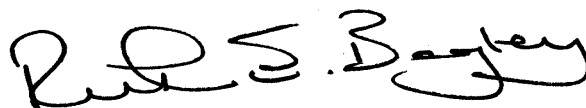


Date of issue: 10th September 2010

MEETING	CABINET	
	Councillor Anderson	Leader of the Council - Finance & Strategy
	Councillor S Chaudhry	Community & Leisure
	Councillor A S Dhaliwal	Performance & Accountability
	Councillor Matloob	Opportunity & Skills
	Councillor Pantelic	Education and Children
	Councillor Parmar	Environment & Open Spaces
	Councillor Small	Health & Wellbeing
	Councillor Swindlehurst	Neighbourhoods & Renewal
DATE AND TIME:	MONDAY, 20TH SEPTEMBER, 2010 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	CLAIRE GRAY	01753 875120

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



RUTH BAGLEY
Chief Executive

NOTE TO MEMBERS

This meeting is an approved duty for the payment of travel expenses.

AGENDA

PART 1



**AGENDA
ITEM**

REPORT TITLE

PAGE

WARD

Apologies for absence.

1.	Declarations of Interest (Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct).		
2.	Minutes of the Meeting held on 12th July 2010	1 - 10	
3.	Performance and Financial Monitoring 2010/11	11 - 46	All
4.	Medium Term Financial Plan 2011/12 to 2014/15	47 - 66	All
5.	Strategy for the Implementation of 'Putting Me First' - Personalised Adult Social Care Services in Slough	67 - 110	All
6.	Berkshire Integrated Community Equipment Services (BECS)	111 - 118	All
7.	Parking Enforcement Policy	119 - 170	All
8.	Housing Futures - Provision of Housing Management Services - Update Report	171 - 176	All
9.	Changes to Regulation of Adult Social Care Service	177 - 180	All
10.	References from Overview and Scrutiny	181 - 196	All
11.	Executive Forward Plan	197 - 206	All
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Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Special facilities may be made available for disabled or non-English speaking persons. Please contact the Democratic Services Officer shown above for further details.

Note:-

Bold = Key decision

Non-Bold = Non-key decision



Cabinet – Meeting held on Monday, 12th July, 2010.

Present:- Councillors Anderson (Chair), S Chaudhry, A S Dhaliwal, Matloob, Pantelic, Parmar, Small and Swindlehurst

Also present under Rule 30:- Councillors Bains (part), Basharat (part) and Maclsaac

PART I

18. Declarations of Interest

None.

19. Minutes of the Meeting held on 14th June 2010

The Part I and II Minutes of the Cabinet meeting held on 14th June, 2010 were taken as read and signed by the Chair as a correct record.

20. Part II Agenda

The Chair reminded Cabinet members that there were a number of reports included in the agenda that evening that had a Part II element. To avoid entering into Part II proceedings and the need to exclude the press and public Members were asked to confine themselves as far as possible to comments and questions that could be handled in Part I. The meeting would move into Part II if necessary.

21. Major Ric Howick

The Chair welcomed Major Ric Howick to the meeting. Major Howick was on secondment to assist the Borough in a community cohesion initiative.

22. In-Year Budget Reductions 2010/11

The Cabinet considered a report outlining the revenue and capital financial impact on the Council of the Departmental, Communities and Local Government (DCLG) announcement on 10th June 2010 of cross government savings to be found in-year in 2010/11. The Chair also drew attention to a Part II Paper that had been tabled on the future of the Connexions Service.

The Strategic Director of Resources outlined the overall financial impact of the national reductions for the Council. The Council had been in a sound financial position with a balanced 2010/11 budget but was now in a position of having a £3.3m deficit. The Council had looked at grant funded streams as well as core budgets to meet the required reductions target. Appendix A to the report outlined detailed proposals and a summary of reduction proposals from Directorates which totalled £3.320m.

The Director advised that although the overall in-year reduction proposals met the target this excluded redundancies and the permanent nature of the reductions had not been fully achieved.

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The Leader advised that the Government reduction in funding was unprecedented and that neighbouring authorities had had a much smaller saving target imposed. Whilst the Council had no choice but to implement the Government reductions it was able to decide on its own priorities and how to align budgets to local priorities and manifesto commitments. The Leader advised that the Council had been negotiating with Slough Community Leisure and would now jointly be funding the Free Swimming Scheme for the rest of the year at a cost of around £100,000. The Scheme was not only a manifesto commitment but had untold health benefits and contributed towards occupying young people in positive activities.

Commissioners were saddened by the extent of the cuts that had been handed down to the Council and acknowledged that it would limit the Council's ability particularly to help schools and vulnerable young people.

In answer to a question on likely redundancy costs the Director advised that some at risk posts were shared with other Councils and that there would therefore be scope for costs to be shared. The potential for redeployment would also be increased as the redeployment pool would be wider. The Council had a reserve it had set up for funding redundancy costs which could be used as a last resort.

A Member present under rule 30 asked whether the implications and risks of the proposed budget reductions on social work training had been fully considered. Members were advised that work had been undertaken to ensure that essential training was protected through the training grant. The department would be reviewing other elements of the training offered and would be able to realise a number of efficiencies in the training provision.

Commissioners discussed the Connexions service which was subject to a part II paper. Members were advised that work on the future of Connexions was progressing and steps were being taken to assess the financial and legal liabilities of the six authorities who were party to Connexions Berkshire contract. Members endorsed the recommendations contained in the part II report.

In recommending the proposals to the Cabinet the Leader stressed that the key consideration for the Council was the impact of the proposed reductions. He was proud of the work that the Council undertaken to get to this stage as it had had to move from an agreed budget position where it was performing well into a very difficult deficit position. He stressed that the Council would continue to make decisions which, whilst meeting the necessary reductions, protected services that it classed as priority.

Resolved -

- (a) That the reductions proposed in full including those where staffing implications are involved be agreed subject to the appropriate staffing consultation process (to include the recommendations in the Part II report on the future of the Berkshire Connexions Service).
- (b) That in support of section 8 of the report (Suppliers of Commissioned Services) the Council write to recipients of grants across the voluntary sector, private sector, health sector and schools (across those non

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Dedicated Schools Grant areas) requesting that they make efficiency savings at 4%.

- (c) That the Leader of the Council and Chief Executive write to all staff of the Council to invite them to give an indication of what preference they have in terms of future employment so as to limit the adverse impact on the workforce as the Council looks to meet the Government reduction targets of between 25% to 40% over the next 4 years.
- (d) That correspondence to significant Third Party suppliers (revenue contractors and capital projects) inviting discussions regarding reductions in planned expenditure be approved.

23. Performance and Financial Monitoring 2010/11

The Cabinet considered a report detailing the Revenue and Capital Monitoring position to May 2010 and the Treasury Management position as at May 2010. The report also covered the performance information to year end of 31st March 2010 where available.

The Strategic Director of Improvement and Development outlined the changes that had been made to simplify and update the performance appraisal system. The report also set out the status of the Council's identified "gold" projects and performance against the LAA. All Indicators that had a red rag status had action plans attached to them to address the performance issues.

In discussing the performance information Members sought clarification on preparations for the 2011 Census. The Chief Executive advised that the Government was looking at the resources available for the 2011 Census which may well affect Slough because of the Town's particular community needs. Clarification was being sought from the Government.

The Strategic Director of Resources outlined the revenue and capital monitoring and treasury management positions as at May 2010. The report had not taken into account the financial impact of information received from central government with regard to reductions.

In answer to a question the Director advised that it was not clear how the agreed reductions would be presented within the budget but that formal changes to cash limits and the true position needed to be reported.

A member present under rule 30 expressed his concern with regard to the foster carers savings that were being proposed. Commissioners stressed that the Council needed to review all of its services.

The Leader stressed that all partner authorities were seeking to work together to avoid unnecessary cost shunting whilst still providing quality services. The Director of Resources added that the current pressures were being managed in-year on top of the additional government reductions.

Resolved -

- (a) That the following aspects of the report be noted:
 - i. Performance and Project Management
 - ii. Financial performance – revenue and capital
 - iii. Treasury management position as at May 2010
- (b) The fees and charges variations included in the report be approved.

24. Upton Court Park - Land Quality Issues

The Cabinet considered a report setting out information with regard to historical land contamination in two areas of Upton Court Park and seeking guidance on the preferred approach to be employed to deal with the remediation of the effective areas of the park.

The Assistant Director, Environmental Services and Quality advised that high levels of lead and other contaminants had been identified in two areas of Upton Court Park and these levels significantly exceeded Government's soil guideline values. The high levels of lead were a legacy dating back to the 1940 or 1950s. The Council had a duty to deal with this issue as a land owner and under the Environment Act 1995. Risk Assessments had been carried out and, whilst there was no immediate or acute hazard, the assessments did indicate that the Council should take steps to deal with the elevated levels of contaminants.

The report set out a number of costed options for the Commissioners to consider. Members noted that the costs associated with remediation were likely to be considerable, however, grant aid was sometimes available from Central Government for Councils' finding themselves in this type of position. In addition to potential grant aid it was possible to explore partnership working with commercial providers of artificially surfaced sport facilities to allow some parts of the affected north western area to be used for sport and recreational activities. Grant funding would not be available for the north east area as it had already been through the planning process. Option 1 – Planting of the bunds was the recommended option to remediate the north east area and the cost of the work was estimated to be £294,000. Grant aid may be available for the north west area but the full cost may not be awarded for remediation work depending on the scheme proposed.

Commissioners considered the options available and sought clarification with regard to the health risks. The Assistant Director advised that there were no immediate or acute risks to human health and that ingestion of the lead and contaminants was the only route into the system and the risk of this was slight. In answer to a question the Assistant Director advised that a preliminary discussion had been held with a private company that would take private or public land on long leases and provide sport facilities and multi use sports buildings. Further discussion was needed to assess whether this was a viable option in the long run. A member present under rule 30 asked whether there was any risk of the water supply being contaminated and whether the Castlevue land sale would be affected. The Assistant Director confirmed that there was no risk to the water supply. The land owners of Castlevue would be informed of the findings but contaminants did not preclude the land being used as a road.

Given the cost of the options the Cabinet members favoured Option 1 – Planting of dense shrubbery or vegetation across the affected area but that negotiations continue with private providers of artificially surfaced sports facilities as long as any initiative was self funding.

Resolved -

- (a) Taking into account the potential costs and the impacts on the future usage patterns of the park, that remediation option 1 (Planting of dense shrubbery or vegetation across the affected area) be pursued;
- (b) That officers pursue future opportunities with private providers of artificially surfaced sports facilities that may later help mitigate the impacts of some of the dense planting or remediation work on the amenity value of the park (subject to any proposal being self funded/grant funded);
- (c) That officers pursue an application for grant aid to help fund the remediation of the north western area of the park;
- (d) That separate funding bids for any works that are not eligible for grant aid be made to the Capital Assets Management Group;
- (e) That the continuation of community events where possible be approved, but that any activities that might cause high levels of disturbance to the affected ground be relocated.

25. Chalvey Regeneration - Tenders for Early Years Centre

The Cabinet considered a report detailing the outcome of the presentations for tender for the provision of the new Chalvey Early Years Centre.

Members were reminded that the Cabinet had its meeting on 8th March 2010 had resolved that the necessary work to provide a Chalvey Early Years Centre should be progressed as a priority. As a result of the tendering process four tenders were received, two of which were disregarded because they were too weak. The two remaining tenders were from Mansell Construction Services Limited and Paragon Interiors Group Plc and Head of Property and Contracts confirmed that both tenders had been scored and were considered acceptable. These tenders were considered at a presentation on the 1st July 2010 and, despite the protracted discussion, the Panel could not reach a decision on the successful bid. Both companies had produced brochures to support their presentations which had been circulated to Cabinet members.

The Commissioner for Neighbourhoods and Renewal advised that both bids had been very impressive. The bid from Mansell Construction Services Limited had been a robust building solution and was the closer to the requirement of the nursery standard of the two bids. The Paragon Interiors Group Plc bid was considerably cheaper but would need further work to ensure that it met the requirements of an Early Years Centre. Commissioners were conscious that the budget for the project had been set and that one of the bids was significantly higher than the other and well above the agreed budget. Whilst acknowledging that further work would be required to ensure the Scheme met all the necessary requirements for an Early Years Centre, Commissioners favoured the bid from Paragon Interiors Group Plc as it was closest to the available budget and would

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therefore be best value for money in design terms. It was proposed and agreed that the tender from Paragon Interiors Group Plc be accepted.

Resolved - That the tender from Paragon Interiors Group Plc be accepted for the Chalvey Early Years Centre and that officers commence negotiations with Paragon Interiors Group Plc to ensure that the scheme meets all the necessary requirements/standards for an early years centre.

26. Adoption of New Governance Model - Local Government and Public Involvement in Health Act 2007

The Cabinet considered a report detailing provisions in the Local Government and Public Involvement in Public Health Act 2007 that obliged the Council to change its executive governance arrangements to one of two models permitted by the Act. The two models were a Mayor and Cabinet Executive or a Leader and Cabinet Executive. Whichever model was chosen by the Council a resolution to adopt it had to be passed at a special Council meeting before 31st December, 2010. The new arrangements would then take effect from the following Council elections in May 2011. In addition the Council had the choice of moving from elections by thirds to 4 yearly elections. Members were advised that if they wished to pursue this option the same arrangements for a special council meeting and consultation applied.

A letter from the Right Honourable Grant Shapps MP, Minister for Housing and Local Government dated 7th July, 2010 was tabled advising the Council that it should not incur any significant expenditure on the requirements of the Act as they would be repealed by fresh primary legislation. Commissioners noted the requirement to adopt a new governance model from May 2011.

Resolved –

- (a) That a small group of Officers and Members, in consultation with the Chief Executive as Returning Officer, be appointed to look at the issue(s) (New executive arrangements (& elections), and to carry out the consultation exercise. Such group to comprise:
 - Group leaders or Deputy Group leaders
 - The (Acting) Borough Secretary and Solicitor
 - The Deputy Borough Secretary
 - A Member of the Communications Team – to provide support.
- (b) That a Report on the outcome of the Consultation exercise(s) be submitted to a special Council Meeting to be held for this purpose before 31st December 2010.

27. Heart of Slough Update on Scheme Progress

The Cabinet considered a report updating Members on the progress of the Heart of Slough project and the current financial position.

Members were advised that the project was now at a stage when the bus station was in the process of being delivered. The tenders for the infrastructure works

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were at an advanced stage and the new library and civic/cultural centre was currently at the planning and design stage.

A substantive review of the financial elements of the project since inception had been undertaken. This had taken into account the inevitable changes in the detail of the project as it had moved from the planning to delivery stages and Members were advised that these changes may place an additional financial demand on the project.

The Project Team had been seeking to minimise additional costs through the management of the project generally and there were potential capital receipts which would help to mitigate possible demands. It was recommended that the capital receipts from these sites be earmarked to meet the project costs and any contingencies that may be approved by the Cabinet in the future. Members were advised of the contingencies that had been assessed in relation to the project and these were detailed in the report.

The financial appraisal outlined that the budget requirement had increased by £1,142,972 from the figures reported to Cabinet in December 2009. These costs included revised land assembly costs, additional costs associated with development, demolition costs relating to the TVU site and some additional professional fees.

The Director of Resources advised that in the light of the current economic climate Commissioners needed to consider whether to increase the Heart of Slough budget as referred to in the report and make any consequential changes to the Council's capital programme. Commissioners discussed the proposals and the progress made on the scheme. Commissioners stressed the need to keep within the agreed budget and the cash envelope that had agreed. The Leader reiterated the Council's commitment to the Heart of Slough project but that given the current economic climate it was even more important that the project was brought in within budget.

Resolved –

- (a) That the progress made on the Scheme and the timetable and phasing of works be noted.
- (b) That the capital receipts generated by the Project be allocated towards the overall Project costs if required.
- (c) That the Strategic Director of Resources be authorised to pursue the making of compulsory purchase orders under section 226 of the Town and Country Planning Act 1990 (as amended) where land required for implementation of the Heart of Slough Project cannot be acquired by agreement with the landowner(s).
- (d) That the Project Risk Register set out at Appendix B be noted.
- (e) That the contingency requirements set out in the report be noted. Any request for a contingency sum to be called on to be referred to Cabinet.
- (f) That, in light of the current economic climate, not to increase the Heart of Slough Budget.

28. Social Services Emergency Duty Team - Contract Renewal and Review Arrangements

The Cabinet considered a report setting out the current arrangements for the Emergency Duty Team service (EDT) and requesting approval for renewal of a contract for the current year and that a review of the contract be undertaken to look at potential future costs and the way in which the service needed to be managed to meet need, provide an effective, value for money service within the budget constraints that the authority faced.

Resolved –

- (a) That the current contract be renewed until 1st April 2011.
- (b) That a review of the contract be undertaken with report back to a future meeting of the Cabinet.

29. Surplus Land Adjoining Penn Wood School Penn Road Slough

The Cabinet considered a report detailing the tender bids received in relation to surplus land adjoining Penn Wood School, Penn Road, Slough. Members were advised that the site had been offered to the market by way of informal tender with a guide price of £850,000. Details had been sent to all the councils registered social landlord partners together with all parties requesting details from the marketing in the local and national property papers.

A part II appendix to the report set out details of the bids that had been received. Members were advised that in terms of capital receipts there was a difference between the offer received from the Abbey Developments and the offers received from RSLs. The difference was partly covered by the housing subsidy being offered and the loss of a capital receipt was made up for by the provision of 12 social housing units.

In considering which offer represented best value to the Council in both monetary and added community value terms Commissioners noted that the bid from Abbey Developments Limited was slightly higher than the highest bid from an RSL but favoured accepting a bid from a housing partner. Commissioners asked for and received an assurance that the Council's position would be protected with regard to selling the site on at a profit.

Resolved -

- (a) That the successful bids be agreed in priority order as Catalyst Housing Group, Abbey Developments Limited, and Paradigm Housing Group Limited.
- (b) That the Borough Secretary and Solicitor, in consultation with the Strategic Director of Resources be authorised to dispose of the subject property to the preferred bidder.

30. Proposed Consultation on Revised Berkshire Minerals and Waste Core Strategy and Proposed Abolition of the South East Plan

The Cabinet considered a report on the Minerals and Waste Core Strategy. Members were in receipt of additional information that had been circulated advising that the Coalition Government had revoked Regional Spatial Strategies. Members were advised of the details of the Government's announcement and its impact on Slough's Local Plan. The Government announcement had gone on to suggest that those authorities that intended to review their housing targets should notify the CLG quickly. It was proposed that the Council should delegate the decision whether to notify the CLG or the outcome of the Cabinet decision to adopt the 6,300 housing figure to the Head of Planning Policy if following investigation this was considered prudent.

The Cabinet was asked to ignore the resolution it had been asked to pass with regard to agreeing the draft Berkshire Minerals and Waste Core Strategy Development Plan for public consultation and it was -

Resolved -

- (a) That the resolution in the main report to approve the Draft Berkshire Minerals and Waste Core Strategy Development Plan Document for public consultation be ignored.
- (b) To note that the South East Plan no longer forms part of the Development Plan for Slough.
- (c) That the Head of Planning Policy be authorised to determine, in consultation with the Commissioner for Neighbourhoods and Renewal, whether to notify the CLG of Slough's intent to retain its 6,300 housing target.
- (d) That the housing allocation and environmental targets in the South East Regional Plan be adopted for development control purposes so that they remain as material considerations in determining planning applications and producing local policies in Slough.

31. Fees for Childcare at Slough's Children's Centres

The Cabinet considered a report seeking approval for an increase to the fees charged for Childcare at Slough's Children's Centres. The increases were to take effect from 1st October 2010. A revised Appendix A to the report had been circulated to all members. Members were advised that the proposed increases were necessary to maintain the drive towards sustainability for the childcare provided at Slough's Children's Centres. The increases were in line with market rates and were not expected to have a long term negative effect on the demand for places. Commissioners noted that many parents did not use the full five days of childcare and most families could claim tax credit so the impact on family budgets would be diminished. Commissioners also noted that the Children's Centres were still one of the cheaper places for parents to leave the children in the town.

