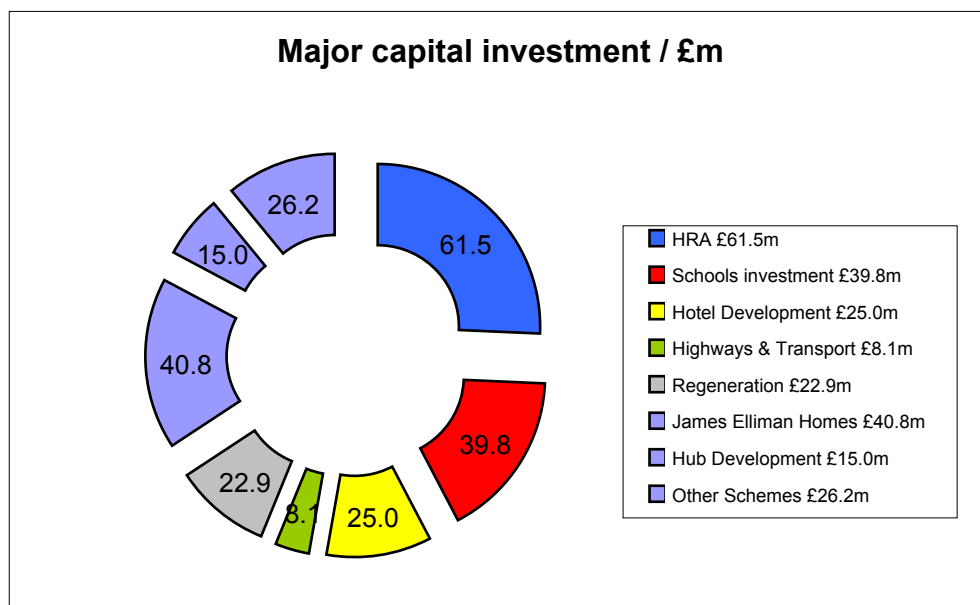
5.3 Key elements

5.3.1 As can be seen from table 1.1, of the capital programme funded via general sources, broadly 30% relates to expenditure through the Housing Revenue Account and 70% on other general fund activity.

5.3.2 There are some significant items in the capital programme for the future financial years, these include:

- Expansions to the Borough’s Primary and Secondary schools- £39.8m
- Improvements to the Council’s housing stock and infrastructure- £61.5m
- James Elliman Homes Capital Loans- £40.8m
- New hotel on the Old Library site in the centre of Slough- £25.0m
- Development of new Community Centres/Hubs - £15.0m

Chart 2.1: Key items included in the Capital Strategy

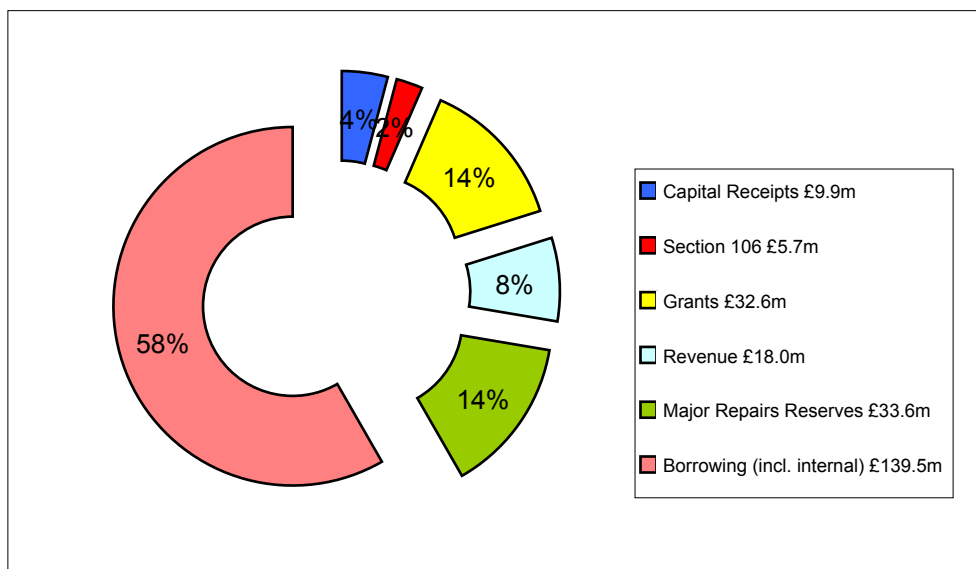


Key elements

5.4 Financing the capital programme & prudential code

5.4.1 The Council has a variety of sources of funding for the capital strategy and these are summarised below:

Chart 2.2: Capital financing / £m: 2019-24



5.4.2 The majority of the Council's General Fund Capital Funding will come from Borrowing as the level of grant funding diminishes. The HRA Capital Funding is funded from the Major Repairs Reserve, Revenue and Capital. The Council is actively reviewing its assets, and more detail of this is included within the Asset Strategy. This review is looking at assets that the Council holds across the Borough and is seeking to maximise returns from these, be this by maximise revenue streams from the asset or through disposal.