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Resolved - That the fees charged for childcare at Slough's Children's Centres are changed, in line with market rates set out in the report.

32. References from Overview and Scrutiny

The Cabinet considered the recommendations of the Education and Children Services Scrutiny Panel with regard to the New Arrivals Project and the Statement of Purpose of the Council's Fostering Services.

Resolved -

- (a) That the Council recognises the importance of the New Arrivals project which is funded through Slough Schools.
- (b) That the Council investigates the possibility of obtaining additional EU funding to support the continuation and expansion of the New Arrivals Project.
- (c) That the current Statement of Purpose of the Council's Fostering Services be approved.

33. Executive Forward Plan

The Cabinet considered the published Forward Plan.

Resolved - That the Forward Plan be approved.

PART II

(The following is a summary of the matter considered in Part II of the meeting).

34. In-Year Budget Reductions 2010/11

The Cabinet considered and resolved the process by which a decision about the future of the Berkshire Connexions Services would be made.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.35 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th September 2010

CONTACT OFFICER: Roger Parkin, Strategic Director of Improvement &
(For all enquiries) Development (017553) 875207
Julie Evans, Strategic Director of Resources (01753) 875300

WARD(S): All

PORTFOLIO: All

PART I
NON-KEY DECISION

PERFORMANCE AND FINANCIAL REPORT FOR 1ST QUARTER 2010

1. **Purpose of Report**

This Report details the Council's performance between 01 April – 30 June 2010 (unless otherwise specified) against the following key areas:

- Performance monitoring against the Corporate Balanced Scored Card and the LAA Balanced Score Card (Appendix A)
- Projects Management Monitoring (Appendix B)
- Staff Appraisals Update
- Safeguarding Training update
- Customer Services Review (Appendix C)
- Revenue and capital monitoring position to July 2010 (Appendices D, E and F)

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

The Cabinet is requested to resolve that the following aspects of the report be noted:

- I. Performance and Project management
- II. Staff Appraisals management
- III. Safeguarding Training management
- IV. Customer Services - Duty Desk Review
- V. Financial performance – revenue and capital

3. **Key Priorities – Taking Pride in Slough and Making a Difference to Communities**

The budget is the financial plan of the authority and as such underpins the delivery of the Council's key priorities through the financial year.

Budget monitoring throughout the financial year reflects on whether those priorities are being met and, if not, the reasons why, so Members can make informed decisions to ensure the Council remains within its available resources.

Community Strategy Priorities

This report indirectly supports the community strategy priorities. The maintenance of excellent governance within the council to ensure it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy and by ensuring good people and management practices are in place.

4. Other Implications

(a) Financial

These are contained within the body of the report.

5. Supporting Information

5.1 Performance Monitoring Update

5.1.1 The attached **SBC Corporate Scorecard** (Appendix A) provides members with an update on performance during the period 1 April to 30 June 2010, drawing attention to:

- I. to areas of exception
- II. areas of improved performance; and
- III. an assessment of where improvement actions are needed for performance to achieve end of year targets.

5.1.2 The Corporate Scorecard now covers all areas of the Councils activity, including Housing Service following its return into the Council.

5.1.3 The report comprises of exceptions from both:

- a) the **Balanced Score Card**– which relates to performance indicators selected by CMT members to determine the organisation health of the Councils, and
- b) the **LAA Score card** - which relates to indicators in the LAA.

5.1.4 A summary of the Council's performance over the 2009/10 period will shortly be published in the Annual Report which is currently awaiting an audit/sign off of the financial data.

5.2 Project Management Update

5.2.1 The Project tracker (Appendix B) has been updated for the period 1 April – 30 June 2010 and includes a confidence level based on how many elements of the PRINCE 2 process are in place using information collected from highlight reported completed so far.

5.2.2 The following assessment terms are used to indicate confidence:

- **Green** = where more than 2 elements of a project are in place
- **Amber** = where 2 elements of a project are in place
- **Red** = where less than 2 elements of a project are in place
- **White** = where performance has been unable to be categorised due to the desired information not currently being available.

5.2.3 **Summary:** The current register comprises 10 projects: 5 have carried over from 2009/10 and 5 new ones (SBC_22, 24, 25, 26 and 27).

5.2.4 **Confidence level:** Of the 10 projects on the register, no projects have a confidence level of either red¹ or amber, while 7 are presently categorised green and 3 white. 2 projects (SBC_10 and 22) have moved from amber to green during the reporting period.

5.2.5 **Project status:** Of the 10 projects on the register, 4 are white indicating that the project is yet to be fully launched with full project documentation, while 3 are green indicating progress is positive and 3 are amber indicating that some slippage has occurred.

Project UID	PROJECT	Gold project March 2010? Y/N	Confidence Level March 2010	Confidence Level June 2010	Project status June 2010
SBC_3	Neighbourhoods & Community Facilities	Y	Green	Green	Green
SBC_5	REGENERATION: Heart of Slough including Learning Curve	Y	Green	Green	no colour
SBC_6	REGENERATION: Britwell & Haymill Regeneration Programme	Y	no colour	Green	Green
SBC_10	Culture, Learning & Library Service Transformation Programme (<i>including Library Services Transformation, Cultural Offer and Olympic, Sports & Leisure Offer</i>)	Y	Amber	Green	Amber
SBC_12	Adult Social Transformation Programme	Y	Green	Green	Amber
SBC_22	Housing Futures (ALMO move)	N	Amber	Green	Amber
SBC_24	2011 Census	N	no colour	no colour	no colour
SBC_25	REGENERATION: Chalvey Regeneration Programme	N	-	Green	Green
SBC_26	School Places in Slough	N	-	no colour	no colour
SBC_27	Corporate Business Continuity	N	-	no colour	no colour

5.3 Staff Appraisal Update

5.3.1 Target: 1436 staff appraisals (100%) completed during the rolling reporting period 14 August 2009 to 13 August 2010. Number of appraisals completed in the period 14 August to 13 August = 705 (49%). Outturn for period 1 January 2009 - 31 December 2009 = 389 (27%)

Summary of appraisals completed by Directorates as at 13 August 2010

In the year to [13] August 2010	Whole council	Chief executive	Community and wellbeing	Education and children's services	Green and built Environment	Improvement and Development	Resources
No. of staff eligible for an appraisal	1436	19	392	435	204	195	191
No. of staff with a current appraisal	705	11	232	136	103	143	80
Percentage of staff with a current appraisal	49%	58%	59%	31%	50%	73%	42%
No. of appraisal left to complete	731	8	160	299	101	52	111

¹ the PMO report was scrutinised by SMTs and Directors prior to the collation of this report for CMT.



5.3.2 **Conclusion:** Despite a number of measures having been introduced during the last quarter to encourage the completion of appraisals (including increased promotion and e-learning training opportunities for managers etc) the rate of completion still remains relatively modest, with just a 22% increase in the number of appraisals completed in the year to 13 August 2010 compared to the 12 months to 31 December 2009

5.3.3 **Issues identified during the 1st quarter requiring resolution:**

- a) The success of the current system is wholly dependent on the attitude of individual managers. Some managers accept the responsibility of the task and are complying with the compliance target while others are neglecting this responsibility.

Recommendation: *A greater degree of ownership /responsibility amongst managers needs to be fostered over the autumn/winter of 2010 to increase the number of appraisals completed if we are to successfully reach our target. Steps should be taken to ensure that managers are fully committed to the idea of appraisals, and that the sheets provided by HR and performance showing completion at staff member level are used.*

- b) Establishment controls, continue to be a challenge: staff sickness, the status of sessional and part time employees and those on maternity leave continue to affect to cohort of staff to be assessed.

Recommendation: *Staff to be encouraged to share information on changes to establishment promptly with HR.*

- c) The current system only records the *quantity* of appraisals completed during a reporting period – not the *quality* of the appraisals undertaken. No independent audit is undertaken to determine whether the appraisals undertaken reach a published or recognised standard.

Recommendation: *Given the increase in the number of reports now being undertaken the opportunity to carry out a qualitative audit of a statistically viable*

cohort (selected at random from across the Council) now presents itself. The OD team will investigate the viability of this option and prepare a paper of how this process might work for CMT consideration.

5.4 Safeguarding Training update

5.4.1 During the period 4 February to 10 August 2010, 1056 employees received Child Protection Level 1 (CP1) training and 601 employees Safeguarding Adults Level 1 (SA1) training. A further 89 employees have booked to benefit from CP1 and 79 SA1 training up to an including 22 February 2011, bringing the total number of staff across the organisation who will have received this training to 1,825.

Directorate	<u>CP1 training held between 05/03/2009 - 10/08/2010</u>	<u>SA1 training held between 04/02/2009 - 03/08/2010</u>	<u>Total training held</u>	<u>CP1 training booked between 08/10/10 - 25/01/2011</u>	<u>SA 1 training booked between 07/09/2010 - 22/02/2011</u>	<u>Total training to be held</u>
ECS	*861	111	972	19	10	29
C&W	135	407	542	69	48	117
Resources	11	14	25	0	14	14
I&D	8	37	45	0	2	2
Chief Executive **	35	5	40	1	3	4
Housing	6	13	19	0	1	1
GBE	0	14	14	0	1	1
	1056	601	1657	89	79	168

* 861 includes 720 school staff and 141 non school staff

** includes Members training

5.4.2 The breadth of staff receiving training in Safeguarding Adults and Children has widened to include other staff within Departments whose work is likely to bring them into direct contact with vulnerable Children, Adults and Families. The Learning and Development team are now seeking to further quantify the detailed numbers per section to enable closer scrutiny and tracking and to determine the safe overall levels of staff trained in frontline teams.

Recommendation: *Directors through their SMT's are asked to identify frontline teams and set targets for number requiring Safeguarding training.*

5.5 Customer Services - Duty Desk Review

5.5.1 In common with other local authorities Slough has pursued improvements to Customer Services through the setting up of a Customer Services centre with dedicated staff, private sector efficiency methods and exploitation of modern CRM technologies. A corporate task and finish group (Appendix C) has been established to review the current performance and make recommendations regarding the operating model for the future.

5.5.2 The original case for Landmark Place Customer Services Centre, although from a past era in terms of context, would have been based around delivery of a more

coherent, efficient and customer centric model. Assumptions around cost savings due to streamlining of back office functions would also have been made.

5.5.3 Analysis of the current customer experiences indicates that a closing of the loop between front and back office needs to occur for customers to experience a more seamless service. When customers contact the council their issue need to be resolved if at all possible at the earliest point in the chain. The primary outcome measure for this area will be an overall reduction in contacts which achieve poor 'value add' i.e. where the interaction with the customer does not result in significant progress in work flow or resolution of issues.

5.5.4 Savings are also required; the current budget for My Council when viewed alongside the costs of front end duty system for Housing Benefits, Council Tax, Housing and Adult and Children's social represent significant expenditure for the council. Improvement in process design, particularly in minimising 'hand offs' and reducing transaction failure have the potential to realise efficiencies in line with savings achieved in other local authorities and the private sector.

5.5.5 **Conclusion**

A detailed business case will be developed with the view to changing the existing operating model and management structure with the aim of improving service delivery for our residents and service users.

5.6 **Financial reporting**

5.6.1 The Council's net revenue budget for 2010/11 is £103.9m.

5.6.2 The Housing Services agreed net operating budget for 2010/11 is a surplus of £213k.

5.6.3 There is currently a projected over spend position for the 2010/11 General Fund of £39k. This compares to a reported overspend at this stage last year of £1.125m reported as at end July 2009. CMT members should also note the possible emerging issues and opportunities in sections 6 and 7 respectively.

5.6.4 For the Housing revenue account there is currently a projected over spend position of £437k from the agreed surplus position of £213k agreed at the start of the year.

5.6.5 The position is summarised in Table 1, overleaf, and detailed in Appendix F.

Table 1 - Projected as at 31st July 2010

Directorate	Gross Budget pre-Govt reductions	Govt Reductions	Gross Budget post-Govt reductions	Current Net Budget A	Projected Outturn B	Variance Over / (Under) Spend C = B - A	Change	Previously Reported
	£'M	£'M	£'M	£'M	£'M	£'M	£'M	£'M
Community and Wellbeing	51.504	(0.605)	50.899	37.277	37.360	0.083	0.083	0.000
Education and Childrens Services	180.555	(0.891)	179.664	25.001	25.001	0.000	0.000	0.000
Green and Built Environment	39.370	(0.646)	38.724	26.234	26.234	0.000	0.000	0.000
Central Directorates	87.857	(0.633)	87.224	22.544	22.500	(0.044)	(0.044)	0.000
Corporate	0.169	(0.140)	0.029	(0.036)	(0.036)	0.000	0.000	0.000
Total Cost of Services	359.455	(2.915)	356.540	111.020	111.059	0.039	0.039	0.000
% of revenue budget over/(under) spent by Services						0.04%	0.04%	0.00%
Treasury Management	3.334	0.000	3.334	3.334	3.334	0.000	0.000	0.000
Contingencies & earmarked reserves	2.274	0.000	2.274	2.274	2.274	0.000	0.000	0.000
Area Based grant * / **	(12.649)	0.000	(12.649)	(12.649)	(12.649)	0.000	0.000	0.000
Total General Fund	352.414	(2.915)	349.499	103.979	104.018	0.039	0.039	0.000
% of revenue budget over/(under) spent in total						0.04%	0.04%	0.00%
Capital Reductions		(0.407)						
Total Govt Reductions		(3.322)						
Housing Services				(213.000)	224.000	437.000	0.000	0.000

* Included in Directorate base budgets

** The total ABG allocation will be reduced by £1.61m as a result of the in year budget reductions of £3.3m made by central government. This adjustment will be reflected in the cash limit position as at end of August. The balance of the total £3.3m reductions will also be reflected in the cash limits by end of August.

5.7 Month on Month Movement in Variances

Community and Wellbeing are reporting an overspend position of £83k which is an adverse movement on the break even position reported last month. This position has arisen following the loss of PCT funding following changing client needs and from increases in levels of client demand. The department are looking at options to mitigate this pressure.

Education and Children's Services are reporting an overall break even position. However this is comprised of a pressure of £383k against Children and Families which is being addressed in year to ensure a sound budget base for 2011-12 (which are detailed in the bullet points below). The resulting net pressure against Children & Families is offset by savings of £383k identified across other divisions.

Work has taken place across Children and Families to deliver £300k of savings as follows:

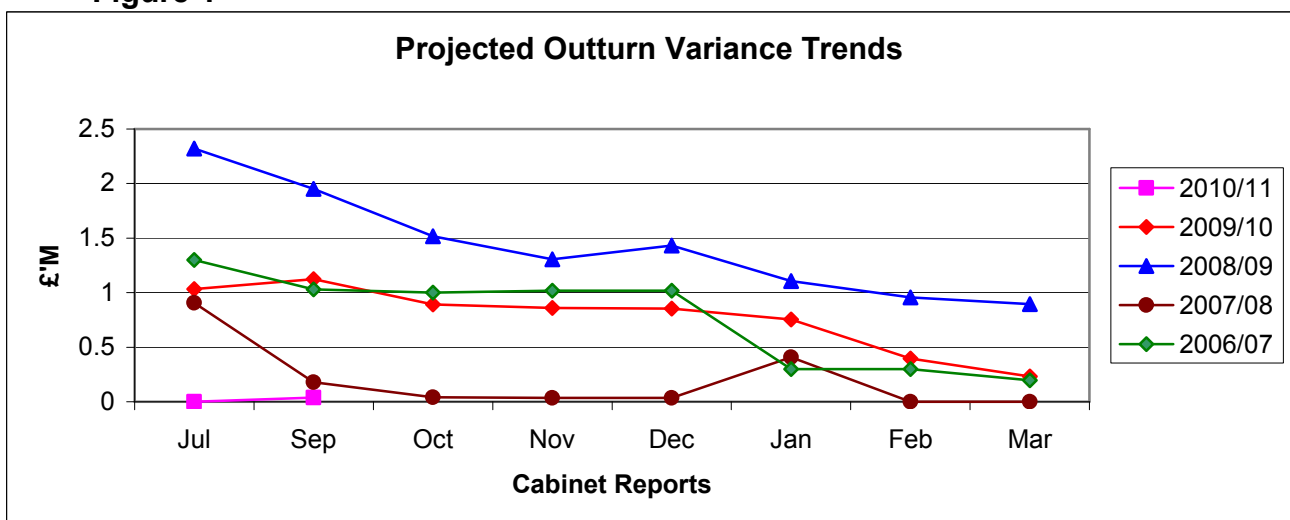
- Reduce foster care fees for Slough foster carers to a similar level to those paid by neighbouring authorities, saving £100k in 2010-11. This carries a risk that they may decide to work for an independent fostering agency, leaving the department with fewer in house placements and heavier reliance on more expensive independent fostering agency placements. The department has put in place this fee reduction with effect from with effect from 23rd September. The full year effect of this saving in 2011-12 is expected to be £200k.
- Reduce the number of social workers in Children and Families by 8 posts (5 agency and 3 establishment), saving £200k in 2010-11 with a full year saving of £400k in 2011-12. The risk is a higher level of caseloads than recommended by Laming, less service to most vulnerable children, and Ofsted inspection outcomes (announced inspection likely this autumn). Current work is under way to look at raising thresholds for children in need, referring parents to services available in the community (e.g. Parenting, Children's Centres), enhancing use of Sure Start services for younger age group.

Green and Built Environment are reporting an overall break even position although a pressure had arisen due to a shortfall in the indexation costs associated with a number of major contracts, negotiations are on-going with contractors and this pressure will be managed by the Directorate within existing resources.

The Central Directorates have reported an under spend position of £44k which is a favourable movement of £44k from the break even position reported last month. This mainly comprises savings from vacant posts offset by pressures arising from falling income for commercial properties and land searches. This is pending the realignment of services within the Resources and the Improvement and Development directorates.

Figure 1 overleaf illustrates the monthly projected outturn positions over the last 5 years. This shows, by comparison, that the current projected position is an over spend position of £39k at this point of the year and that it continues to be the lowest projected variance at this stage of the year.

Figure 1



The Housing Revenue Account is showing an overspend of £437k. An in-year surplus of £213K on the Housing Revenue Account (HRA) was approved by Cabinet for 2010/11. The latest projection indicates a deficit of £224K which is a variance of £437K. This is as a result of the allocation of the Management element of the repairs contract with Interserve which was identified at the end of 2009-10 but was not reflected in the budget for 2010/11 which creates a pressure of £445k during this financial year. This is offset by other minor savings of £8k across Housing Services. In overall terms, a new working balance carried forward at 31st March 2011 on the HRA is projected to be £9.465m.

5.8 Emerging Issues / Risks

Introduction

- 5.8.1 Although the headline position is showing a small projected over spend position of £39k at this stage of the financial year it is important to note that a significant level of gross savings have had to be achieved incorporating the £3.3m of 'in-year reductions' as a result of the governments £6.2bn of reductions across the public sector.
- 5.8.2 Therefore the Council needs to be vigilant to ensure that the savings are delivered in full and in a timely fashion, i.e. during 2010/11. Appendix E details the areas of savings by directorate and their current status.
- 5.8.3 As this financial year progresses, it is pragmatic to assume further government reductions particularly across specific grants may occur. The Council needs to position itself so that it can react immediately and deliver so as not to 'passport' any financial burden over the coming years.
- 5.8.4 Consequently it is prudent to consider the option of delivering known 2011/12 savings early to begin to mitigate the risk of achieving the required savings target over the next 4 years. This is so that the Council can position itself strongly if further 'in year' reductions need to be achieved or unavoidable pressures occur later in the year which do not allow corrective action to take place before 31st March 2011.
- 5.8.5 Two existing loans which are due to mature in September and November next year have been refinanced due to a reduction in PWLB interest rates. These two loans are part of a portfolio which we are planning to re-finance over the next few days to generate further revenue savings as a result of the reduced interest rate referred to above. The financial impact of this will be included in the August monitor.

Directorate Specific

Community and Wellbeing:

- The department faces the potential pressure arising from a new independent residential facility where clients placed in there become ordinary residents and therefore a liability for the council. To date there has been no application for ordinary residence and the department is in negotiations with the proprietors to reduce/eliminate this risk. This area is being closely monitored and negotiations

are ongoing with provider. Further updates will be provided when these are available.

- There are two Employment Tribunal claims within the Adult Social Care division that are currently in the preliminary court stages. These are being dealt with by Legal. Legal costs are currently forecast to be contained within budget, but the final legal costs could escalate over budget provision.

Education and Children's Services:

- The level of client activity within the looked after settings of the Children & Families division continues to be volatile as demand levels remain buoyant.

Green and Built Environment:

- The economy remains a key risk for the directorate's income as outlined within 'Volatile Areas/Demand Led'.
- Climate change continues to impact on winter maintenance and subsequent repairs, flooding and grounds maintenance costs. Innovative measures to negate the impact are being sought.
- Inflation remains a significant concern with a number of the Directorates major contracts linked to RPIX (currently at 4.8%). However negotiations indicate that Slough Enterprise will reduce their uplift down to 3%, although this is yet to be formally agreed.
- Proposed changes to the Housing Revenue Account ring fencing may result in further costs and expenditure being charged to the General Fund rather than HRA. While this may not happen within 2010/11 it is likely that any legislative change will be enforceable from April 2011 and, therefore, needs to be included in the Directorates PPRG submissions.
- Effect of the Heart of Slough project on income from the Market Yard and Prudential Yard car parks.
- Potential settlement from Employment Tribunal in Private Sector Housing
- Income from Planning fees, and parking and parking enforcement are under continuing pressure.
- The crematoriums previous gas supplier has identified that an incorrect multiplier was used when calculating gas usage. As a consequence E-On are now claiming a backdated amount of £40k. As this was the supplier's error payment has been disputed.

All of these risks will be closely monitored and the impact clearly identified and reported as and when it is clear they are likely to become a reality.

Central Directorates:

- The current economic situation with regards to increasing pressure on Housing Benefits.
- The legislative change relating to property searches allows for the potential reclaim of previous charges going back to January 2005. The total value of reclaimable property searches from January 2005 to date is approximately £120k.

Housing Services:

- At this stage any risks or pressures of any new structures and potential reductions in staff numbers and the reintegration with the council, whilst work progresses this cannot be quantified at this stage.

5.9 Emerging Opportunities

Introduction

- 5.9.1 Note the suggestion in paragraph 5.7.4 to take 2011/12 agreed savings early in 2010/11.
- 5.9.2 Whilst departments face emerging issues as identified above there are also opportunities that may emerge to mitigate any adverse financial occurrences. Whilst reliance should not be placed upon them and thus caution should be taken it should be noted that if they come to fruition they could have a favourable impact on the overall council position.

Directorate Specific

Community & Wellbeing: None identified at this stage.

Education & Children's Services: None identified at this stage. A previously identified opportunity in respect of reducing foster care fees is now being reported in the outturn position in paragraph 5.6.

Green & Built Environment:

- Maximise external grant funding opportunities by using 'Grant Finder' software to locate new grants but should be noted against a backdrop of reducing government grant.
- Option appraisals on shared service arrangements relating to regulatory services and building control
- The option appraisal on relocation opportunities for Wexham Horticultural nursery is to be revisited and updated as part of the 2011/12 budget build process.
- Discussions with neighbouring councils are taking place to develop initiatives to help bring down waste management costs
- Developing the Highways Asset Management Plan will support whole life costing methodology on road and pavement resurfacing methodology and provide better value for money
- Recovery of assets and money through proceeds of crime by using a financial investigator to assist in criminal investigations
- Option appraisal being undertaken on parking services

Central Directorates: The re-alignment of Support Services will allow opportunities for savings across the current year to be implemented and so secure the full year effect in the next financial year.

Housing Services: The restructuring of the Housing service will provide the opportunity to reduce management and support costs and this could result in savings and or more investment in front line services and estate improvements. These have not yet been quantified.

5.10 Efficiency Savings

- 5.10.1 As part of Comprehensive Spending Review 2007 (CSR07) announced in October 2007, the Government set a target for all of Local Government to achieve £4.9 billion in efficiency savings for the three year period to March 2011. This equated to 3% of the defined baseline expenditure.
- 5.10.2 At that time it was also reported that Government is to monitor the progress of individual Councils towards achieving the national efficiency targets. In order to facilitate this monitoring, Councils must submit information twice a year in respect of National Indicator 179 (NI179) which records 'the total net value of ongoing cash releasing value for money gains that have impacted (i.e. a forward and backward look) since the start of the 2008/09 financial year.
- 5.10.3 However since then, for the 2009 Budget, the Government stated that, as a contribution towards reductions in public expenditure, local authorities would be required to increase their planned 3% annual efficiency savings under the 'Gershon Agenda', by a further 1% in 2010/11, as referred to in paragraphs 5.20 and 5.21 of the Medium Term Financial Strategy report of 22nd February 2010. For Slough, this additional increase equates to approximately £1.3m.
- 5.10.4 CMT are already aware that the council has achieved more than the first year target but needs to continue to monitor against the achievement of the overall 4% target.
- 5.10.5 Current monitoring indicates a surplus of £226k against the target set by the DCLG as can be seen in the table below.
- 5.10.6 The detail of all savings items included can be seen in Appendix E. This position will continue to be monitored as we work through 2010/11. For completeness Appendix D also identifies growth items from the PPRG process and their current status and as CMT will recall it was agreed that the current performance against the budget growth and savings proposals will be indicated using either a red or green status.

NI 179

	As at Jul-10	
	Budget	Forecast
	£'000	£'000
Over Achievement of SR 04 gains	4,194	4,194
Efficiency savings carried forward from 2008/09	2,048	2,048
Efficiency savings carried forward from 2009/10	2,291	2,291
Efficiency Savings included in 2010/11 Budget Build	2,846	2,796
Withstanding Impact of Inflation	1,462	1,462
Impact of Job Evaluation - 2% held back	1,102	1,102
NI 179	13,943	13,893
Target	13,667	13,667
Indicative Over / (under) achievement - %	2.02%	1.65%
Indicative Over / (under) achievement - £'000	276	226

5.11 Greed Base Savings 2010/11

5.11.1 As CMT and members will be aware from the previous monitor to provide assurance that the recommendations around savings and growth agreed during the 2010/11 budget build process have been achieved a full list of growth and savings is attached as Appendix E to this report but an overall summary by department which indicates that growth and savings are on target for delivery is shown in the table overleaf:

Departmental Growth & Savings Analysis 2010-11

Department	Growth Proposals				Savings Proposals			
	Target	Estimated Outturn	Variance	Status	Target	Estimated Outturn	Variance	Status
	£'000	£'000	£'000		£'000	£'000	£'000	
Community & Wellbeing	940	940	0	GREEN	-1,232	-1,232	0	GREEN
Education & Children's Services	959	959	0	GREEN	-1,333	-1,333	0	GREEN
Green & Built Environment	103	103	0	GREEN	-281	-281	0	GREEN
Resources	130	130	0	GREEN	-461	-461	0	GREEN
Improvement & Development	70	70	0	GREEN	-655	-655	0	GREEN
Chief Executive	0	0	0	GREEN	-89	-89	0	GREEN
Corporate	1,723	1,723	0	GREEN	-1,440	-1,440	0	GREEN
Total	3,925	3,925	0	GREEN	-5,491	-5,491	0	GREEN

5.12 In year savings 2010/11

5.12.1 Following the announcement made by the Department for Communities and Local Government (DCLG) on 10 June 2010 regarding permanent reductions to grant funding of £3.3m in the current financial year departments have identified a series of compensating savings to deliver this which was endorsed by Cabinet on 12 July 2010. Most of the reductions were made to grant funded streams but with the balance coming from core budgets. However sources of permanent funding to meet the overall reductions were short by £36k. The total number of staffing

affected amounted to 4.6fte which will be a cost against the Council's central £750k contingency set aside for redundancies (after partnership commitments). To provide members with assurance that these are being achieved a full list of these savings is attached as Appendix E to this report but an overall summary by department is shown in the table below:

Departmental In Year Savings Analysis 2010-11

Department	In Year Savings Targets			
	Target	Estimated Outturn	Variance	Status
	£'000	£'000	£'000	
Community & Wellbeing	-605	-605	0	GREEN
Education & Children's Services	-891	-891	0	GREEN
Green & Built Environment	-646	-646	0	GREEN
Resources	-200	-200	0	GREEN
Improvement & Development	-308	-308	0	GREEN
Chief Executive	-125	-125	0	GREEN
Corporate	-140	-140	0	GREEN
Total - Revenue	-2,915	-2,915	0	GREEN
Green & Built Environment	-407	-407	0	GREEN
Total - Capital	-407	-407	0	GREEN
Total Savings	-3,322	-3,322	0	GREEN

5.13 Capital

5.13.1 The overall council capital programme is £123m for the period 2010/11 to 2016/17. The programmed spend for 2010/11 is £68m.

5.13.2 CMT will recall that the total capital spend for 2009/10 was £30m and in view of this it is highly unlikely that the programmed spend of £68m in the current year will be delivered. This together with the overall size and consequent affordability bearing in mind the revenue implications of such a large programme will be reviewed. At AMG on 18th August 2010 it was agreed that SMT's would review the size of the capital programme or re-profile schemes with feedback expected at the end of August. Recent information received from Directorates suggests this timeline to be September. The outcome of this will form the 'revised' position across the capital programme over the coming years. This will be reported once the full implications are made available.

5.13.3 The overall HRA capital programme is £31.4m for the period 2010/11 to 2016/17. The programmed spend for 2010/11 is £10.8m.

5.14 Treasury Management

5.14.1 CMT and Members will be aware of recent economic events in Greece and the financial impact this had on the banking sector. Economists are now suggesting there is now growing concern around the current state of the Spanish economy and inevitably the banking sector. The Council had deposit with Santander UK Plc as at 1st July 2010 of £2.9M. Santander UK Plc (previously Abbey National, Alliance & Leicester and Bradford & Bingley banks) is wholly owned by Spain's

Banco Santander. However as at 22nd July 2010 our risk of exposure to failing investments has been reduced as £1.9m of our investments in deposit have matured and repaid. Based on current indicators the s151 officer feels that the degree of risk in respect of the remaining £1m deposited is manageable as it is due to mature on 21st October 2010. Close scrutiny of the Spanish economy position will continue to take place. To mitigate future risk the council is not committed to any forward deals and new deposits with Santander have been suspended.

6. **Conclusion**

- 6.1 The position as at the end of July 2010 leaves an overall headline over spend position of £39k for the Authority against the General Fund. Against the Housing Revenue Account the position as at the end of July 2010 leaves an overall headline over spend position of £437k.
- 6.2 The capital programme for 2010/11 to 2016/17 at the time of writing this report is being reviewed by cabinet members and senior officers. The outcome of any changes that impact on this current year will be reported in circa September once information has been consolidated.

7. **Appendices Attached**

'Appendix A' - Performance monitoring against the Corporate Balanced Score Card and the LAA Balanced Score Card

'Appendix B' – Projects Management Monitoring

'Appendix C' – Customer Services Review

'Appendix D' – Summary Variance Analysis

'Appendix E' – Departmental Savings / Growth Analysis 2010-11

'Appendix F' – Departmental In Year Reductions Analysis 2010-11

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APPENDIX A: SBC COUNCIL WIDE SECORE CARD INCORPORATING LAA TARGETS

This exception report provides an update on performance covering the period from 1 April 2010 to 30 June 2010. It comprises an exception from both the Corporate Balanced Scorecard* and the LAA Balanced Scorecard. This report relates to performance indicators selected by members of CMT to determine the organisation health of the council and those related to indicators in the LAA.

ORGANISATION INDICATORS AND LAA TRAGETS: PERFORMANCE STATUS AND IMPROVEMENT REPORT

EXCEPTION SUMMARY

INDICATORS WITH RED RAG STATUS
NI 73: Achievements at level 4 or above in both English and Maths at Key Stage 2 (LAA indicator)
NI 102: Achievement gaps between pupils eligible for free schools meals and their peers achieving the expected level at key stage 2 (LAA indicator)
NI 130: Clients and carers receiving self directed Support/direct payments
NI 132: Waiting times for assessments (including some mental health not all)
NI 133: Waiting times for services (including some metal health not all)
NI 135: Carers receiving a specific carer's service/ information (LAA indicator)
NI 157(A): Processing of planning applications

NI 73: Achievements at level 4 or above in both English and Maths at Key stage 2

Performance currently stands at 70% which is a 3% increase on the previous year's result of 67%. This figure is however below both the averages for England (74%) and the South East (73%). Performance is also below the 2009/10 target of 75%.

NI 102: Achievements gaps between pupils eligible for free schools meals and their peers achieving the expected level at Key Stage 2

Performance currently stands at 14%, which is significantly lower than the previous year's outturn (of 27.8%) for narrowing the achievement gap. Whilst comparator information is not currently available, this result is also understood to be lower than the 2009 England gap (22.3%), our statistical neighbour's gap (21%) but exceeds our narrowing the KS2 gap target of 21%.

Corrective action (s) for both NI 73 and 102

- Raising Achievement Team to provide challenge and additional targeted support to schools that are below DCSF floor targets through the Improving Schools Programme (ISP) and the School Improvement Service (SIP).
- Robust target setting procedures to be introduced.

NI 130: Clients and carers receiving self directed Support/direct payments

Target for 2010/11 = 1265 clients receiving Self Directed Support/direct payments.

Target for the quarter = 300 clients. Performance currently stands at 283 clients which is 83%.

Corrective action(s)

- Monthly reporting against targets introduced
- All people in receipt of a non formal service e.g. lunch club to have a formal reassessment and review.
- All people ineligible for formal support to be closed on IAS.

- Interviews with named workers are being arranged to review specific care arrangements and see how more individualised support can be offered via direct payments.
- Staff are now offering SDS/Direct Payments as an option to new people once they become eligible for support as the primary option for intervention.
- SDS/direct payments are being offered to those people whose services are being reviewed, where appropriate.
- Health promotional direct payments are being offered to people particularly within the mental health service to meet identified needs that, if not addressed, could incur more complex and costly service arrangements in the future.
- Carers are being offered direct payments to manage home circumstances across all teams.
- Heads of Service compliance data is being sought for Assistant Director.

NI 132: Waiting times for assessments (including some mental health not all)

Corrective actions

Target for 2010/11 = 90%

To date 73.7% of clients were provided with an assessment within four weeks of contact

NI 133: Waiting times for services (including some metal health not all)

Corrective actions

Target for 2010/11 = 90.20%.

To date 79.70% of clients were provided with a service within four weeks of contact.

Corrective action(s) for NI 132 and 133

- Refresher training is being provided throughout August and September 2010
- Guidance to improve recording practices will be issued
- Monthly monitoring at team/worker level is being introduced
- Two performance surgery days with team managers and Heads of service will be held in September to discuss individual team performance and put in place remedial action plans.

NI 135: Carers receiving a specific carer's service/ information (LAA target)

Target for 2010/11 = 1030 carers

Target for 1ST quarter = 250 clients (24%). Uptake currently stands somewhere between 89 clients (8.6%) or 142 clients (13.8%) of the 1st quarter target depending on the data collection method used. Work is currently under way to identify the discrepancies between the two values.

Corrective action(s)

- Monthly reporting against targets introduced
- Team/worker level reporting introduced
- Team to provide Assistant Director with action plan by 31st August 2010 on how they will comply with Directorate requirements and performance records
- Team targets have been established set and staff are being supported and reminded of the importance and responsibility of completing carers assessments
- Refresher training has commenced in order to ensure that staff complete carers assessments and services accurately on the IAS system.
- The Carers Lead visiting teams will train and advise staff of the statutory duty to offer carers an assessment

NI 157(A): Processing of planning applications

One element of this indicator – Major Planning applications is showing as RED (with Performance standing at 67%), while the other two parts of the indicator for minor (88%) and other planning applications (90%) are shown as GREEN. With the abolition of the Planning Delivery Grant (PDG), local authorities no longer have financial incentives to ensure planning applications meet Government targets.

Corrective action(s)

- “Local” targets will be set that will reflect available resources.

AREAS OF SIGNIFICANT IMPROVEMENT

NI 16: Serious Acquisitive crime rate
NI 20: Assault with injury crime rate
NI 28: Serous knife crime rate HO DSO
NI 29: gun crime rate PSA 23
NI1 33: Arson incidents per 10,000 i) Primary fires ii) Secondary fires
N 34 Domestic violence - murder PSA 23
NI 59: Percentage of initial assessments completed in year and within 7 working days of referral
NI 60: Percentage of Carers assessments completed in year within 35 working days
NI 125: Achieving independence for older people through rehabilitation/intermediate care
NI 155 – Affordable Homes delivered
NI 156 – Households in Temporary accommodation
Local H 27 – Proportion of rent collected
Local H28 – Average re-let time for void properties
Local H29 – Percent of urgent repairs done within 3 days

NI's 16, 20, 28, 29, 33 and 34

These indicators are all classified as GREEN by Thames Valley Police and show a reduction for the first quarter.

Plans to ensure crime continues to reduce include

- Target hardening initiatives in hot spot areas such as Salt Hill underpass.
- Increase the use of anti-social behaviour enforcement tools to tackle offenders.
- The “N1CK ME” campaign – a pilot with 6 MOT garages in Slough to install tamper proof screws to vehicle registration plates.
- The use of trap houses to tackle domestic burglars.
- The introduction of an empty car campaign with media articles and community policing to ensure there is nothing on display in vehicles.
- Alerting the community to trends such as letterbox burglaries.
- TVP making use of the report produced by Evidence Led Solutions which highlights key vulnerable areas, sub populations groups and genders.

NI 59: Percentage of initial assessments completed in year and within 7 working days of referral

Target for 2010/11 = 80%

To date 76.4% of initial assessments were completed during the 1ST quarter.

NI 60 Percentage of Core assessments completed in year within 35 working days

Target for 2010/11 = 80%.

To date 83.8% of core assessments were completed during the 1ST quarter.

NI 125: Achieving independence for older people through rehabilitation/ intermediate care

Target for 2010/11 = 90%.

To date 97.44% of older people achieved independence through rehabilitation/ intermediate care during the 1ST quarter.

NI 155: Affordable Homes delivered

Target for 2010/11 = 88 properties

To date 41 properties were completed

NI 156: Household in Temporary Accommodation

Target for 2010/11= 100

To date 97 households in temporary accommodation

Local H27 – Proportion of rent collected

For the first quarter this is reported as 101.5%. Arrears of rent due from the previous year have been included. From the 1st of September the key indicator will be reduction of all current tenant arrears which currently stand at £950,000 with a target of £875,000. The rent collection team will continue to collect a % figure which we will report on locally, however the key performance area of the team will be the arrears indicator.

Local H28 – Average Re-let times for Void Properties

This has improved from 42 days for 2009/10 to just over 22 days for the period April to June 2010.