5.5 The main sources of income are:

5.5.1 Capital Receipts

The prime areas of capital receipts comes from monies received via the Council involvement within the Slough Urban Renewal Partnership (SUR). This is income derived from the various sites included within the initial sites included, and firstly the Ledgers Road site and Wexham Nursery site.

The majority of HRA capital receipts arise from the sale of Council homes under the RTB regime. Under the changes to the RTB regime, the Council has signed an agreement with the Government allowing it retaining a high proportion of those capital receipts provided they are used to build 'replacement' affordable/social homes.

5.5.2 Grant Funding

The Council receives a variety of capital funding streams, with the main areas of grant funding coming from the various Government departments. The Council will

seek every opportunity to maximise its use of grant funding across the organisation as well as utilise any opportunities from HRA funding.

5.5.3 S106 receipts

The Council receives some funding of its capital programme from s106 receipts. The Council holds approximately £14.4m s106 receipts, which can be used on various projects over the next 10 years. It is planned to use £7.7m of Section 106 Contributions to fund the 2018-19 Capital Programme, with the remaining £6.7m to be used to part fund the 2019-24 Capital Strategy. Additional section 106 Contributions are likely to be realised during the period of the 2019-24 Capital strategy and will always be used where possible in order to reduce the need to borrow. A summary of Section 106 Contributions currently available is shown in Table 1.3 below.

Table 1.3 Section 106 Contributions

	Total Deposited	Total Spent	Current Balance
Public Open Space-maintenance	618,392.54	0.00	618,392.54
Open Space	51,797.60		51,797.60
Public Realm	294,837.87	23,273.40	271,564.47
Kennedy Park	1,890,263.95	30,000.00	1,860,263.95
Parks	124,611.00		124,611.00
Play Equipment Maintenance	9,619.99	0.00	9,619.99
Affordable Housing	1,362,005.15	924,688.75	437,316.40
Education	7,147,712.21	1,256,867.63	5,890,844.58
Highways & Transport	5,336,967.01	686,575.84	4,650,391.17
Travel Plan	152,909.74	13,500.00	139,409.74
Bus Pass Contribution	55,200.00	0.00	55,200.00
Highway Cleansing	49,187.18	0.00	49,187.18
Air Quality/Electric Vehicle & Car Club	267,422.55	23,030.09	244,392.46
Total	17,360,926.79	2,957,935.71	14,402,991.08

5.5.4 Flexible use of Capital Receipts

Revenue expenditure where it is forecast that they will generate ongoing savings to Slough's net service expenditure and/or transform service delivery can be funded by the flexible use of capital receipts. To date £19.2m of additional capital receipts have been identified for this purpose.

5.6 Revenue Contributions

5.6.1 These will be minimised wherever possible; the most effective way to fund capital expenditure is through spreading the cost of the asset over the lifetime of the asset. However, in some circumstances, where the Council might received one-off monies for example, funding a capital scheme from revenue sources might be more beneficial. The majority of revenue contributions are to fund the HRA Capital Programme. Here voluntary revenue contributions are used to increase the value of the Major Repairs Reserve, a Balance Sheet reserve utilised to fund the HRA Capital Programme.

5.7 **Borrowing**

- 5.7.1 Where the Council has capital commitments that exceed its funding sources from the above, the Council is required to borrow in line with the prudential code. CIPFA's prudential code governs how Council borrows funds and ensures that it does so within an affordable framework. The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision.
- 5.7.2 The broad aim of the Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 5.8 Revenue contributions (HRA). The abolition of the HRA subsidy system and its replacement by the self-financing regime from April 2012 has enabled the HRA to retain more of its rental income. This additional income is being used to support the building of affordable homes in the capital programme as well as other elements of the capital programme. As a result, new affordable/social homes will be built within the Borough to help replace those sold under the Right to Buy (RTB) regime.
- 5.9 Major Repairs Reserve (HRA). This reserve is a revenue funded reserve used to maintain the Council's housing stock at a 'Decent Homes' standard and is a major contributor to funding the HRA capital programme.