Local H29 - Percent of urgent repairs done within 3 days

This has remained high at 99.82% of all urgent repairs

Project UID	PROJECT	Confidence Level	Last Highlight Report received	Dashboard (highlight report)			PROJECT STATUS (from highlight report)	COMMENTS	Project Sponsor(s)	Sponsor's Directorate	Project Executive	Project Manager/s (PRINCE2 trained)	Business Case		PID		Project Board set up? Y/N	Risk Register in place? Y/N
				Timeline	Budget	Issues & Risks							draft	agreed by CMT	draft	agreed by CMT		
SBC_10	Culture, Learning & Library Service Transformation Programme (including Library Services Transformation, Cultural Offer and Olympic, Sports & Leisure Offer)	Green	10/08/10	A	G	A	A	Revised Business Case & PID are submitted for review	Jane Wood	C&W	Andrew Stevens	Jackie Menniss	Y		Y		Y	Y
SBC_12	Adult Social Transformation Programme	Green	29/07/10	A	G	A	A	High level of compliance across all projects. Individual PIDs available.	Jane Wood	C&W	Mike Bibby	Tracy Cartmell	N/A		Y		Y	Y
SBC_26	School Places in Slough							SBC_13 & SBC_21 have been re-merged at the requested of CMT. Still awaiting new paperwork.	Clair Pyper	ECS	Annal Nayyar	Bob Garnett						
SBC_3	Neighbourhoods & Community Facilities	Green	04/08/10	G	G	G	G	Reviewing work to date and scoping out the next phase of activity. Options to CMT in Sept. Clear opportunities linked to the new emphasis on community activists and volunteering identified for Phase 2. Boards in pilot areas are working well and starting to result in some quantifiable savings.	Denise Alder	GBE	Denise Alder	Keren Bailey			Y	Y	Y	Y
SBC_22	Housing Futures (ALMO move)	Green	01/07/10	A	G	A	A	Phase 1 bringing Housing in-house completed successfully. Phase 2 - realigning the service to be fit for purpose for residents: initial mapping underway and will follow the overall corporate re-structure and be guided by its timetable.	Denise Alder	GBE	Neil Aves	Vijay McGuire	Y		Y		Y	Y
SBC_24	2011 Census								Ruth Bagley	All	Kevin Gordon	Rob Wood						
SBC_27	Corporate Business Continuity							New project requested by CMT - details awaited.										
SBC_5	REGENERATION: Heart of Slough including Learning Curve	Green	23/02/10					Including Station Forecourt. Highlight reports received from 3 projects within the programme on 23/02 but have requested a highlight report for the whole programme. No further papers received.	Julie Evans	Resources		Neil Simon						
SBC_6	REGENERATION: Britwell & Haymill Regeneration Programme	Green	09/04/10	G	G	G	G	Phase 2 initiated using PRINCE2. Initial draft PID received.	Denise Alder	GBE	Neil Aves	Basharat Nazir			Y		Y	
SBC_25	REGENERATION: Chalvey Regeneration Programme	Green	09/08/10	G	G	G	G	Business case and PID awaiting signoff.	Denise Alder	GBE		Neil Simon	Y		Y			

Confidence level criteria:
 The confidence level is dependent upon the number of key elements of the process being in place i.e.:
 * Submission of approved Business Case
 * Submission of approved PID
 * Appointment of a PRINCE2 trained PM
 * Formation of Project Board
 * Submission of regular Highlight Reports

Less than 2 elements in place = **RED**
 2 elements in place = **AMBER**
 More than 2 elements in place = **GREEN**

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Report title: **Customer Services – Duty Desk Review**

Report to: Cabinet

From: Roger Parkin - Director of Improvement & Development

Date: 20th September 2010

Introduction

This paper sets out the progress to date including a high level business case for change around the processes, structures and operation of the Customer route into the council. The work has been developed by a Corporate task and finish group (at the request of CMT), within the following parameters:

Exploration of the potential for:

- Improvement to the customer experience
- Synergy between functions
- Future savings through improved process design and efficiencies
- Review of present management structure

Consideration of different delivery models and the options for design and operation in the future including;

- Outsourcing the delivery of front end, contact, duty and hub systems to an external provider.
- Development of specialist services contact centre where the front end, contact, duty and hub system are brought together.
- Improvement of existing functions within reduced cost envelope

Senior staff from across the organisation has met to work on these considerations. Further work will be required to build a more detailed business case, once authority to proceed to this next stage has been given by CMT, after consideration of the emerging issues outlined in this paper

Recommendations:

1. Consider the service areas currently in scope and make suggestions for additions and amendments
2. Consider the business options outlined in section 4
3. A further report to be provided regarding progress and the next steps

1. Reasons: *Why is this project necessary?*

Following the announcement of reductions in local government funding, Slough has to make key decision about the scale and shape of its future operating model for delivery of services. In common with other local authorities Slough has pursued improvements to Customer Services through the setting up of a Customer Services centre with dedicated staff, private sector efficiency methods and exploitation of modern CRM technologies.

The original case for Landmark Place Customer Services Centre, although from a past era in terms of context, would have been based around delivery of a more coherent, efficient and customer centric model. Assumptions around cost savings due to streamlining of back office functions would also have been made.

The key areas of success and benefits assessment of the current model are therefore;

- The extent to which cashable savings have been released from back office functions to enable increased investment in front line services
- First time Issue resolution and reduction in hand offs resulting in efficiency savings and improved customer satisfaction
- Coherent Customer centric model where residents benefit from proximity of services and knowledge
- General Improvements to Customer Services including perceptions from resident and members of the public around general customer experience is still poor. Long waiting times both for queuing and telephone response are often cited alongside dissatisfaction around resolution of issues.

2. Outcomes Required:

Analysis of the current customer experiences indicates that a closing of the loop between front and back office needs to occur for customers to experience a more seamless service. When customers contact the council their issue need to be resolved if at all possible at the earliest point in the chain. The primary outcome measure for this area will be an overall reduction in contacts which achieve poor 'value add' i.e where the interaction with the customer does not result in significant progress in work flow or resolution of issues.

Savings are also required; the current budget for My Council when viewed alongside the costs of front end duty system for Housing Benefits , Council Tax , Housing and Adult and Children's Social represent significant expenditure for the council. Improvement in process design, particularly in minimising 'hand offs' and reducing transaction failure have the potential to realise efficiencies in line with savings achieved in other local authorities and the private sector.

3. Scope & Boundaries: *What will be included and what will not?*

From preliminary analysis and discussions within the task and finish group areas of service have been identified. The table shows these service areas and the some of the rationale for being hosted within a single Customer Services entity

Service Area	Reason for inclusion
<i>Adult Social Care</i>	Duty desks currently being consolidated as part of personalisation, 1 st contact currently handled by my council
<i>Housing Needs Business Support</i>	Potential synergies with Housing Services
<i>Housing Services</i>	Potential synergies with Housing Needs business

	support
<i>Children's Social Care Duty and Triage</i>	1 st contact currently handled by my council Triage systems need to link more closely with wider universal services
<i>Environmental Services Help Desk & Planning and registrars</i>	Current helpdesk high has high actual resolution of issues and is a good example of the specialist model
<i>Housing Benefits</i>	1 st contact currently handled by my council
<i>Council Tax</i>	1 st contact currently handled by my council

4. Business Options:

The task and finish group has considered the options below

	<i>Issues for Consideration</i>
<p>Option 1</p> <p>Do nothing retain existing My Council approach to Customer Services and existing Duty Desk systems.</p>	<p>Efficiencies and Savings targets will not be met</p> <p>Fragmented handling of Customer issues will still occur</p>
<p>Option 2</p> <p>Retain existing My Council set up</p> <p>Move Environment and Housing helpdesks into my council and increase the numbers of generalist call centre advisors</p>	<p>Fragmented handling of Customer issues will still occur</p> <p>Efficiencies and Savings likely to be small</p>
<p>Option 3</p> <p>Outsource selected areas of customer services, including My Council</p>	<p>Fragmented handling of Customer issues will still occur and could potentially be exacerbated by the involvement of different organisations</p>
<p>Option 4</p> <p>Outsources all front end services</p>	<p>Major challenges, Slough would be in the vanguard of LA's attempting this. Risk around service continuity and threshold decisions for Adults and Children's Social Care</p>
<p>Option 5</p> <p>Hosted specialist Customer Services entity</p> <p>All Council duty desks move into a dedicated Customer services entity to include</p> <ul style="list-style-type: none"> • Accommodation • Common Customer management System • Accessible Directory of services • Opportunities for overlap and rounded approach to customer experience 	<p>Preferred Option meets CMT objectives</p> <ul style="list-style-type: none"> • Improvement to the customer experience • Synergy between functions • Future savings through improved process design and efficiencies

5. Timescales and next steps

Development of full Business case

The full business case for this project will need further analysis's to determine the overall viability, included in this will be;

- Cost of current arrangements and anticipated savings if a new model is introduced
- The anticipated savings that can be made through processes efficiency changes

Examination of the potential improvements to process efficiency has already begun, however benchmarking and comparison is proving problematic due to a lack of common definitions at key stages of the workflow. One of these areas is the point at which an enquiry from a customer can be judged to be resolved. To tackle this issue and provide a more detailed level of information for other areas of the business case, the project board may commission 'time and motion' and caller surveys across service areas.

Timescales

- Full Business and project plan for implementation case October 2010
- Physical movement of current duty desks to commence in November 2010

Dependencies and linkages with other work

- Accommodation Strategy – location of duty desks will need to be considered as part of next set of moves
- ICT Strategy – future use of Siebel and council wide approach to CRM support needs to be identified

Summary Variance Analysis

For the Period Ended: 31st July 2010

Community & Wellbeing

Service Area	Total Variance £'000	Explanation
Community Services and Adult Social Care	+182	New This month: The CS&ASC division has an adverse movement of £142k in this period. Contributing factors have been an increase in pressure on external care packages, with the loss of Continuing Health Care (category 2) funding from the PCT equating to £83k. There has been an increase of 15 new clients in receipt of Direct Payments accounting for £28k. Increases in client activity within the Internal Home Care Service have cost £35k. Suspended recruitment plans in the CSWT have saved £42k, offset by £28k additional agency costs for the Head of LD and SVA posts. Additional income from the PCT for an OT post saves £14k. Also, additional meals income within OP Day Centres saves £5k. Other minor staffing variances within OP and LD save £10k. Previously Reported: +£40k. Last monitor reported movement in client spot placements and revisions to care packages, offset by a high placement cost leaver in MH.
Learning Skills and Cultural Engagement	-18	New This month: There is an increase in the projected under spend of £13k . This is primarily due to a net increase in lettings (£19k) within community services, offset by additional consultancy costs for a further month pending the appointment of a new member of staff (£7k). Previously Reported: -£5k due to the delayed appointment to the Skills for Life Manager post, offset by consultancy costs for the period to July 2010
Personalisation, Partnership and Commissioning	-1	New This month: Minor revisions to staffing forecasts cost £1k. Previously Reported: -£2k.
Central Management	-80	New This month: Robust contract negotiations with care providers to minimise inflationary increases for care fees has enabled a further £47k to be offset against other care placement pressures arising from changes in client levels and needs reported in ASC. Previously Reported: -£33k
Total Variance	83	

Education & Children's Services

Service Area	Total Variance £'000	Explanation
Children and Families	383	New This month: An increase in costs in Internal Foster settings of £82k is offset by savings in External Foster settings of £52k, comprising client movements between settings, placement extensions and leavers. Other savings from additional income from a placement extension at Mallards of £13k, a reduction in Adoption Allowances due to delays in adoption dates and a lower demand for equipment for disabled children have saved £17k. Overall no change since last month. Previously reported: A gross pressure of £875k mainly due to rising client numbers, extensions to placements and changes in the 'type' of placement across Looked After settings had been offset by an under spend of £245k across other services including Adoption Allowances, Childcare Lawyers and the cost of Leaving Care. Savings were to be fully costed of broadly £300k (outlined below) were agreed by SMT resulting in a net overspend position of £330k. At CMT it

		<p>was then agreed that this pressure could be contained within the departments overall cash limit. Subsequently additional variances arising are due to expenditure across Looked After settings of £33k, due to an increase in both external and internal placements and a further £29k in respect of increased demand within the Contact team offset by minor savings of £9k across various headings revised the overall position to a total overspend of £383k.</p> <p>Work to progress the delivery of £300k of savings mentioned above was identified as follows:</p> <ul style="list-style-type: none"> • Reduce foster care fees for Slough foster carers to a similar level to those paid by neighbouring authorities, saving £100k in 2010-11. This carries a risk that they may decide to work for an independent fostering agency, leaving the department with fewer in house placements and heavier reliance on more expensive independent fostering agency placements. The department is currently in consultation and negotiation with foster carers in early August. The full year effect of this saving in 2011-12 is expected to be £200k. • Reduce the number of social workers in Children and Families by 8 posts (5 agency and 3 establishment), saving £200k in 2010-11 with a full year saving of £400k in 2011-12. The risk is a higher level of caseloads than recommended by Laming, less service to most vulnerable children, and Ofsted inspection outcomes (announced inspection likely this autumn). Current work is under way to look at raising thresholds for children in need, referring parents to services available in the community (e.g. Parenting, Children's Centres), enhancing use of Sure Start services for younger age group.
Inclusion	-106	Previously reported: Reduced client activity based upon need have been identified for children with disabilities saving £66k. The claw back of unspent direct payment allowances has saved £15k and the PCT funding 1 client's home care cost for the year saving £25k, previously expected from within SBC resources.
Raising Achievement	-197	Previously reported: The deletion of the Assistant Director post for Raising achievement from 1 st October will save £54k (£108k in a full year). A saving of £100k on Youth Opportunity funding has been identified, mainly due to the removal of the ring fencing restriction and ability to offset against core expenditure. Innovative use of Sure start grant to offset officer time within the Early Years service has saved £95k and there has also been a staff saving of £14k within Services to Schools in respect of maternity leave. This has been offset by a net pressure of £66k within the School Improvement Service due to a shortfall in income generation.
Strategic Support	-80	Previously reported: Reduced activity levels in accessing the Assessment Centre for the provision of education need assessment for children arriving from abroad will save £50k. A saving of £30k based on the current level of liability for teacher's premature retirement payments is expected.
Total Variance	0	

Green & Built Environment

Service Area	Total Variance £'000	Explanation
Resources & Bus Support	0	No variances reported
Env Services & Quality	0	<p>New this month: Directors from both SBC and Slough Enterprise continue to negotiate the Environmental Services Contract, however, further meetings are not planned until September.</p> <p>Previously Reported: Pressure at present still exists with the Environmental Services Contract. Slough Enterprise has now agreed to lower the inflationary uplift from 4.8% to 3% although this is still to be formally agreed. This now results in a</p>

		pressure of £206k. Negotiations are still ongoing with Slough Enterprise and invoices continue to be paid at last year's rate. This together with any other items to emerge during the financial year will be kept under constant review as part of the ongoing monitoring process and compensating savings found.
Public Protection	0	New this month: Work continues to identify savings from within the Public Protection service to offset the pressure created by the fall in organic import verification income. Previously Reported: A significant fall in the number of organic produce imports has resulted in a pressure of £36k against our income target for verifying these imports. Savings from Public Protection budgets are going to be sought to mitigate this pressure. A growth proposal for next year's budget in respect of this will be put forward.
Transport & Planning	0	New this month: No new variances reported. Previously Reported: Parking is experiencing some financial pressure due to new contract teething issues and increased competition from private car parks. An option appraisal is underway on the continued ownership of car parks and the parking service is working on containing this pressure within the next quarter.
Hsg Strategy & Renewal	0	New this month: Thames Water have recently identified that no waste water charge in respect of the Poyle Caravan Park has been made for a number of years. This has resulted in a 'one off' pressure of £9k although it is possible that an element of this cost can be passed on to the tenants. Any resultant balance will be absorbed within the services overall budget.
Total Variance	0	

Central Directorates

Service Area	Total Variance £'000	Explanation
Improvement & Development	(26)	New This month: A total of 15 vacancies across the department some backfilled with agency cover and the provision of overtime payments result in a net saving of £40k. These savings are offset by pressures arising from an income shortfall of £14k arising from the NNDR pool. Previously Reported: Nil variance previously reported
Chief Executive	(18)	New This month: The recruitment to a post at a lower grade than previous employee, a vacancy for 1 month and a member of staff on maternity leave result in staff budget savings of £14k. An increase in the level of advertising income saves £4k. Previously Reported: Nil variance previously reported
Resources	0	New This month: A total of 12.5 vacancies across the department, some filled by temporary staff, generate a net saving of £139k. A saving of £241k is expected against the Corporate Repairs budget by restricting maintenance to essential items only and by re-procuring support contracts, e.g. water hygiene inspection. These savings are offset by the following pressures: Reduced level of eligible salary recharges to the capital programme of £207k due to the reduced work on capital and other projects. A one-off pension charge relating to 09/10 for £46k has arisen following the late receipt of an invoice in respect of the added year's pension liability for former employees. The anticipated loss of rental income from empty commercial properties and industrial starter units will result in a pressure £75k. The reduced demand for land charge searches arising from the economic downturn together with recent legislative changes announced in respect of property searches have identified a total budget pressure of £58k. The legislative element estimated at £20k will be on-going for future years; The latest estimated cost of accommodation and running costs for Age Concern in Slough is highlighting an overspend of £40k. The balance of overspend will be managed within the existing cash

		envelope to a break even position. Previously Reported: Savings have arisen from the vacancy of Deputy Borough Secretary to be held for the year of £95k offset by the cost of interim arrangements for the same period of £65k. The review of supplies and services expenditure within Corporate Property & Valuation has saved £10k.
Total Variance	-44	

Housing Services

Service Area	Total Variance £'000	Explanation
Housing Repairs Fund	445	A budget pressure of £445k was identified and reported at the end of 2009/10, which was the result of on-going dialogue regarding the allocation of the Management element of the repairs contract with Interserve. At this stage this pressure was not reflected in the budget for 2010/11, and will occur during this financial year.
Staffing	0	Due to the return of the Housing Service to the Council, there will be an impact on staffing, due to the reintegration of Support Services, additional work streams taken on by Property Services and any proposed structure within Housing Management. Thus, we have identified this as a future variance, and are looking to quantify the impact in the next month when information will hopefully be available to allow us to align the budgets to any new structure proposals.
Other variances under £50K (net)	-8	As part of the audit of the accounts at the end of 2009/10, the creditor figure input into the closing figures for housing subsidy was over stated by £11k. This was not significant to warrant a correction being made in 2009/10 accounts and thus it is corrected in 2010/11, which will result in a variance on the budget of £11k. In addition there is an identified reduction of £3k in the interest receivable on the SOCH.
Total Variance	437	

Departmental Growth Analysis 2010-11
APPENDIX E

Proposal Title	Growth Type	Growth Agreed A £'000	Growth Expected to be Spent B £'000	Actual Growth Spent to date C £'000	Variance to date C-B £'000	Estimated Total Variance B-A £'000	Status
EDUCATION & CHILDREN'S SERVICES							
Contact Service	Demand Led	50	50	13	(38)	0	GREEN
Joint Arrangement - Joint Legal Team	Demand Led	72	72	18	(54)	0	GREEN
Adoption Advisory Service	Demand Led	46	46	12	(35)	0	GREEN
Placement Budgets	Demand Led	580	580	145	(435)	0	GREEN
Building Schools for the Future	Demand Led	161	161	0	(161)	0	GREEN
Youth Service opening hours	Legislative	50	50	13	(38)	0	GREEN
Total ECS		959	959	200	(760)	0	
COMMUNITY & WELLBEING							
Demand Led Care Packages - actual commitments	Demand Led	57	57	10	(48)	0	GREEN
Reprovide budget for Langley Resource Centre	Contractual	200	200	33	(167)	0	GREEN
Slough Deaf Centre	Policy Initiatives	20	20	3	(17)	0	GREEN
2 Reviewing officers to reduce care packages	Service Development	80	80	13	(67)	0	GREEN
Project Manager to achieve service redesign	Service Development	75	75	13	(63)	0	GREEN
7 Care Managers - CMHT	Service Development	70	70	12	(58)	0	GREEN
CHC Worker	Service Development	50	50	8	(42)	0	GREEN
Mobile Working	Service Development	6	6	1	(5)	0	GREEN
Demand Led Care Packages	Demand	357	357	60	(298)	0	GREEN
Library Opening Hours (part of Library Review)	Service Development	50	50	17	(33)	0	GREEN
Extra Care Housing	Service Development	(40)	(40)	(7)	33	0	GREEN
Reprovision of Central Library (Invest to Save)	Service Development	15	15	5	(10)	0	GREEN
Total CWB		940	940	168	(773)	0	
GREEN & BUILT ENVIRONMENT							
Civil Parking Enforcement	Demand Led	30	30	10	(20)	0	GREEN
Animal warden	Demand Led	17	17	6	(11)	0	GREEN
Stray Dogs legislation(out of hours)	Demand Led	12	12	4	(8)	0	GREEN
Ongoing pressures from current year (net)	Demand Led	170	170	57	(113)	0	GREEN
Joint Arrangements - Registrars Service	Contractual	10	10	3	(7)	0	GREEN
Pest Control service	Contractual	5	5	2	(3)	0	GREEN
Neighbourhood coordination (NOTE A)	Policy Initiatives	30	30	10	(20)	0	GREEN
Licensing - Private Hire Operators Policy	Policy Initiatives	10	10	3	(7)	0	GREEN
Loss of Workstep Subsidy (Wexham Nursery)	Policy Initiatives	9	9	9	0	0	GREEN
Parks & Open Spaces	Demand	35	35	12	(23)	0	GREEN
Landfill Waste	Service Development	(325)	(325)	(108)	217	0	GREEN
Youth Transport Provision (NOTE A)	Service Development	100	100	33	(67)	0	GREEN
Total GBE		103	103	41	(62)	0	

Departmental Growth Analysis 2010-11
APPENDIX E

Proposal Title	Growth Type	Growth Agreed A £'000	Growth Expected to be Spent B £'000	Actual Growth Spent to date C £'000	Variance to date C-B £'000	Estimated Total Variance B-A £'000	Status
RESOURCES							
Borough Secretary	Legislative	20	20	20	0	0	GREEN
Commercial Rents	Demand Led	110	110	110	0	0	GREEN
Total Resources		130	130	130	0	0	
IMPROVEMENT & DEVELOPMENT							
Economic Development & Inclusion	Demand Led	70	70	70	0	0	GREEN
Total I & D		70	70	70	0	0	
CORPORATE							
Funding of Future Capital Borrowing	Demand Led	0	0	0	0	0	GREEN
Other Member Priorities	Demand Led	0	0	0	0	0	GREEN
Funding Capital Programme & MRP	Policy Initiative	1,150	1,150	1,150	0	0	GREEN
Treasury Management	Policy Initiative	523	523	523	0	0	GREEN
Council Wide Growth	Demand	0	0	0	0	0	GREEN
Discretionary Tax Relief Pressure	Demand	50	50	50	0	0	GREEN
Total Corporate		1,723	1,723	1,723	0	0	
TOTAL GROWTH		3,925	3,925	2,331	(1,594)	0	

Departmental Savings Analysis 2010-11
APPENDIX E

Proposal Title	Savings Type	Saving Agreed A £'000	Saving Expected to be Achieved B £'000	Actual Savings Achieved to date C £'000	Variance to date C-B £'000	Estimated Total Variance B-A £'000	Status
EDUCATION & CHILDREN'S SERVICES							
Out of Authority Placements - Children with Disability	Efficiency	(50)	(50)	(17)	33	0	GREEN
Home To School Contract re-negotiation	Efficiency	(200)	(200)	(67)	133	0	GREEN
Utilise Extended Schools ABG grant	Efficiency	(93)	(93)	(93)	0	0	GREEN
Rationalisation of Adoption and Fostering Services	Efficiency	(55)	(55)	(18)	37	0	GREEN
Inclusion 2 % Efficiency	Efficiency	(61)	(61)	(20)	41	0	GREEN
Delete vacant post -Primary Strategy Manager	Service Reduction	(73)	(73)	(73)	0	0	GREEN
Review of Behaviour & Attendance support	Service Reduction	(236)	(236)	(236)	0	0	GREEN
Review funding across Children's Fund	Service Reduction	(200)	(200)	(67)	133	0	GREEN
Non-renewal of Fixed Term Contracts - Improving Schools Prog Posts	Service Reduction	(69)	(69)	(69)	0	0	GREEN
Reduction to part time 14 - 19 Advisor	Service Reduction	(23)	(23)	(23)	0	0	GREEN
School Improvement Restructure	Service Reduction	(175)	(175)	0	175	0	GREEN
Non devolvement of Standards Funds	Service Reduction	(40)	(40)	0	40	0	GREEN
Reduction in Admin Support	Service Reduction	(28)	(28)	(28)	0	0	GREEN
Primary School Admissions	Service Reduction	(30)	(30)	(10)	20	0	GREEN
Total DECS		(1,333)	(1,333)	(721)	612	0	
COMMUNITY & WELLBEING							
Extend Call Monitoring System	Efficiency	(24)	(42)	0	42	(18)	GREEN
Value for Money Review of Meals on Wheels	Efficiency	(32)	(14)	(3)	11	18	GREEN
Adult Services Restructure	Efficiency	(20)	(20)	0	20	0	GREEN
Restructure of Community Services	Efficiency	(110)	(110)	(52)	58	0	GREEN
Invest to save to increase flexible sessional tutor hours and reduce admin and teaching costs in lifelong learning	Efficiency	(16)	(16)	0	16	0	GREEN
Reduced use of Agency Staff	Efficiency	(100)	(100)	0	100	0	GREEN
Reprovision of Central Library	Efficiency	(130)	(130)	(43)	87	0	GREEN
Adult Social Care Transformation	Efficiency	(50)	0	0	0	50	GREEN
Continue to provide alternative care to further enhance independent living	Service Reduction	(200)	(295)	0	295	(95)	GREEN
Value For Money Review of respite income	Additional Income	(50)	(5)	0	5	45	GREEN
Completion of the reprovision of Newbeech	Demography	(465)	(465)	(465)	0	0	GREEN
Delete Social Work Post - CSWT	Service Reduction	(35)	(35)	0	35	0	GREEN
Total CWB		(1,232)	(1,232)	(563)	669	0	
GREEN & BUILT ENVIRONMENT							
Parks Maintenance	Efficiency	(55)	(55)	(18)	37	0	GREEN
Recharges to HRA/Capital	Efficiency	(20)	(20)	(7)	13	0	GREEN
Recharge to HRA	Efficiency	(20)	(20)	(7)	13	0	GREEN
Grounds Maintenance (S.106 funds)	Efficiency	(50)	(50)	(17)	33	0	GREEN
Travel Plan	Efficiency	25	25	25	0	0	GREEN
Highways Maintenance	Efficiency	250	250	83	(167)	0	GREEN
Housing Lettings Scheme	Contractual Negotiation	(50)	(50)	(16)	34	0	GREEN
Concessionary Fares contract neg	Contractual Negotiation	(100)	(100)	(100)	0	0	GREEN
Traders in Parks Income	Additional Income	(10)	(10)	0	10	0	GREEN
Sale of Trade Waste Collection service	Additional Income	(100)	(100)	0	100	0	GREEN
Small Traders' waste pass	Additional Income	(25)	(25)	(25)	0	0	GREEN
Reduce Transport Management consultancy	Service Reduction	(20)	(20)	(20)	0	0	GREEN
Delete vacant Transport Engineer post	Service Reduction	(46)	(46)	(46)	0	0	GREEN
Heart of Slough planning support-reduce consultancy support	Service Reduction	(50)	(50)	(50)	0	0	GREEN
Bulky Waste - review of charges	Additional Income	(10)	(10)	(3)	7	0	GREEN
Total GBE		(281)	(281)	(201)	80	0	
RESOURCES							
Reduction in Training / consultancy Budget	Efficiency	(29)	(29)	(7)	22	0	GREEN
Review of Property Services (should be a B saving)	Efficiency	(50)	(50)	(12)	38	0	GREEN
	Efficiency	40	40	10	(30)	0	GREEN
Centralisation of the Finance Service	Efficiency	(211)	(211)	(211)	0	0	GREEN
HR & Payroll - Review of Service (move to A)	Service Reduction	(100)	(100)	(25)	75	0	GREEN
Value for Money review IST	Service Reduction	(50)	(50)	(40)	11	0	GREEN
VFM review of legal services	Service Reduction	(61)	(61)	(15)	46	0	GREEN
Total Resources		(461)	(461)	(300)	162	0	
IMPROVEMENT & DEVELOPMENT							

Proposal Title	Savings Type	Saving Agreed	Saving Expected to be Achieved	Actual Savings Achieved to date	Variance to date	Estimated Total Variance	Status
		A £'000	B £'000	C £'000	C-B £'000	B-A £'000	
Part time voluntary staff reduction within Comm'g, Procurement & LGSS	Efficiency	(20)	(20)	(5)	15	0	GREEN
Economic Development & Inclusion - reduction in voluntary sector contributions and increased grant utilisation	Efficiency	(52)	(52)	(13)	39	0	GREEN
Reduction in Admin within Corporate & Specialist Training Team-vacancy	Efficiency	(15)	(15)	(4)	11	0	GREEN
More effective procurement providing VFM across Training Budgets	Efficiency	(37)	(37)	(9)	28	0	GREEN
Customer Service Centre - Housekeeping Efficiencies	Efficiency	(20)	(20)	(5)	15	0	GREEN
Vacant Performance Officer post	Efficiency	(30)	(30)	(8)	22	0	GREEN
Econ Rev - Removal of grant	Efficiency	(40)	(40)	(10)	30	0	GREEN
Sustainability - reduce energy consumption	Efficiency	(25)	(25)	(6)	19	0	GREEN
Procurement Savings	Efficiency	(50)	(50)	(13)	37	0	GREEN
Housing Benefits improved accuracy	Additional Income	(50)	(50)	(13)	37	0	GREEN
Delete vacant post -Policy Officer	Service Reduction	(30)	(30)	(8)	22	0	GREEN
Benefits - Recovery of Overpayments (add'l income)	Additional Income	(20)	(20)	(5)	15	0	GREEN
Procurement /CSC - reduction in cost of Siebel Support	Contractual Negotiation	(105)	(105)	(26)	79	0	GREEN
Revenues (Increase in court cost charges)	Additional Income	(28)	(28)	(7)	21	0	GREEN
Revenues (restructure of service) tbc	Service Reduction	(57)	(57)	(14)	43	0	GREEN
Specialist Training	Service Reduction	(76)	(76)	(19)	57	0	GREEN
Total I & D		(655)	(655)	(165)	490	0	
CHIEF EXECUTIVE							
Executive's Office - Remodel service delivery-delete vacant post elsewhere	Efficiency	(16)	(16)	(4)	12	0	GREEN
Subscriptions Cancellations - LGA	Efficiency	(40)	(40)	(10)	30	0	GREEN
Comm citizen/ corp projects	Service Reduction	(5)	(5)	(1)	4	0	GREEN
Comms - reduce staffing	Service Reduction	(28)	(28)	(7)	21	0	GREEN
Total CEX		(89)	(89)	(22)	67	0	
CORPORATE							
Treasury Management / Capital Re-profiling / Other	Efficiency	(1,440)	(1,440)	(360)	1,080	0	GREEN
Total Corporate		(1,440)	(1,440)	(360)	1,080	0	
TOTAL SAVINGS		(5,491)	(5,491)	(2,331)	3,160	0	

Departmental In Year Reductions Analysis 2010-11
APPENDIX F

Proposal Title	Savings Type	Saving Agreed A £'000	Saving Expected to be Achieved B £'000	Actual Savings Achieved to date C £'000	Variance to date C-B £'000	Estimated Total Variance B-A £'000	Status
REVENUE REDUCTIONS							
EDUCATION & CHILDREN'S SERVICES							
Young People Substance Misuse Partnership	ABG	(10,246)	(10,246)	(3,415)	6,831	0	GREEN
Young Peoples Substance Misuse	ABG	(14,754)	(14,754)	(4,918)	9,836	0	GREEN
School Development Grant	ABG	(400,000)	(400,000)	(298,097)	101,903	0	GREEN
Positive Activities for Young People	ABG	(220,000)	(220,000)	(100,000)	120,000	0	GREEN
Teenage Pregnancy	ABG	(44,535)	(44,535)	(14,845)	29,690	0	GREEN
Children's Social Care Workforce	ABG	(13,950)	(13,950)	(4,650)	9,300	0	GREEN
Care Matters White Paper	ABG	(34,452)	(34,452)	(11,484)	22,968	0	GREEN
Child Death Review Processes	ABG	(5,907)	(5,907)	(5,907)	0	0	GREEN
LSC Staff Transfer: Special Purpose Grant	ABG	(34,400)	(34,400)	(11,467)	22,933	0	GREEN
Harnessing Technology Grant		(112,596)	(112,596)	0	112,596	0	GREEN
Total Education & Children's Services		(890,840)	(890,840)	(454,783)	436,057	0	
COMMUNITY & WELLBEING							
Carers	ABG	(25,924)	(25,924)	(25,924)	0	(0)	GREEN
Learning & Disability Development Fund	ABG	(8,146)	(8,146)	(8,146)	0	0	GREEN
Local Involvement Networks	ABG	(7,000)	(7,000)	(7,000)	0	0	GREEN
Mental Capacity Act & Independent Mental Capacity	ABG	(15,000)	(15,000)	(15,000)	0	0	GREEN
Mental Health	ABG	(66,619)	(66,619)	0	66,619	0	GREEN
Migrant Impact Fund - Migrant Resource Centre	Grant	(76,875)	(76,875)	0	76,875	0	GREEN
Migrant Impact Fund - Migrant Resource Centre b/fwd	Grant	(50,000)	(50,000)	(50,000)	0	0	GREEN
AIDS Support Grant	Grant	(13,000)	(13,000)	0	13,000	0	GREEN
Stroke Grant	Grant	(4,500)	(4,500)	(4,500)	0	0	GREEN
Delete admin support post and office supplies.	Core Budget	(62,000)	(62,000)	0	62,000	0	GREEN
Continuing Healthcare	Core Budget	(25,000)	(25,000)	0	25,000	0	GREEN
Grants to not-for-profit organisations	Core Budget	(75,000)	(75,000)	0	75,000	0	GREEN
Libraries strategy (stock, holding vacancies)	Core Budget	(35,000)	(35,000)	(20,000)	15,000	0	GREEN
Cultural Services (Creative academy support)	Core Budget	(9,000)	(9,000)	(9,000)	0	0	GREEN
Cultural Services (West Wing Income)	Core Budget	(30,000)	(30,000)	0	30,000	0	GREEN
Cultural Services (Reducing maternity cover).	Core Budget	(5,000)	(5,000)	(5,000)	0	0	GREEN
Community Services restructure	Core Budget	(10,000)	(10,000)	0	10,000	0	GREEN
Transport	Core Budget	(10,000)	(10,000)	(10,000)	0	0	GREEN
Sports Coaching programme	Core Budget	(10,000)	(10,000)	0	10,000	0	GREEN
Long Life Learning	Core Budget	(25,000)	(25,000)	(25,000)	0	0	GREEN
Relinquish part of one-off monies bid re safeguarding	Grant	(42,000)	(42,000)	(42,000)	0	0	GREEN
Total Community & Wellbeing		(605,064)	(605,064)	(221,570)	383,494	0	
GREEN & BUILT ENVIRONMENT							
Environmental Damage Regulations	ABG	(319)	(319)	(319)	0	0	GREEN
Pitt review implementation – Surface Water Management Plans	ABG	(4,000)	(4,000)	(4,000)	0	0	GREEN
Stronger Safer Communities	ABG	(34,287)	(34,287)	(34,287)	0	0	GREEN
Road Safety Grant	ABG	(60,000)	(60,000)	(60,000)	0	0	GREEN
Climate Change	ABG	(22,500)	(22,500)	(22,500)	0	0	GREEN
Housing and Planning Delivery Grant	Grant	(450,000)	(450,000)	(450,000)	0	0	GREEN
Migrant Impact Fund - Housing Improvements	Grant	(75,000)	(75,000)	(75,000)	0	0	GREEN
Total Green & Built Environment		(646,106)	(646,106)	(646,106)	0	0	
RESOURCES							
Resources - Support Services	Core Budget	(199,500)	(199,500)	(199,500)	0	0	GREEN
Total Resources		(199,500)	(199,500)	(199,500)	0	0	
IMPROVEMENT & DEVELOPMENT							
Adult Social Care Workforce	ABG	(28,478)	(28,478)	(28,478)	0	0	GREEN
Economic Assessment Duty	ABG	(29,750)	(29,750)	(29,750)	0	0	GREEN
Improvement & Development Projects	Core Budget	(250,000)	(250,000)	(250,000)	0	0	GREEN
Total Improvement & Development		(308,228)	(308,228)	(308,228)	0	0	
CHIEF EXECUTIVE							
Prevent	ABG	(125,000)	(125,000)	(125,000)	0	0	GREEN
Total Chief Executive		(125,000)	(125,000)	(125,000)	0	0	
CORPROATE							
Local Authority Business Growth Incentives Scheme	LABGI	(112,000)	(112,000)	(112,000)	0	0	GREEN
Balance of Concessionary Fares funds not allocated	Grant	(28,000)	(28,000)	(28,000)	0	0	GREEN
Total Corporate		(140,000)	(140,000)	(140,000)	0	0	
TOTAL REVENUE REDUCTIONS		(2,914,739)	(2,914,738)	(2,095,187)	819,551	0	

Proposal Title	Savings Type	Saving Agreed A £'000	Saving Expected to be Achieved B £'000	Actual Savings Achieved to date C £'000	Variance to date C-B £'000	Estimated Total Variance B-A £'000	Status
CAPITAL REDUCTIONS							
GREEN & BUILT ENVIRONMENT							
Integrated Transport Block	Grant	(360,000)	(360,000)	(360,000)	0	0	GREEN
Road Safety Capital	Grant	(47,000)	(47,000)	(47,000)	0	0	GREEN
Total Green & Built Environment		(407,000)	(407,000)	(407,000)	0	0	
TOTAL CAPITAL REDUCTIONS		(407,000)	(407,000)	(407,000)	0	0	
TOTAL REDUCTIONS		(3,321,739)	(3,321,738)	(2,502,187)	819,551	0	

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th September 2010

CONTACT OFFICERS: Annal Nayyar, Deputy Director of Finance Ext: 7228
Julie Evans, Strategic Director of Resources

WARD(S): All

PORTFOLIO: Finance and Strategy – Councillor Anderson

PART I
KEY DECISION

MEDIUM TERM FINANCIAL PLAN 2011/12 TO 2014/15

1 Purpose of Report

This report sets out the latest projections of the Council's Revenue and Capital Budgets, for the period 2011/12 to 2014/15, following the Policy and Performance Review Group (PPRG) on 13 July 2010. It considers the main assumptions driving the Council's Medium Term Financial Plan; and provides further detail concerning Service Areas' contributions to the 2011/12 savings target, as agreed as part of the Revenue and Capital Budget process, at full Council in February 2010.

2 Recommendations

The Cabinet is requested to resolve:

- a) That the current Council's projected Revenue Budget for 2011/12 to 2014/15 be noted.
- b) That the assumptions underlying the Medium Term Financial Plan be noted.
- c) To confirm the savings items agreed at the PPRG meeting on 13 July 2010 (see Appendix A) and, request officers, to implement them with immediate effect where possible.
- d) That the Chief Executive as Head of Paid Service and the Strategic Director of Resources as the S 151 Officer in consultation with Commissioners be authorised to approve changes under the workforce planning exercise as described in paragraphs 5.30 to 5.32.

3 Key Policy Priority Implications

The Revenue and Capital budgets are the Council's financial plans for the forthcoming year. As such, the budgets will allocate resources to enable the delivery of the Council's Key Policy Priorities through the individual departmental and service plans.

4 **Other Implications**

(a) Financial Implications

- 4.1 These are contained within the body of the report which in summary are £4.423m committed in 2011/12 and the anticipated additional requirement of £6.893m for 2011/12.

(b) Human Rights Act & Other Legal Implications

- 4.2 The Council has various legal responsibilities around financial matters but, of primary importance: the Council must not plan to spend more than the resources it has available to it in any one year – the Council must set a ‘balanced budget’.
- 4.3 The Medium Term Financial Plan (MTFP) presents the projected financial position of the Council for 2011/12 to 2014/15; and includes:
- Recommended growth and savings options, to be considered by Members; and
 - A number of key assumptions (outlined in detail below).
- 4.4 The 2003 Local Government Bill places a duty on the Council to consider the robustness of budget estimates, the adequacy of reserves and the affordability of its capital programme in preparing its budget for the year.
- 4.5 There are no other legal or Human Rights Act implications.