6 **Prudential Indicators**

- 6.1 The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow.
- 6.2 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Estimates of Capital Expenditure: The Council's planned capital expenditure and financing may be summarised as follows.

Table 1.4: Capital Programme

Capital Expenditure and Financing	31.03.19 Revised	31.03.20 Estimate	31.03.21 Estimate	31.03.22 Estimate
	£m	£m	£m	£m
General Fund	217	80	44	23
HRA	21	27	5	5
Total Expenditure	238	107	49	28
Capital Receipts	3	7		
Grants & Contributions	37	21	5	2
Revenue	9	10		0
Reserves	9	11	5	5
Borrowing (incl. internal)	180	58	39	21
Total Financing	238	107	49	28

Table 1.5 Estimates of Capital Financing Requirement: The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.19 Revised	31.03.20 Estimate	31.03.21 Estimate	31.03.22 Estimate
	£m	£m	£m	£m
General Fund	431	462	491	512
HRA	159	159	159	159
Total CFR	590	621	650	671

The CFR is forecast to rise by £113m over the next three years. This represents capital expenditure which has no sources of funding (such as Grants, Revenue Contribution, Capital receipts, Section 106 Agreements). This increase will therefore be funded from external and internal borrowing.

Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing

requirement for the current and next two financial years. This is a key indicator of prudence.

Table 1.6 Estimates of Gross Debt

Debt	31.03.19 Revised £m	31.03.20 Estimate £m	31.03.21 Estimate £m	31.03.22 Estimate £m
Borrowing	470	530	565	585
Finance leases	7	6	5	5
PFI liabilities	34	33	31	29
Total Debt	511	569	601	619

Total debt is expected to remain below the CFR during the forecast period.

Operational Boundary for External Debt: The operational boundary is based on the Council's estimate of most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

Table 1.7 Operational Boundary

Operational Boundary	2018/19 Limit	2019/20 Limit	2020/21 Limit	2021/22 Limit
Borrowing	528	584	621	641
Other long-term liabilities	41	39	36	34
Total Debt	569	623	657	675

Authorised Limit for External Debt: The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Table 1.8 Authorised Limit

Authorised Limit	2018/19 Limit £m	2019/20 Limit £m	2020/21 Limit £m	2021/22 Limit £m
Borrowing	538	594	631	651
Other long-term liabilities	41	39	36	34
Total Debt	579	633	667	685

Ratio of Financing Costs to Net Revenue Stream: This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Table 1.9 Ratio of Financing Costs to Net Revenue Stream

Ratio of Financing Costs to Net Revenue Stream	2018/19 Revised %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %
General Fund	2.8	4.3	5.1	5.9
HRA	12.8	13.0	12.94	12.8

Adoption of the CIPFA Treasury Management Code: The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition. It fully complies with the Codes recommendations

7 Minimum Revenue Provision Statement

- 7.1 Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the Department for Communities and Local

Government's Guidance on Minimum Revenue Provision (the CLG Guidance) most recently issued in 2012.

- 7.2 The broad aim of the CLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 7.3 The CLG Guidance requires the Council to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP.
- 7.4 CLG has issued guidance on the calculation of MRP, including a number of methods which it considers to be prudent. The guidance is clear that authorities are also free to devise other methods they consider prudent.

7.5 The guidance details:

- **A: Regularity Method: Finance leases and Private Finance Initiative (PFI) :** MRP on assets acquired through finance leases and Private Finance Initiative (PFI) should be equal to the cash payments that reduce the outstanding liability each year.
- **B: CFR Method: Capital expenditure incurred before 1st April 2008:** MRP on all capital expenditure incurred before 1st April 2008, and on expenditure funded by supported borrowing thereafter, is equal to 4% of the opening CFR with some optional adjustments.
- **C: Asset Life/ Depreciation Method: Unsupported Capital Expenditure ("Prudential" borrowing):** MRP on expenditure incurred from April 2008 onwards that is funded by unsupported "prudential" borrowing should be calculated by reference to the asset's useful life, using either a straight line or an annuity method, starting in the year after the asset becomes operational. This may also be used for supported Non-HRA capital expenditure if the Council chooses. There is no requirement to charge MRP in respect of HRA capital expenditure funded from borrowing.

Here, the Council has three broad options:

- Option 1: the 4% reducing balance method
- Option 2: the straight line asset life method, and
- Option 3: the annuity asset life method.