(c) Workforce

- 4.6 If agreed, the savings options to be considered will involve a combination of the deletion of vacant posts alongside voluntary redundancy/ early retirements on the ground of efficiency and reductions in working hours arising from expression of interest submitted by staff under the workforce planning exercise currently underway. Compulsory redundancies may be considered as a last resort, the Council will ensure that HR policies are applied to minimise the impact of redundancies and will look for redeployment opportunities for affected staff.

5 **Supporting Information**

The current financial climate

- 5.1 As members will be aware from previous updates to Cabinet¹, since the General Election in May 2010, the Council has been in receipt of various information from the coalition government concerning expected spending cuts and policy changes for local government. However, until further detail concerning the public sector funding envelope 2011/12 to 2014/15 is published, at the Spending Review 2010 on 20 October 2010, the Corporate Management Team have adopted a pragmatic approach to planning for major financial change by using the tenets of seeking

¹ See in particular: Report to Cabinet “In Year Budget Reductions For 2010/11” (12 July 2010. Section 9.)

value or money across all council services, implementing Best Financial Practice and seeking efficiencies wherever possible.

- 5.2 The Chancellor of the Exchequer, in his Emergency Budget statement on 22 June 2010, announced:

“Government Departmental Expenditure Limits will be reduced by approximately 25% over the next four years. The NHS and International Aid Budgets will be excluded from these reductions and the impact on Education and Defence cushioned. Further detail will be announced at the Spending Review.”

- 5.3 Given the Chancellor’s statement, above, it is not unreasonable to expect significant funding reductions for Slough Borough Council in the medium-term. The current Medium Term Financial Strategy indicates a budget gap of £19.5m by 2014/15, which includes an expected 27% (£15.4m) reduction in SBC’s level of Formula Grant between 2010/11 and 2014/15. This figure will be revised once the Spending Review is published in October 2010.

- 5.4 Local Government is also being required, by the coalition government, to make short term, permanent, in-year cuts during 2010/11 in order to reduce the overall UK budget deficit. On 10 June 2010, the Department for Communities and Local Government (DCLG) published further detail of the £1.166bn ‘contribution’ by local government to the £6.2bn cross government savings to be found, in-year, in 2010/11. As Members will recall the detail of the £3.3m was presented and agreed at Cabinet on 12 July 2010 (the detail is also shown in the performance monitoring report on today’s agenda).

- 5.5 Local Government is not alone in facing substantial spending reductions. Central Government departments, Health, Police and Fire authorities are in a similar position. Further, Members will be aware that, at the same time, the coalition government is seeking to abolish many regional organisations (e.g. Government Office for the South-East (GOSE)) and regional agencies (e.g. the Audit Commission). Simultaneously there is a wholesale reorganisation of local health services which will have a direct impact on Slough Borough Council. These changes, the weakening of our partners and the loss of some agencies which support us will undoubtedly have knock on consequences for the Council and how it runs its services. Officers are seeking to assess the implications as detailed proposals for change are published.

The new coalition government’s policies

- 5.6 As noted previously, there have been a number of significant policy announcements made by the coalition government which will affect Slough Borough Council’s financial planning processes. The main announcements are outlined below; however it will be seen that many of these announcements are ‘consultation papers’. Therefore, whilst SBC must plan for the policies eventual implementation more detail will be required before accurate financial planning figures can be obtained.

The Emergency Budget

5.7 To reiterate some of the detail contained within the 12 July 2010 cabinet report, the Emergency Budget was announced on 22 June 2010 and contained the following significant proposals:

- The next Spending Review (covering 2011/12 to 2014/15) will be published on 20 October 2010;
- Government Departmental Expenditure Limits will be reduced by approximately 25% over the next four years. The NHS and International Aid Budgets will be excluded from these reductions and the impact on Education and Defence cushioned. Further detail will be announced at the Spending Review;
- A two-year pay freeze has been announced for public sector workforces, except a flat rate pay increase of £250 per annum will be provided to all public sector workers earning under £21,000 in each year;
- A ‘fundamental, structural review’ of public service pension provision will be undertaken. An interim report will be produced in September 2010, with the final report due by Budget 2011;
- Public sector pensions, tax credits and benefits will be indexed to the Consumer Prices Index (CPI), from April 2011. Currently, the Retail Price Index (RPI) – usually a higher rate – is used;
- VAT will increase from 17.5% to 20.0% from 4 January 2011;
- The Government will work in partnership with local authorities in England to implement a council tax freeze in 2011/12.
- The Government intends to quickly raise the State Pension Age to 66; and will quickly phase out the Default Retirement Age from April 2011;

5.8 Where possible, assumptions based on the above proposals have been included in the Medium Term Financial Plan. These assumptions will be subject to review as further detail is made available.

Formula Grant Distribution Consultation

5.9 The coalition government published its consultation paper on Local Government Finance Formula Grant Distribution on 28 July 2010. This paper provides the basis of possible options for change to the current formula grant distribution methodology from 2011/12 onwards. This review is mainly looking to “update and fine tune the existing system”.

5.10 The current MTFP does not take into account any of the detailed proposals contained within the Formula Grant Distribution consultation paper, instead officers believe it prudent to reduce the overall formula grant total in line with expected national reductions. Further detail will be announced, by the coalition government,

at the Spending Review 2010 in October and the provisional local government finance settlement 2011/12, expected late November/early December 2010.

Schools Funding Consultation

- 5.11 The Department for Education (DfE) issued a series of documents on 26 July 2010 concerning the funding of schools in 2011-12. The two main publications were:
- Summary of Consultation Responses on the Future Distribution of School Funding (this is the outcome of the Dedicated Schools Grant (DSG) review that ended on 6 June 2010); and
 - Consultation on School Funding 2011-12: Introducing a Pupil Premium.
- 5.12 The original consultation on Schools funding took place either side of the general election, it was therefore initiated by the previous government. The coalition government continues that it has now considered the consultation responses in the context of its own aims and objectives about how schools should be funded, and believes, in particular, that a less complicated system can and should be developed. Proposals within the new consultation document include:
- Mainstreaming relevant specific grants into the Dedicated Schools Grant (DSG) as “a step on the way to reducing complexity.”
 - Longer term, the coalition government is looking to introduce a simpler and more transparent funding system, in particular a fairer, formulaic basis for distributing funding and to reduce differences in funding between similar schools in different areas
- 5.13 The new consultation on school funding runs until 18 October 2010 and the coalition government intend to announce the indicative 2011-12 DSG allocations to local authorities; and the pupil premium level for each local authority in early December 2010.
- 5.14 At this stage it appears inevitable that there will be movements in funding between local authorities, arising from the Coalition Government’s proposal. However, officers believe that these movements are unlikely to be quantified until December 2010.
- 5.15 It is clear that the coalition government’s intention, over time, is to make funding per pupil levels, whether in the DSG or as a separate pupil premium, the same across England only differentiated by applying the Area Cost Adjustment (ACA). This new consultation only suggests proposals for 2011/12. Therefore, it is likely that a further review of school funding will take place next year.

Specific Grants Consultation

- 5.16 On 27 July 2010, the Department for Health (DH) launched a consultation on changes to the allocation formulae for the Learning Disability Commissioning Transfer Grant, Preserved Rights Grant and AIDS Support Grant. The Department of Health (DH) is seeking views on options for distributing these social care grants from 1st April 2011.

- 5.17 The consultation document notes that it “does not prejudge the outcome of the Spending Review, which will be announced on 20 October 2010. The Spending Review will consider whether these grants should continue in their current form or whether these grants should be brought into Formula Grant.”

A future review of local government finance

- 5.18 The coalition government has committed to a fundamental review of the local government finance system, commencing in 2011. It is likely that options for reform such as implementing a local income tax and/or returning Business Rates to local control will be explored.

Council tax referendums

- 5.19 The coalition government published its consultation paper ‘Local referendums to veto excessive council tax increases’ on 30 July 2010. The scope of the consultation is to seek ‘views on the practicality and technical feasibility of the scheme, particularly from local authority practitioners.’
- 5.20 Proposals within the consultation paper include requiring local authorities and parish councils to hold referendums when they propose increasing council taxes by more than a government specified limit. The government intend introducing a “double-lock” safety mechanism whereby authorities would be excluded from holding a referendum where:
- Either: the increase in the basic amount of council tax is below a defined limit;
 - Or: the total income generated is below a fixed level.

Financial planning and options within SBC

- 5.21 As can be seen above, the financial landscape for local government is in a state of significant and rapid change. Officers are working hard to understand all of the implications for SBC, however; it must be recognised that much of the information required to undertake detailed financial planning is, as yet, unpublished. Therefore, CMT has adopted what it believes to be a pragmatic approach of acknowledging the high-level challenges facing the Council whilst focussing on issues that can be currently influenced and implemented.
- 5.22 On 13 July 2010, the Council’s Policy and Performance Review Group (PPRG) met to consider the Council’s financial position and future growth and savings priorities. At this meeting £4.423m of 2011/12 savings proposals, initially agreed in February 2010 as part of the Council’s ongoing revenue and capital budget planning, were reviewed. At the time of the PPRG meeting, several savings amounts attributed to Service Areas were ‘to be identified’.
- 5.23 £910k of agreed savings for Children Schools and Families as at February 2010 have now been identified and are included below in paragraph 5.24. Detailed consideration has been given to a wide range of potential areas of savings with the express objective of maintaining and continuing to improve our services. The following areas are recommended for consideration by Members:

5.24

Withdraw direct funding for extended schools - £71k

The Council will continue to advocate and support schools to deliver or commission extended services building through existing resources.

Delete Assistant Director Raising Achievement and Support - £140k

Reorganise senior management structure resulting in reducing from 3 Assistant Directors to 2. Remaining AD's for Inclusion and Children and Families undertake responsibilities for managing service.

Withdraw direct funding for behaviour and attendance work to schools (ABG) - £181k

Reshape existing service and continue to encourage and support schools to build on work already carried out and develop expertise across Slough schools.

Education Health Partnerships - £27k (ABG)

Encourage and support schools to build on work already carried out to create 'healthy schools' in Slough.

Creation of targeted Young People's Service to focus on targeted work with vulnerable young people - £500K

A holistic approach looking to remodel the Youth Service to be more targeted has been adopted across the Young peoples service which incorporates the service delivery impact arising from the ABG reduction across the Connexions Service, This remodelled service draws together the various funding streams including what remains of the Connexions funding and creates a new service for young people who need support and help in their family lives and in education, employment and training; and those young people where we have statutory responsibilities.

Decrease placement costs for children looked after - £250k

Reduce foster care fees, maintaining payment levels above other local authorities as reflected in Appendix C. Retain current age related maintenance allowances for children looked after. Recruit additional Slough approved foster carers. Review commissioning of all placements.

5.25 As part of the council's ongoing budget strategy, the council is seeking to minimise the immediate impact on front-line services by focussing contributions to new savings targets for 2011/12 on cross cutting corporate issues and reducing the cost of overheads, management and support services.

5.26 As will be noted later in this report, the current Medium Term Financial Plan indicates that a further £6.9m of savings may be required to balance the Revenue Budget in 2011/12, rising to £19.5m by 2014/15. Obviously, as highlighted above, these figures are based on the latest available information and will be subject to change, either positive or negative, as more detail is released by the coalition government. It should be noted that, as part of the council's ongoing budget strategy front-line services have been protected from being required to contribute to any new savings targets for 2011/12.

5.27 In order to implement the front-line protection policy, noted in para 5.24 above, it is inevitable that support services will need to find and deliver substantial savings targets in 2011/12 against the expected circa 27% reduction in Formula Grant, referenced in para 5.3 above. To allow for this augmented savings target to be achieved, by support services, CMT have agreed that £750k of savings should be reallocated across operational departments as follows:

	DECS	CWB	GBE	RES	I&D	CX	COR	Total
Initial allocation	-960	-1,843	-645	-525	-100	-25	-100	-4,198
Reallocate	-209	-401	-140	525	100	25	100	0
TOTAL (exc. reduction of accommodation costs)	-1,169	-2,244	-785	0	0	0	0	-4,198
reduction of accommodation costs	0	0	0	-225	0	0	0	-225
TOTAL	-1,169	-2,244	-785	-225	0	0	0	-4,423

5.28 Cabinet is asked to agree the £4.423m of savings, listed at Appendix A, in order that full-year savings will be generated from 1 April 2011.

5.29 In an effort to reduce the need for compulsory redundancies, the Leader and Chief Executive have written to all staff seeking individual any expressions of interest. Taking into account their own personal circumstances, staff have been encouraged to consider a range of alternative future employment options – including early retirement, voluntary redundancy and reduced working hours. For further information see the Work Force Planning report at Appendix B.

5.30 In accordance with current Council policy, such decisions on early retirement on the grounds of efficiency are delegated to officers provided no discretionary payments apply. The policy also delegates redundancy decisions to officers where groups of less than 5 are affected and requires such matters to be reported as part of the significant decisions process. The workforce planning exercise is likely to affect more than 5 staff however as it is approved by Cabinet, decisions would as a matter of course be undertaken by officers within the current policy framework.

5.31 To maximise savings and facilitate swift change Cabinet is asked to agree the Chief Executive as Head of Paid Service and the Strategic Director of Resources as the S 151 Officer in consultation with corporate management team and the appropriate Commissioners, be authorised to approve changes to the Council's structure under the workforce planning exercise, subject to a viable business case, to meet the organisational changes required in light of the budget constraints going forward.

5.32 The scale of the cost reductions required alongside Member's explicit objective to afford the greatest protection to our front line services, focuses attention on overheads and management cost and support services. The workforce planning exercise may provide a window of opportunity, requiring quick decision, that enables efficiency savings to be achieved. Therefore, Cabinet is asked to agree that the Chief Executive in consultation with the leader of the Council can implement alternative management structures if any realistic and appropriate occasions arise. It should be noted ability to take advantage quickly of such opportunities may require a stepped process of change involving one or more temporary measures in advance of a longer term permanent solution. All permanent changes arising as a

result of decisions taken by the Leader and Chief Executive would be reported to Members at the next available opportunity.

5.33 The primary focus of the first phase (in place by 1st April 2011) of the anticipated savings is, as previously stated focussed in the main away from front line services and Officers will seek, in the first instance, to maximise savings. The sources of savings are detailed in the table below which identifies the target value of £6.9m but also indicates that at this stage this level of savings cannot be guaranteed thus a lower, more prudent; figure of £5m has been identified as a minimum requirement. Moving forward, an estimated maximum potential level of savings to be achieved by April 2013 to a cumulative total of £8.6m is also identified which reflects the need to re-model and find additional savings within support services in response to the remodelling of front line services from April 2012.

Area of Activity	Minimum Requirement 1-Apr-11 £'000	Target Value 1-Apr-11 £'000	Estimated Maximum Potential Value 1-Apr-13 £'000	Progress	Notes
1 Reviewing the Council's approach to income generation, cash and debt management	450	750	1,000	Underway	3 elements: Management of Old Debt, Processes to improve collection rate (both of these enable us to reduce bad debt provision). 3 rd element is an invest to save project (fixed investment costs of £40k) seeking to improve our revenue generating opportunities.
2 Reshaping our support services separating our transactional from professional/technical support services and realigning senior management in the process, securing a 20% overall cost reduction	2,200	2,500	3,000	Underway	Management decisions to be taken first (October). Further savings split across I&D, Resources and Chief Exec areas. Temps/Vacancies and Expressions of interest are first point of call. Trade union consultation begun on process. Reporting to cabinet, November 9 th , 22 nd and 13 th December
3 Reviewing our assets. Reducing the cost of office accommodation requirements, ensuring value for money in running costs of all Council buildings	500	750	1,000	Underway	NB £225k already included in £4.4m, not reallocated. Asset team review recommendations complete end October. Cabinet decisions scheduled for 13 th December (alongside capital programme reductions/property team savings)
4 Reviewing all major contracts and all commissioned services seeking a minimum 4% saving and securing a change to the basis of inflationary increases	750	1,000	1,250	Current year concluded, negotiations for coming year to commence	Includes all cross cutting corporate contracts negotiations and supplier e.g. energy/utilities, telephony, catering
5 Reducing, reshaping and changing, where	350	700	850	Underway	Linked to capital programme, internal borrowings and

possible, the way we finance our capital programme to reduce borrowing costs					repackaging of existing debt.
6 Taking other opportunities across the Council to reduce staffing arising from expressions of interest	750	1,200	1,500	Underway	These rely on the business ability to continue ahead of transformational changes in next phase (2012/2013).
Total Potential Savings	£5m	£6.9m	£8.6m		

5.34 Officers are currently developing options based on the above with a target of £6.9m with the intention of presenting the options and making recommendations to Cabinet before the end of calendar year. The target figure is based on current projections and may reduce or increase when government announces its spending reductions. At this stage it is impossible to be certain of the achievement of this figure and officers will continue to look for any other opportunities arising.

5.35 For the medium to longer-term, given the scale of the expected funding reductions, it is likely that radical reform of the Council's structure and service provision will be required. The Chief Executive, in a letter to all staff, mooted the following possibilities that may be required to close the expected funding gap:

- A different council - fewer staff numbers, probably a smaller proportion staff in direct employment, certainly a smaller management structure;
- Externalisation of services to the voluntary and private sectors;
- Shared functions with other local authorities and public sector agencies;
- Increased joint working with public sector colleagues including pooling of resources and services designed around individual and community need;
- Fewer universal services and services largely targeted at specific need;
- A changed relationship with customers and communities, being clear about what can and cannot be done;
- Getting the right balance between prevention and reactive activity;
- Even greater focus on community needs and priorities; everything will need to be challenged for its value for money and community impact.

5.36 Work will commence, examining many of the possibilities outlined above, once further information has been provided in the Spending Review 2010.

The Revenue Budget – Latest Projections

5.37 The latest Revenue Budget projections, arising from SBC's current Medium Term Financial Plan for 2011/12 to 2014/15, are set out overleaf. Whilst reviewing these figures, several key assumptions must be noted:

- The MTFP assumes a 27% decrease in the Council's Formula Grant allocation between 2010/11 and 2014/15. This assumption is solely based on speculation within the trade press and amongst other local authorities and is therefore liable to change. Further information, concerning future funding settlements, may be announced by Government either at the Spending

Review, on 20 October 2010; or the Provisional Finance Settlement 2011/12, expected late November/early December 2010.

- The Council's pay and prices inflationary uplifts will be managed in accordance with the coalition government's expectations and policies (i.e. it is assumed a pay freeze will occur in 2011/12 and 2012/13; and service contract increases will be based on the Consumer Price Index (CPI). These assumptions remain under constant review.
- The 2010/11 Revenue Budget is assumed to break-even (i.e. The Council's actual expenditure will match its actual income for 2010/11) even though it has been subject to in-year cuts by the coalition government. This assumption is being constantly monitored. If the Council overspends there will be a consequent impact on the level of cash reserves and also the budget requirement for the coming year.
- The Collection Fund is assumed to be in balance across all three years. The collection fund is the fund administered by the Council into which all council taxes and business rates are paid; and from which payments are made to the General Funds of precepting authorities and to the national business rate pool. It is therefore assumed that the Council obtains all local taxation due.
- Income from council tax will be static in 2011/12 and 2012/13, based on the coalition government's stated ambitions to freeze council tax across these two years. Although the Chancellor of the Exchequer stated at the Emergency Budget that he intended to work in partnership with local authorities to realise a council tax freeze in 2011/12, no information has subsequently been published to suggest any additional government funding will be forthcoming and none has been assumed in the MTFP. Thereafter, the MTFP assumes any increase in council tax will be limited to 2.0% per annum. No assumption has been made for the increase in new properties being built in SBC, which would impact on the level of council tax income generated. Articles in the national press suggest that house-building and mortgage lending rates are currently at a significant low.

SBC Revenue Budget Projection 2011/12 to 2014/15

Details	Latest Agreed Position as at PPRG 13 Jul 2010				
	10/11	11/12	12/13	13/14	14/15
CUMULATIVE BUDGET GAP	0	(6,893)	(6,233)	(3,218)	(3,143)
	£'000	£'000	£'000	£'000	£'000
Opening Budget	102,395	103,979	97,268	93,106	91,507
Inflation					
Pay (Freeze 11/12, 12/13, CPI thereafter)	0	0	0	1,200	1,200
Pay award held from 10/11	600	0	0	0	0
Low pay (£250 annual increase)	0	150	150	0	0
NI Increase (Government state impact will be minimised)	0	300	0	0	0
Prices inflation allocated in 10/11	600	0	0	0	0
Prices (CPI - HMT Projections)	0	960	760	800	800
Total Inflation	1,200	1,410	910	2,000	2,000
TOTAL AGREED GROWTH	5,875	3,273	2,232	(211)	22
TOTAL NEW GROWTH	0	0	0	0	0
TOTAL AGREED SAVINGS	(4,051)	(4,423)	(1,835)	(200)	0
TOTAL NEW SAVINGS	0	0	0	0	0
TOTAL PENSIONS ADJUSTMENTS	0	430	30	30	30
CAPITAL PROGRAMME ADJUSTMENTS	(1,440)	(508)	734	0	0
BUDGET REQUIREMENT	103,979	104,161	99,339	94,725	93,559
COLLECTION FUND	0	0	0	0	0
FORMULA GRANT	56,756	50,045	45,883	43,339	41,285
COUNCIL TAX	47,223	47,223	47,223	48,167	49,131
TOTAL ESTIMATED FUNDING AVAILABLE	103,979	97,268	93,106	91,507	90,415
TOTAL BUDGET GAP	0	(6,893)	(6,233)	(3,218)	(3,143)
CUMULATIVE BUDGET GAP		(6,893)	(13,126)	(16,344)	(19,487)
POSITION AGREED AT BUDGET STRATEGY - Feb 2010		(430)	(4,026)		

5.38 It can be seen that, primarily related to the funding assumptions noted above, there remains a substantial funding gap for 2011/12 to 2014/15 that will need to be managed.

Reducing the future funding gap

5.39 In order to achieve a balanced revenue budget, in 2011/12 and beyond, it is clear that a significant amount of work will need to be undertaken by Service Areas and CMT.

Growth and Savings

5.40 All managers and directors have been made aware that only essential growth (e.g. contractual, legislative and demand requirements) can be entertained and are likely to be funded by finding compensatory savings. Further, all savings proposals put forward must be realistic, achievable and professionally defensible. The next meeting of Commissioners and Directors will consider all Growth and Savings options put forward.

Capital Programme

- 5.41 The overall council capital programme is £123m for the period 2010/11 to 2016/17. The programmed spend for 2010/11 is £68m.
- 5.42 Members may recall that the total capital spend for 2009/10 was £30m and in view of this it is highly unlikely that the programmed spend of £68m in the current year will be delivered. This together with the overall size and consequent affordability bearing in mind the revenue implications of such a large programme will be reviewed. At the Asset management Group (AMG) on 18 August 2010 it was agreed that Senior Management Teams would review the size of the capital programme or re-profile schemes, the outcome of this exercise will form the basis of a recommended 'revised' position across the capital programme over the coming years for consideration by members.
- 5.43 The overall HRA capital programme is £31.4m for the period 2010/11 to 2016/17. The programmed spend for 2010/11 is £10.8m.

Review of Assets

- 5.44 The Council is currently undertaking a review of its Assets both land and premises and trading functions. Land and premises are being reviewed on the following basis:
- community benefit
 - Revenue costs
 - Revenue generating opportunities
 - Alternative use to enhance community benefit
 - Disposable benefits

Review of Trading Functions

- 5.45 Those functions which currently trade and/or could increase trading are being reviewed for:
- In house income generating opportunity
 - Fees and charges review
 - Arms length income generating opportunity – where this increases income to the Council
 - Disposal as a going concern

Review Specific Grants

- 5.46 The Council receives a substantial amount of funding through specific grant regimes. However, it should be noted that the Council is unlikely to be informed of many future Specific Grant allocations until at least December 2010.
- 5.47 It is proposed that the Council undertakes an exercise on an invest to save basis reviewing all of these items to inform the 2011/12 Budget Process. The review will seek to ensure all income is maximised and Council expenditure charged to specific grants as appropriate.

Reserves

- 5.48 SBC's general reserves are £5.4m. Drawing on reserves to fund any budget gaps is a last resort and a clear and timely plan for their replenishment would need to be agreed.

The Effect of the Decisions

- 5.49 Some of the savings proposed within this report would, if implemented, result in a number of posts being deleted, and therefore there is the potential for redundancies. Should the likelihood of redundancies occur, the Council will immediately implement a 'redeployment process' to try to find suitable roles for affected staff. Dependent on decisions, officers will also consider whether there is scope to apply for a direction from the Secretary of State for Communities and Local Government to capitalise all redundancy costs incurred.

Risks

- 5.50 Budgets are necessarily based on assumptions about what will happen during the next financial year; and therefore there is an inevitable risk that these assumptions might be wrong.
- 5.51 The main foreseen risk is that the proposed savings are not delivered. In an attempt to reduce this risk the budget will be closely monitored via the monthly financial management reports and updated budget information, including savings achieved, will be reported to Cabinet throughout the financial year.

6. Comments of Other Committees

- 6.1 This report will be considered by Directors and Commissioners on 8 September 2010; and the Overview and Scrutiny committee at their meeting on 9 September 2010. Any comments or recommendations received by the Committee will be reported separately.

7. Conclusion

- 7.1 This paper sets out the latest assessment of the Council's Revenue Budget for the years 2011/12 to 2014/15.

8. Appendices

- A - Detail of £4.423m savings
B - Workforce Planning to Meet Budget Reductions Report
C - Foster Care payments schedule

Detail of £4.423m Savings

Details of Savings Proposals 2011/ 12 to 2015/ 16

Ref	Details	Latest Agreed Position as at PPRG 13 Jul 2010			
		11/12 £'000	12/13 £'000	13/14 £'000	14/15 £'000
AGREED SAVINGS					
EDUCATION & CHILDREN'S SERVICES					
S10 ECS	Out of Authority Placements - Children with Disability	(50)	0	0	0
S07 ECS	Strategic review of youth Service	0	(140)	0	0
	DECS - Savings now identified in para 5.24	(910)	(910)	0	0
	Additional savings to be found - identified in para 5.24	(209)	0	0	0
		(1,169)	(1,050)	0	0
COMMUNITY & WELLBEING					
S1 CWB	Develop re-enablement of in house services	(200)	(200)	0	0
S4 CWB	Continue to provide alternative care to further enhance independ	(250)	(100)	0	0
S10/S4CW	Adult Social Care Transformation	(750)	0	0	0
S15 S25 C	Commissioning TBC by Strat. Director CWB	(139)	(100)	(100)	0
S18/S26 C	Additional Savings to be Found	0	(375)	0	0
S8 CWB	Adult Services Restructure	(50)	0	0	0
S9 CWB	Restructure of Community Services	(50)	0	0	0
S6 CWB	Value for Money Review of Meals on Wheels	(32)	0	0	0
S17 CWB	Invest to save to increase flexible sessional tutor hours and reduc	(2)	0	0	0
S29 CWB	Completion of the reprovision of Newbeech	465	0	0	0
S5 CWB	Re-negotiate Gurney House Contract	(100)	0	0	0
S14 CWB	Reduce Supporting People Grant due to Govt. funding reduction	(585)	0	0	0
S22 CWB	Make Community Centres Self funding	0	(100)	(100)	0
ES3b CWE	Reprovision of Central Library	(150)	(80)	0	0
	Additional savings to be found	(401)	0	0	0
		(2,244)	(955)	(200)	0
GREEN & BUILT ENVIRONMENT					
S03 GBE	Recharges to HRA/Capital	0	20	0	0
S39 GBE	Sale of Trade Waste Collection service	(100)	200	0	0
S34 GBE	Regulatory Services shared management	(120)	0	0	0
S37 GBE	Building Control shared management	(30)	0	0	0
S32 GBE	Reconfigure Borough Wide Comm safety/Enf teams tbc	(145)	0	0	0
ES2 GBE	Highways Maintenance	(250)	250	0	0
	Additional savings to be found	(140)	0	0	0
		(785)	470	0	0
RESOURCES					
S03 RES	VFM review of legal services	0	(100)	0	0
999 RES	Review of Property Services (should be a B saving)	0	(50)	0	0
		0	(150)	0	0
IMPROVEMENT & DEVELOPMENT					
S09 I&D	CSC - reduced costs in line with grant	0	(150)	0	0
		0	(150)	0	0
	Savings sub total exc. Reduction in accommodation costs	(4,198)	(1,835)	(200)	0
TOWN HALL					
999 RES	Reduction in accommodation costs	(225)	0	0	0
	TOTAL AGREED SAVINGS	(4,423)	(1,835)	(200)	0

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20 September 2010
CONTACT OFFICER: Julie Evans, Strategic Director of Resources
(For all Enquiries) (01753) 875300
WARD(S): All

PART I
KEY DECISION

WORKFORCE PLANNING TO MEET BUDGET REDUCTIONS

1. **Purpose of Report**

This report sets out proposals to determine how decisions will be made to address the requirement for the Council to realign its establishment in the light of budgetary reductions and cuts in grant and other funding.

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

It is proposed that:

The Chief Executive as Head of Paid Service and the Strategic Director of Resources as the S 151 Officer be authorised to approve changes under the workforce planning exercise by granting early retirement and/or redundancy, subject to a viable business case, to meet the organisational changes required in light of the budget constraints going forward

3. **Community Strategy Priorities**

Decisions taken will take account of the Council's priorities.

4. **Other Implications**

(a) **Financial**

Decisions on the granting of early retirement and/or redundancy will be subject to an explicit business case to support the approval of any request.

(b) **Risk Management**

Risk	Mitigating action	Opportunities
Legal Human Rights Employment Issues Equalities Issues	Decisions will be taken in accordance with legislative requirements and Council policies	
Property Health and Safety	N/A	

Community Support Communications Community Safety		
Financial	Decisions with be taken with due regard to the Council's financial processes	
Timetable for delivery	In line with the Council's business requirements	
Project Capacity	Contained within existing resources	
Other	N/A	

(c) Human Rights Act and Other Legal Implications

These arrangements cover the requirement to satisfy employment law and Human Rights legislation.

(d) Equalities Impact Assessment

As expressions of interest have been sought across the organisation there is no initial screening impact assessment to undertake. However, requests, decisions and final outcomes will be monitored to ensure there is no disproportionate effect on any group.

(e) Workforce

The proposals cover all staff within the Council with the exception of staff employed in schools.

5. **Supporting Information**

In the light of the reductions in public sector spending the Council has no option but to seek to make major reductions in expenditure. Staffing is the largest controllable cost and as such this area must bear the brunt of the savings required. This will involve some radical decisions as to what services are provided and how they are delivered in the future.

Councillors will be aware that a letter from the Chief Executive and the Leader of the Council was issued to all staff seeking expressions of interest from staff in changing their employment arrangements by seeking early retirement and/or redundancy, requesting a sabbatical from work, reducing working hours over the next couple of years.

Once staff have confirmed their interest following receipt of any financial information they have requested business cases will be prepared and presented to CMT who will consider requests and determine how these align to the provision of services in the future.

Implementation will need to be timely and swift and will have an impact at all levels of the council.. Where necessary alternative arrangements fro the management of

services will be agreed by the Chief Executive and the Leader of the Council in advance of permanent solutions.

7. **Conclusion**

Cabinet is requested to agree this report.

9. **Background Papers**

None

APPENDIX C

Allowances paid to foster carers by neighbouring authorities

Local Authority	Payments	Extra Payments	Difference compared with Slough proposed payments
Reading	0 – 4 years £151.99 5 -7 years £199.94 8 – 12 years £253.73 13 – 18 years £321.55		0 -4 £173.10 more 5 – 7 £142.55 more 8 – 12 £123.65 more 13 – 18 £94.19 more
Bracknell Forest	Core allowances at FN rates 0 – 4 years £134.71 5 – 10 years £153.45 11 – 15 years £191.02 16+ £232.34 Plus market supplement (subject to tax and NI) 0 – 4 years £85.00 5 – 10 years £85.00 11 – 15 years £145.00 16+ years £105.00	Initial clothing and footwear excluding school uniform - £300 max School trips - £300 max School uniform – up to £150 primary school and up to £200 secondary school. Transport costs 37.22p per mile for mileage over 12 miles a day. (Can be increased at discretion of manager.)	0 – 4 £190.38 more 5 – 10 £189.04 more 11 – 15 £186.36 more 16+ £183.40 more 0 – 4 £105.38 more 5 – 10 £104.04 more 11 – 15 £41.36 more 16+ £78.40 more
Windsor and Maidenhead	0 – 10 years £229.18 11+ years £331.00	Initial clothing grant 0 – 10 years £120.61max 11+years £211.66max Uniform allowance 0 – 10 years £120.61 11+ years £271.96 Festival allowance 0 -10 years £117.69 11+ years £176.51 Birthday allowance 0 – 10 years £94.60 11+ years £153.44	0–10 £95.91 - £113.31 more 11+ £46.38 - £84.74 more
Wokingham	Child's allowance 0 – 10 years £156.73 11+ years £237	Carers' allowance Level 1 - £140 (basic newly approved, moving to level 2 within one year or respite carers) Level 2 - £245 (main stream carers working towards qualification etc) Level 3 - £320 (qualified, experienced carers who take teenagers/older children – 1 carer available 24 hours a day)	0 - 4 level 1 £28.36 more 0 – 4 level 2 £76.64 less 5 – 11 level 1 £45.76 more 5 – 11 level 2 £59.24 less 11+ level 1 £0.38p more 11+ level 2 £104.62 less 11 - 15 level 3 £179.62 less 16+ level 1 £38.74 more 16+ level 2 £66.26 less 16+ level 3 £141.26 less

West Berks	0 – 4 years £202.06 5 – 10 years £230.17 11 – 15 years £334.28 16 – 18 years £348.49	No holiday, festival or birthday allowances paid	0 – 4 £123.03 more 5 – 10 £112.32 more 11 – 15 £43.10 more 16+ £67.25 more
Surrey	0-10 years £273.28 11+ years £356.65	1 additional week Fostering Network allowance for birthday.	0 – 4 £51 more 5 – 10 £69.21 more 11 – 15 £20.73 more 16+ £59.09 more
Buckinghamshire	0-4 years £150.85 5-10 years £200.55 11-15 years £263.90 16+ years £309.05	Birthday/ Festival allowance (1 annual payment) 0-4 years £83 5-10 years £90 11-15 years £111 16+ years £138	0 – 4 £174.25 more 5 – 10 £141.94 more 11 – 15 £113.48 more 16+ £106.69 more
Hounslow	0 – 10 years £289.50 11 – 17 years £363.40	No additional payments	0 – 4 £35.59 more 5 – 10 £52.99 more 11 -15 £13.98 more 16+ £52.34 more
Hillingdon	0-11 years £286.36 12+ years £336.16	No additional payments	0 – 4 £38.73 more 5 – 10 £56.13 more 11 – 15 £41.22 more 16+ £79.58 more
Hammersmith & Fulham	0-2 years £331.00 3-4 years £334.00 5-10 years £349.00 11-15 years £367.00 16-17 years £395.00	No additional payments	0 – 2 £5.91 less 3 – 5 £8.91 less 5 – 10 £6.51 less 11 – 15 £10.38 more 16+ £20.74 more

Independent Fostering Agency	Approximate Payments	Difference compared with Slough proposed payments (youngest and oldest age range bands)
SWIIS	£400 - £580	£325 - £415 (£165 – £75 less) (Excludes SBC 'Specialist' fees.)
FCA	£400	£325 - £415 (£75 less to £15 more)
Fostering First	£390.25	£325 - £415 (£65.25 less to £24.75 more)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th September 2010

CONTACT OFFICER: Mike Bibby, Assistant Director Personalisation, Commissioning and Partnerships
(For all Enquiries) (01753) 875800

WARD(S): All

PORTFOLIO: Health & Wellbeing – Councillor Small.

PART I
KEY DECISION

**STRATEGY FOR THE IMPLEMENTATION OF ‘PUTTING ME FIRST’ –
PERSONALISED ADULT SOCIAL CARE SERVICES IN SLOUGH**

1. **Purpose of Report**

- 1.1 To seek Cabinet support for and approval of the strategy for the implementation of ‘Putting Me First’ - personalised adult social care services in Slough. This programme of work will deliver significant changes to the way adult social care services are provided in Slough in line with national policy objectives.
- 1.2 To seek Cabinet approval for the redesign of care management functions
- 1.3 To seek Cabinet approval of the roll-out of personal budgets for all client groups
- 1.4 To seek Cabinet approval of the development of the provision of universal advice and information services for residents
- 1.5 To inform Cabinet of other reports to be presented to Cabinet in the coming months covering:
 - A revised service user contributions policy
 - Adult social care commissioning priorities
 - Options for the future delivery of day opportunities

2. **Recommendation(s)**

- 2.1 The Cabinet is requested to resolve:
 - (a) That the overarching strategy be approved
 - (b) That the outline model for the redesign of care management and approve moving to formal staff consultation when appropriate as determined by the Strategic Director of Community and Wellbeing in consultation with the lead Commissioner
 - (c) That the development of universal advice and information based on a ‘one council’ approach be approved

- (d) That the wider roll-out of personal budgets in October 2010 or when readiness is approved by the Strategic Director of Community and Wellbeing in consultation with the lead Commissioner be endorsed
- (e) That the need to revise the charging policy be noted and that a more detailed specific report be submitted on proposals prior to extensive public consultation on a new policy to be implemented in April 2011.
- (f) That the workforce development implications be noted.
- (g) That the market development implications be noted and that a more detailed report be submitted in October 2010 setting out adult social care commissioning priorities and intentions for future years.

3. **Summary of Contribution to National and Council Priorities, Strategic Objectives/Targets**

- 3.1 The programme of work and associated issues identified and described in this report will enable Slough Borough Council to deliver Adult Social Care services in line with 'Putting People First'. The strategy for Slough aims to:
- increase choice and control for service users in decisions that affect their lives and the care they receive
 - provide access to high quality and consistent advice and information about services
 - promote independence and support the engagement of residents in their communities
- 3.2 The key aims set out in this strategy will also assist in delivering the council's priorities set out in Slough's Sustainable Community Strategy

Community cohesion

- Enable and support people to become involved in community activities
- Support access to services for vulnerable and disabled people

Health and Wellbeing

- Support and enable people to make informed choices about the care and support they receive
- Intervene early to aid recovery and promote health
- Maintain a person-centred approach to service provision
- Provide effective and tailored services for adults to allow them to live independent, socially inclusive lives

Community safety

- Improve public information and help people have an active role
- Focus on ensuring personal safety and high quality service provision

Economy and skills

- Provide support to disadvantaged and socially excluded groups to ensure access to adult learning, leisure, culture volunteering and employment opportunities

4. Other Implications

4.1 Financial Implications:

4.1.1 The Local Authority Circulars LAC (DH) (2008) 1 Transforming Adult Social Care and LAC (DH) (2009) 1 Transforming Adult Social Care gave details of the ring-fenced Social Care Reform Grant which has been allocated to councils to assist in redesigning the way in which services are provided to deliver personalised adult social care services as set out in Putting People First.

The allocation to Slough was:

2008/09 - £170K

2009/10 - £395K

2010/11 - £482K

Plus

2010/11 - £61K Capital grant

2010/11 - £20K Specific One-Off Revenue grant

4.1.2 These resources must be used to fund activities related to the redesign of services, systems and processes to deliver the aims of Putting People First, and to engage in capacity building exercises to deliver these changes. It is anticipated that the funding will ensure all councils have made significant progress to achieve these aims by 2012 and can be rolled forward year on year to ensure the delivery of the programme.