- 7.6 Up to 2015/16 the Council used Option 1 respect of supported capital expenditure funded from borrowing and Option 2 in respect of unsupported capital expenditure funded from borrowing and Private Finance Initiative schemes. MRP in respect of leases brought on Balance Sheet under the International Financial Reporting

Standards (IFRS) based Accounting Code of Practice matched the annual principal repayment for the associated deferred liability.

- 7.7 The council MRP Policy changed in 2017/18. At a time of increasing pressure on the revenue budget, savings in the annual cost of MRP may reduce the need for savings to be made in front line services. During 2016-17 the Council’s Treasury Management advisors were commissioned to conduct a review of MRP, and advisors recommended moving to an annuity basis (Option 3) for both supported and unsupported capital expenditure (including PFI liability) with effect from 1st April 2016. This reduced the MRP charged in this and for future years for the foreseeable future though it is estimated to become a cost to the council in 2037/38.
- 7.8 This change to the previous MRP policy resulted in a credit from the overprovision made in previous years (approximately £3.6m). The benefit arising will be applied prospectively, spread over a period of 10 to 15 years to link in with the Medium Term Financial Planning process. This “recovery” method is in line with guidance issued by the National Audit Office (NAO).
- 7.9 Capital expenditure incurred during 2018/19 would not be subject to a MRP charge until 2019/20.

Based on the Council’s latest estimate of its Capital Financing Requirement on 31st March 2019, the budget for MRP is shown in Table 1.10 below. The table below differs from Table 1.2 as it includes the charging of MRP on unfinanced capital expenditure incurred prior to the 2019-20 financial year. Also where resources allow the council will consider using capital receipts to fund MRP in order to relieve pressure on the Revenue budget.

Table 1.10 MRP Method – Option 3 (Annuity)

31 March	2019	2020	2021	2022	2023
	£k	£k	£k	£k	£k
60 Year Annuity MRP charge	1,184	2,354	2,854	3,184	3,364
Over provision of £3.6m spread over 10 years:	(360)	(360)	(360)	(360)	(360)
MRP Charge	824	1,994	2,496	2,824	3,004

8 Community Investment Fund

- 8.1 The Community Investment Fund programme for 2019/20 has an indicative budget of £1.050m with the majority to be spent on neighbourhood enhancements through identified member need in the wards across the Borough. All elected Councillors will have £20,000 each to spend on Capital projects of their choosing and Cabinet has an additional Community Investment Fund Capital Allocation of £210,000. The only stipulation is that this must be capital and not revenue expenditure, though Councillors now have an additional Revenue allocation of £5,000 each. Allocations are for individual councillors but two or more Councillors can pool resources in order to fund a larger project. Thus far orders have been raised for Park and Recreation Ground improvements, footway and alleyway resurfacing and improvements to green verges.

9 **Comments of Other Committees**

The Capital Strategy will be considered by the Cabinet on 4th February 2019. Any comments from the Committee will be reported to the Cabinet and considered in making its recommendations to Council on 21st February 2019.

10 **Conclusion**

The Committee is requested to scrutinise the Capital Strategy.

11 **Appendices Attached**

'A' - Summary of draft 2018-24 General Fund strategy

'B' - Summary of draft 2018-24 HRA strategy

12 **Background Papers**

'1' - Local Government Finance consultation and final settlement – 2019

'2' - Revenue Budget Report 2019/20

Appendix A – General Fund Capital programme

Cost Centre	Scheme Name	18-19 revised budget	19-20 Revised	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2019-24
	Children, Learning and Skills	£'000	£'000	£'000	£'000	£'000	£'000	£'000
P051	Primary Expansions (Phase 2 for 2011)	1,619	500					500
P076	Town Hall Conversion	400	0					0
P093	Schools Modernisation Programme	395	862	700	600	600		2,762
P101	SEN Resources Expansion	489	3,710	1,250	250	250		5,460
P749	Children's Centres Refurbishments	48	40	0				40
P783	Schools Devolved Capital	110	100	90	80	80		350
P673	DDA/SENDA Access Works		50	0		0		50
P139	323 High St/Haybrook	118		0				0
P123	2 year old expansion programme	40	0	0				0
P153	Special School Expansion	2,693	10,700	5,850				16,550
P142	Children's Centres IT	81		0				0
P095	Secondary Expansion Programme	10,893	12,800	0	0	0		12,800
	I-Connect Children's Centres	20		0				0
	Provision Wi-Fi in 6 Children's Centres	20		0				0
	Early Years Service Capital Development Programme		500	250	250	250		1,250
	Total Children, Learning & Skills	16,926	29,262	8,140	1,180	1,180	0	39,762

Cost Centre	Scheme Name	18-19 revised budget	19-20 Revised	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2019-24
	Chief Executive	£'000	£'000	£'000	£'000	£'000	£'000	£'000
P580	Mayrise Insourcing	38	0					0
P176	Refuse fleet & Grounds Plant equipment	667	0					0
P581	Domestic Wheeled Bins & Containers	125	125	125	125	125	125	625
	Total Chief Executive	830	125	125	125	125	125	625
Cost Centre	Scheme Name	18-19 revised budget	19-20 Revised	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2019-24
	Regeneration	£'000	£'000	£'000	£'000	£'000	£'000	£'000
P006	Disabled Facilities Grant	550	550	550	550	550		2,200
P005	Housing Renovation Grant	79	0	0	0			0
P179	James Elliman Homes	25,950	7,950	16,200	16,600			40,750
P102	Local Sustainable Transport Fund	299	0	0	0			0
P111	Major Highways Programmes	863	765	765	765	765		3,060
P174	Highways Maintenance Annual Programme	849	524	0	0			524
P160	LED Upgrade	7,892	0	0	0			0
P728	Highway Reconfigure & Resurface	512	500	500	500	500		2,000
P881	Colnbrook Bypass	0	131	0	0			131
P149/P098	A332 Windsor Road Widening Scheme LEP	4,637	0	0	0			0
P148	A355 Tuns Lane LEP Transport Scheme	1,031	0	0	0			0
	Flood Defence Measures SBC/EA Partnership	100	0	0	0			0
P189	Potholes	500	0	0	0			0
P157	Burnham Station LEP	1,056	0	0	0			0
P053	Langley Station LEP	1,314	0	0	0			0

Cost Centre	Scheme Name	18-19 revised budget	19-20 Revised	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2019-24
P186	Bridge Capital Works	150	800	800	0			1,600
	LTP Implementation Plan	400	400	400	0			800
P579	A4 Cycle	572	0	0	0			0
	Community Transport Fleet	981	0	0	0			0
P155	Air Quality Monitoring	116	0	0	0			0
P147	DEFRA Air Quality	15	0	0	0			0
P125	Electric Vehicle Network	550	600	200	0			800
P170	Carbon Management-Fleet Challenge	191	150	670	0			820
P168	Re-fit Programme	587	1,300	484	0			1,784
P054	Slough Transport Model	92	0	0	0			0
	Car Club	0	500	100	100	100		800
P194	CPO Reserve	200	1,900	0	0			1,900
P185	Manor Park Hall & Community Centre Refurbishment	510	0	0	0			0
P181	Nova House Capital Loan		7,000	0	0			7,000
P191	Fire Risk Assessment Works	500	0	0	0			0
P184	Refurbishment 2 Victoria St and 34 Herschel St	431	0	0	0			0
P128	Corporate Property Asset Management	250	250	0	0			250
	Hub Development	100	5,000	5,000	5,000			15,000
P135	Plymouth Road (dilapidation works)	140	0	0	0			0
P172	TVU Development	9,962	8,000		0			8,000
P156	Strategic Acquisition fund	52,243	0	0	0			0

Cost Centre	Scheme Name	18-19 revised budget	19-20 Revised	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2019-24
P159	Hotel development	4,010	15,000	10,000	0			25,000
P180	Capital works following Stock Condition Survey	2,400	2,400	2,400	2,400	2,400		9,600
P178	Lease surrender Serena Hall	162	0	0	0			0
P193	Purchase new Corporate HQ	50,000	0	0	0			0
P127	Demolition Montem/TVU Site		1,950	1,950	0			3,900
	Total Regeneration	170,194	55,670	40,019	25,915	4,315	0	125,919
	Finance and Resources	£'000	£'000	£'000	£'000	£'000	£'000	£'000
P143	LAAP Mortgage Scheme	1,000						0
P145/P161	Financial Systems Upgrade	0	1,000					1,000
P578	Digital Transformation	162						0
P084	IT Infrastructure Refresh	781	3,000	350	350	350	350	4,400
P109	Superfast Broadband	20						0
P871	Community Investment Fund	1,817	1,050	1,050	1,050	1,050	1,050	5,250
	Total Finance and Resources	3,780	5,050	1,400	1,400	1,400	1,400	10,650
	Adults and Communities	£'000	£'000	£'000	£'000	£'000	£'000	£'000
P331	Care Act: Social Care IT Developments	518						0
P577	Learning Disability Change Programme	2,170						0
P133	Extra Care Housing	1,849	800					800
P183	Management Information Centre	140						0
P083	Cemetery Extension	2,240						0
P873	Crematorium Project	84						0
	Autism Capital Grant	18						0
P107	Repairs to Montem	140						0

Cost Centre	Scheme Name	18-19 revised budget	19-20 Revised	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2019-24
P162	Community Leisure Facilities	251						0
P141	Langley Leisure Centre	2,197						0
P969	Salt Hill Leisure	1,941						0
P165	Leisure Centre Farnham Road	11,938						0
P164	New Ice	1,581						0
	Total Adult & Communities	25,067	800	0	0	0	0	800
	Total	216,797	90,907	49,684	28,620	7,020	1,525	177,756
	FUNDING							
	Grant Funded	29,674	20,292	7,875	1,895	1,030	1,525	32,617
	Borrowing	179,448	67,615	39,809	26,200	5,865		139,489
	Section 106	7,675	3,000	2,000	525	125		5,650
	Total	216,797	90,907	49,684	28,620	7,020	1,525	177,756

Appendix B – HRA Capital programme

Cost Centre	Scheme name	18/19 revised	19-20 revision	20-21 revision	21-22 revision	22-23 revision	23-24 revision	23-24 revision
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Housing Revenue Account							
	Decent Homes							
P409	Boiler Replacement	500	500	500	500	500	1,805	3,805
P410	Heating / Hot Water Systems	317	317	317	317	317	703	1,971
P412	Front / Rear Door replacement	237	125	125	125	125	424	924
P413	Kitchen Replacement	410	410	410	410	410	348	1,988
P414	Bathroom replacement	256	256	256	256	256	277	1,301
P415	Electrical Systems	136	136	136	136	136	419	963
P417	Roof Replacement	628	628	628	628	628	1,243	3,755
P418	Structural	802	802	802	802	802	1,118	4,326
	Total Decent Homes	3,286	3,174	3,174	3,174	3,174	6,337	19,033
	Planned Maintenance - Capital							
P419	Garage Improvements	344	150	150	150	150	194	794
P420	Mechanical Systems /Lifts	200	200	110	110	110	52	582
P421	Capitalised Repairs	46	46	46	46	46		184
P423	Darvills Lane - External Refurbs	400	200	200	200	200		800
P565	Estate Improvements/Environmental Works	221	221	221	221	221	259	1,143
P424	Replace Fascias, Down pipes	250	250				236	486
P425	Upgrade Lighting/Communal Areas	71	71	71	71	71	324	608
P426	Communal doors	78	78	78	78	78	121	433
P427	Balcony / Stairs / Walkways areas	171	171	171	171	171	62	746
P428	Paths	91	90	91	91	91	382	745
P429	Store areas	250					97	97
P430	Sheltered / supported upgrades	0					324	324
	Total Planned Maintenance - Capital	2,122	1,477	1,138	1,138	1,138	2,051	6,942
	Other		Other	Other	Other	Other		Other
P546	Environmental Improvements	498	100	100	100	100	130	530
P406	Stock Condition Survey	469	160	160	160	160		640

Cost Centre	Scheme name	18/19 revised	19-20 revision	20-21 revision	21-22 revision	22-23 revision	23-24 revision	23-24 revision
P407	Commissioning of Repairs Maintenance and Investment Contract	253						0
P405	Tower and Ashbourne	3,933						0
P547	Major Aids & Adaptations	144	250	250	250	250	324	1,324
P575	Affordable Homes	10,758	22,000				11,017	33,017
P779	Britwell Regeneration	0						0
P408	Broom and Poplar Fire Upgrade	2,963						0
	Budget Virement from HRA Projects for Broome and Poplar	-2,963						
	Total Other	16,055	22,510	510	510	510	11,471	35,511
	TOTAL	21,463	27,161	4,822	4,822	4,822	19,859	61,486
	Funding							
	Section 106 (AH)							
	Capital Receipts	(3,227)	(6,600)	0	0	0	(3,305)	(9,905)
	Major Repairs Reserve	(9,300)	(10,561)	(4,822)	(4,822)	(4,822)	(8,554)	(33,581)
	RCCO	(8,936)	(10,000)				(8,000)	(18,000)
	TOTAL	(21,463)	(27,161)	(4,822)	(4,822)	(4,822)	(19,859)	(61,486)