4.1.3 For 2010/11 a total sum of £715,000 is available as a result of the carry forward of £152K unspent Transformation grant from 2009/10. Funds are committed for staffing to deliver the programme and other activities including stakeholder engagement and related running costs of the programme. Staffing to deliver the programme is time limited with any on-going commitments to be met through existing resources. Other commitments identified are:

- Workforce development to reskill staff into their new roles and responsibilities
- Contribution to the universal advice and information offer for the council

4.1.4 The medium term financial plan identifies estimated resultant savings of £750K in 2011/12 to be delivered through the adult social care transformation programme. There will be contributions to savings in future years as well as additional savings from elements within the programme such as the implementation of a re-ablement service.

4.2 Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
1. Provision of universal advice and information	<u>Opportunity</u> : To provide accessible universal advice and information for all residents	Ensure that the provision of advice and information is clearly defined and is accessible for all residents in Slough. Co-ordinated through 'one council'.

<p>2. Agree outline model for the redesign of assessment and care management and approve moving to formal staff consultation.</p>	<p><u>Risk</u>: the new operating model does not deliver cashable efficiencies.</p> <p><u>Opportunity</u>: Development of streamlined and more efficient processes.</p>	<p>Robust financial modelling to ensure “lean process” principles applied and cashable savings clearly identified and achieved.</p> <p>Frequent staff consultation and engagement during redesign.</p>
<p>3. Agree to the wider roll out of Personal Budgets in October 2010 or when in readiness approved by Strategic Director CWB.</p>	<p>Risk: The Resource Allocation System is not calibrated to operate within existing budget parameters.</p>	<p>Robust testing of the RAS to ensure financial control. Overseen through project and programme boards</p>
<p>4. Note the revision of the charging policy and agree to receive a more detailed specific report on proposals prior to extensive public consultation on a new policy to be implemented in April 2011.</p>	<p>Risk: Adverse reaction to policy proposals from service users and carers – negative financial impact on some users</p> <p>Opportunity: Provision of equitable levels of financial contributions to adult social care</p>	<p>Extensive and user, carer and stakeholder consultation. Minimise impacts on users through rigorous modelling of new proposals</p>
<p>6. Note the workforce development issues</p>	<p>Risk – ensuring appropriate training delivered and impacting effectively within timescales</p> <p>Opportunity: provision of creative and innovative learning and development interventions based on best practice in the region and nationally.</p>	<p>Maximise use of networks to ensure delivery of learning and development which equips staff with the right skills and knowledge to competently undertake new ways of working. (September – March 2011)</p>
<p>7. Note the market development implications and agree to receive a more detailed report in October 2010 setting out adult social care commissioning priorities and intentions for future years</p>	<p>Opportunity : Commissioning linked to agreed priorities and delivering value for money services</p> <p>Risk: Negative effects on current provider agencies</p>	<p>Extensive consultation and engagement with provider agencies.</p>

4.3 Human Rights and other Legal Implications

4.3.1 There are no specific legal implications arising from the recommendations in this report although legal advice will be taken as Putting People First is implemented to deal with issues as they arise.

4.4 Equalities Impact Assessment

4.3.1 A preliminary Impact Assessment has been carried out on the draft strategy. The strategy aims to promote equality for all groups by ensuring choice in personal care tailored to individual needs and lifestyles. The projects which make up the delivery of the strategy will be subject to a detailed equalities impact assessment to ensure that these outcomes are met.

4.3.2 Once the programme is in place, regular monitoring and review will be conducted to ensure that groups are not being disadvantaged, in terms of access to care provision

4.4 Workforce Implications

4.4.1 There will be significant implications for the adult social care workforce arising from the implementation of 'Putting Me First'.

4.4.2 In order to deliver Personal Budgets, current processes, systems and structures will need to be re-designed. This will affect all care management teams.

4.4.3 There will also be changes to directly provided services such as the in-house homecare service. It is proposed that this be re-modelled to provide a re-ablement service.

4.4.4 The proposed operating model outlining the restructuring of adult services refers to changes in job roles which will result from the revised working systems, structures and patterns of service delivery. Through a consultation process, which will include trade union colleagues, the impact on current staff will be minimised through measures such as job matching, prior consideration/ring fence interviewing to new roles and redeployment. This consultation process will commence in Autumn 2010.

4.4.5 It is possible that a number of redundancies may result from these changes if suitable positions are not secured in the new structure. However, it is not yet possible to quantify these at this stage and details will only become available following staff consultation and finalisation of the new structure.

4.4.6 The model will be implemented during the period 1st January to 30th June 2011. Appendix 2 sets out the proposed changes in detail.

4.4.7 The 'Putting Me First' programme requires a significant cultural change amongst staff. Detailed workforce strategies and linked learning and development plans are being developed to ensure staff are trained and supported to deliver the new agenda.

5 Background

- 5.1 In December 2007 the document 'Putting People First – A shared vision and commitment to the transformation of Adult Social Care' was published. This is a concordat between six Government Departments, the Local Government Association, the Association of Directors of Adult Social Services, the NHS, representatives of independent sector providers, the Commission for Social Care Inspection (now Care Quality Commission) and other partners.
- 5.2 This paper builds on the 2006 White Paper 'Our Health, Our Care, Our Say' and sets out the vision and policy direction for Adult Social Care for future years. The principles of 'Putting People First' have been adopted by the current Government.
- 5.3 There are four key themes to Putting People First:
- Universal Services
 - Prevention and Early Intervention
 - Choice and Control
 - Social Capital
- 5.4 At the core of the policy is a commitment to reform the way adult social care support is provided in England. The aim is to develop and establish new approaches and systems which are able to respond to changing demographic needs and to improve the well-being of disabled and older people through increasing choice over and flexibility of the support available to them. This includes enabling individuals to design solutions to meeting their assessed eligible needs and to exercise choice and control over how funds are spent to deliver the support they receive.
- 5.5 Implementing these changes to adult social care services is recognised as a key priority for the council which requires a structured, project management approach. This complex programme of work has been titled 'Putting Me First' in Slough.

6. Detail – Strategy to implement 'Putting Me First' in Slough

- 6.1 Appendix 1 sets out the strategy for the implementation of 'Putting Me First' – personalised adult social care services in Slough.
- 6.2 The key priorities identified in the strategy are:
- Increasing choice and control for service users
 - Urgent Care, early intervention and preventative
 - Enabling people to live independently
 - Enhancing Citizenship & Access to community based services
 - Improving Customer responses
 - Providing targeted preventative support and support for carers
 - Ensuring personal safety and high quality service provision
- 6.3 The strategy identifies the benefits to be delivered for vulnerable and disabled people in Slough from the implementation of the strategy. These include:
- Improvements to customer responses at the first point of contact
 - Improved access to consistent and high quality information
 - A re-ablement service to promote recovery and minimise the need for long-term care

- Better integration of adult social care service users in the community through the use of services such as leisure, adult education, libraries, community centres for people with disabilities

6.3 These improvements to services will enable vulnerable and disabled residents to:

- Have increased opportunities to make informed decisions about their lives, including how their assessed eligible needs could be met
- Have good information, advice and support to inform their choices
- Continue to live for as long as possible in their own homes, avoiding the need for residential or nursing care
- Have increased opportunities to make a positive contribution to their communities and neighbourhood

6.4 The strategy sets out the key actions and changes that will be needed to deliver 'Putting Me First' in Slough. These include specific actions and initiatives relating to:

- Provision of universal information and advice
- Redesign of care management team structures and functions
- Full implementation of personal budgets using a resource allocation scheme
- Provision of brokerage support to assist in developing support plans and identifying appropriate care for service users
- Exploring options to commissioning a User Led Organisation
- Revision of the existing Charging Policy for adult social care services
- Workforce development plans to support the changes
- Market management to ensure that provider agencies understand and are able to respond to the changes

6.5 The strategy was presented to the Health Scrutiny Panel in September 2010.

6.6 There has been extensive consultation and engagement with service users, carers, provider organisations and other stakeholders over the last two years which has raised awareness of the personalisation agenda and helped to inform the strategy. This has included presentation and discussions at:

- Slough Community Care Forum
- Slough Older Peoples Forum
- Slough Federation of Tenants & Residents Groups
- Supported Tenants Action Group (STAG)
- LSP Stakeholders Day
- Quarterly Adult Social Care Providers Forum
- Partnership Boards for Carers, Older People, Learning Disabilities, Mental Health and Physical Disabilities/Sensory Impairments
- Personalisation User and Carer Reference Group
- Personalisation Stakeholder event
- 'Our Big Day' – Learning Disability annual conference
- World Mental Health Day event
- Carers UK AGM
- Users of Sunrise Mental Health Day Centre
- Berkshire Mental Health Users Group

In addition there have been articles on personalisation in 'The Citizen' and local press

6.7 Feedback from stakeholders attending the consultation events has been positive and they have appreciated the regular and consistent information that they have been given. This was particularly so at the Personalisation Stakeholder event held on 10th August where the Putting Me First Strategy was discussed in detail. The strategy was received positively and the measures to improve service responses and choice and control for service users and carers were welcomed.

7. **Comments of other committees**

7.1 The Putting Me First Strategy was presented to the Health Scrutiny Panel on 2nd September 2010.

7.2 It was resolved that:

- the Panel note the information contained within the report and the attached draft strategy document
- the Panel recognises that reform and improvement to the operation of the Customer Service interface, including My Council will be essential to the successful implementation of Putting Me First, and requests that the Cabinet closely monitor the ongoing business case for customer services and that the relevant Commissioner take a leading role in any recommendations for change to the service

8. **Conclusion**

8.1 Through a detailed programme of work substantial progress has been made in moving towards the delivery of personalised adult social care services in Slough. The attached strategy sets out the key actions which now need to be taken to fully implement this agenda.

8.2 Cabinet is asked to resolve:

- the overarching strategy
- the outline model for the redesign of care management and approve moving to formal staff consultation when appropriate as determined by the Strategic Director of Community and Wellbeing in consultation with the lead Commissioner
- the development of universal advice and information based on a 'one council' approach
- The wider roll-out of personal budgets in October 2010 or when readiness is approved by the Strategic Director of Community and Wellbeing in consultation with the lead Commissioner
- To note the need to revise the charging policy and agree to receive a more detailed specific report on proposals prior to extensive public consultation on a new policy to be implemented in April 2011
- To note the workforce development implications
- To note the market development implications and agree to receive a more detailed report in October 2010 setting out adult social care commissioning priorities and intentions for future years.

9. Appendices Attached

Appendix 1 - Strategy for the implementation of 'Putting Me First' – personalised adult social care services in Slough.

Appendix 2 - Redesign of Operating Model leading to a revised restructuring of Adult Services

10. Background Papers

None

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**STRATEGY FOR THE IMPLEMENTATION
OF 'PUTTING ME FIRST' – PERSONALISED
ADULT SOCIAL CARE SERVICES IN
SLOUGH**

August 2010

1. Introduction – Putting me First

Adult Social Care services provide support to vulnerable and disabled people. In Slough, approximately 3,500 people are in receipt of care and support either provided or commissioned by the council in any given year. How the care and support is provided is changing to reflect and deliver the aims of 'Putting People First', the national policy to deliver more personalised social care support.

In Slough we have called this work '**Putting Me First**' to reflect the focus on meeting the needs of our residents.

The 'Putting Me First' strategy identifies the approach to be taken in Slough to deliver the significant changes needed whilst reflecting the context of Slough's particular local conditions and needs.

The strategy identifies key priorities as:

- Increasing choice and control for service users
- Urgent Care, early intervention and preventative
- Enabling people to live independently
- Enhancing Citizenship & Access to community based services
- Improving Customer responses
- Providing targeted preventative support and support for carers
- Ensuring personal safety and high quality service provision

Implementing the strategy will deliver direct benefits for vulnerable and disabled people in Slough. These include:

- Improvements to customer responses at the first point of contact
- Improved access to consistent and high quality information
- A re-ablement service to promote recovery and minimise the need for long-term care
- Better integration of adult social care service users in the community through the use of services such as leisure, adult education, libraries and community centres for people with disabilities

These improvements to services will enable more vulnerable and disabled residents to:

- Have increased opportunities to make informed decisions about their lives, including how their assessed eligible needs could be met
- Have good information, advice and support to inform their choices
- Continue to live for as long as possible in their own homes, avoiding the need for residential or nursing care
- Have increased opportunities to make a positive contribution to their communities and neighbourhood

And, as a consequence of the improvements, we will:

- Support more people to live at home for longer
- Reduce the costs of long term care

- Deliver efficiencies through changes to working systems, structures and patterns of service delivery

2. Links to Slough's Sustainable Community Strategy

The Slough Putting Me First strategy will contribute to the delivery of Slough's Sustainable Community Strategy in a range of ways:

- *Health and Wellbeing* will be promoted by supporting and enabling people to make informed choices about the care and support they receive. There will be early interventions and reablement services to aid recovery and promote health. The provision of effective and tailored services will enable people to live socially inclusive and active lives and to continue to live independently for as long as possible.
- *Community cohesion* will be enhanced by enabling and supporting people to become involved in community activities and in supporting access to services for vulnerable and disabled people.
- The provision of improved public information and the focus on ensuring personal safety and high quality service provision will promote *community safety*.
- There will be support available for adult social care users to access adult learning, leisure, culture, volunteering and employment opportunities to address the *economy and skills* agenda. New types of services and job roles such as individual support workers will also evolve which will provide opportunities for local employers and individuals.

3. Why are we making these changes?:

The way in which the council and its partners, including health services, operate in the future must develop to respond effectively to local people and to find new ways of working within the limited resources available. The services and support available have to meet the changing needs in our communities and to ensure that resources are used most effectively to support the most vulnerable in our society.

These changes do not relate only to adult social care services, but will also have implications for the council as a whole and for partner organisations. The changes will contribute to the council's wider transformation agenda, ensure value for money and deliver efficiencies through new ways of working and improved outcomes.

The aims, objectives and key actions set out in this strategy will:

- Further develop joint working with NHS partners to deliver co-ordinated services to support recovery and to prevent admissions to acute hospital care
- Improve customer responses at the first point of contact and assist people in making their own choices through access to high quality information
- Support the development of services in the community which change the historic pattern of provision and provide a range of alternative support options that deliver to the council's priority objectives
- Deliver efficiencies by streamlining processes
- Focus on promoting independence and where possible reducing the need for long term care
- Give service users greater choice and control over the support they receive
- Provide better integration of adult social care service users in the community through increased use of services such as leisure, adult education, libraries and community centres
- Promote more active engagement of people in their communities

4. What are the views of our customers and other stakeholders:

Throughout the development of this strategy there has been extensive engagement of and consultation with service users, carers and other stakeholders such as voluntary and private sector provider agencies, as well as with council staff.

There have been regular presentations at:

- Partnership boards involving all partners
- Providers forum meetings
- Staff conferences
- Community Care Forum
- Specific events including World Mental Health Day, Learning Disability 'Our Big Day'
- Personalisation User and Carer Reference Group
- Personalisation Stakeholder conference

These events have been welcomed by participants who have appreciated the information provided to them and the opportunity to influence the shape and development of this strategy.

- A number of favourable comments have been received on the positive developments to promote independence such as the introduction of Extra Care housing, and the effective work undertaken by the Intermediate Care Service. The proposals to build on these initiatives through, for example, the establishment of the reablement service have been welcomed.

- There has also been positive feedback on choice and control for users through the use of personal budgets, and users currently in receipt of Direct payments have talked about the benefits they have experienced through being able to have choice over their support.
- Stakeholders have stressed the need for clear information to be provided about how personal budgets will be arranged and managed to ensure that people understand issues around eligibility, rights and responsibilities. These issues will be addressed by the provision of a range of appropriately targeted public information.
- There has been important feedback on customer experiences when contacting the council. Proposals to improve these services have been particularly welcomed and form key actions and priorities within the strategy and the council's wider improvement programme.

As the strategy is implemented engagement with stakeholders will continue through the forums mentioned above, and public information on developments will also be provided through press articles, the website and leaflets.

5. The National Policy Context:

In December 2007 the document '*Putting People First – A shared vision and commitment to the transformation of Adult Social Care*' was published by the Government. It sets out the vision and policy direction for Adult Social Care for future years.

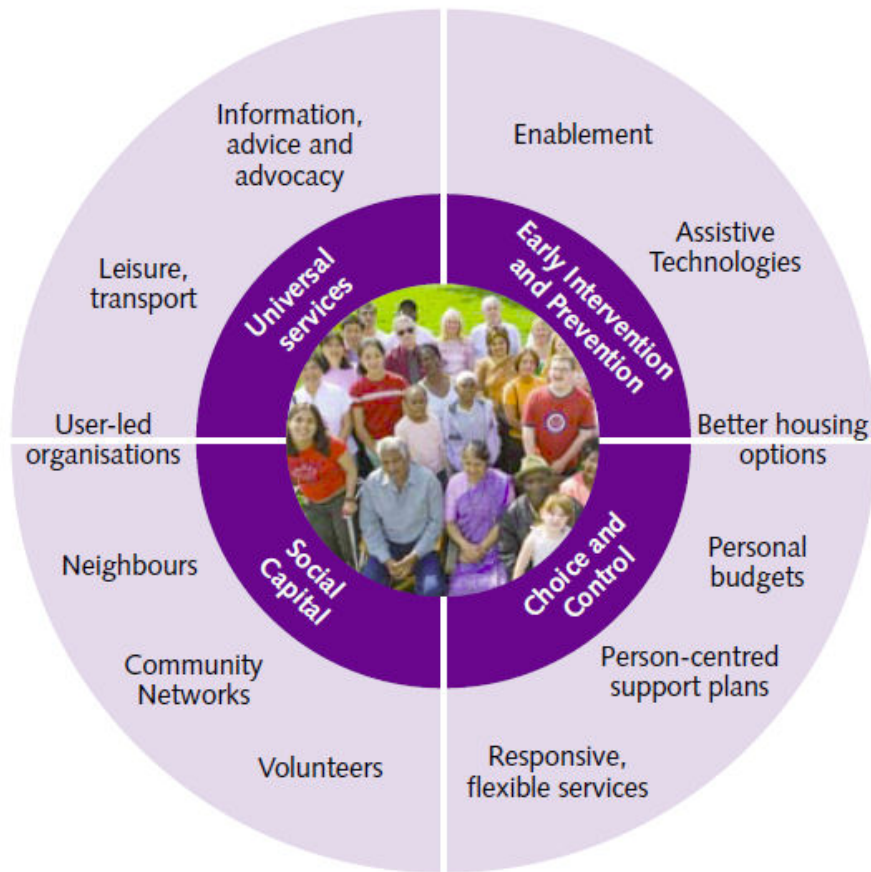
There is a commitment to reform existing adult social care systems to respond to changing demographic needs such as significant increases in the number of older people

The concept of 'Personalisation' is at the core of 'Putting People First'. This means that people with adult social care needs will:

- have choice and control over the support they receive
- benefit from safe services which promote independence, well-being and dignity

The principles of 'personalisation' will be the same whether people have services arranged for them, or if they fund their care themselves.

The national policy has four key components which are illustrated in the diagram below.



In summary, the national policy states:

Universal Services:

People should have good access to universal services such as transport, leisure and education as well as information, advice and advocacy.

Prevention and Early Intervention:

Systems and services should be developed to help people early enough or in the right way to enable them to stay healthy and to recover quickly from illness. This approach will focus on helping people to live at home independently and preventing them from needing social care support for as long as possible.

Choice and Control:

People who are assessed as eligible for care and support from the council should have choice and control over what support they receive, who from and how this is managed. Through Personal Budgets people will know how much money is available to fund their care and will have access to advice to help them to decide what care they want to purchase.

Social Capital:

A person’s engagement in the wider community can have positive effects on their health and well-being. The aim is to ensure that everyone has the opportunity to be part of a community and to experience the benefits that can

come from meaningful engagement with families, friends, neighbours and community groups.

To deliver 'Personalisation' many changes will be needed, not just in adult social care services, but also in other parts of the council and in partner agencies such as the NHS and independent sector organisations.

6. The service model for Slough:

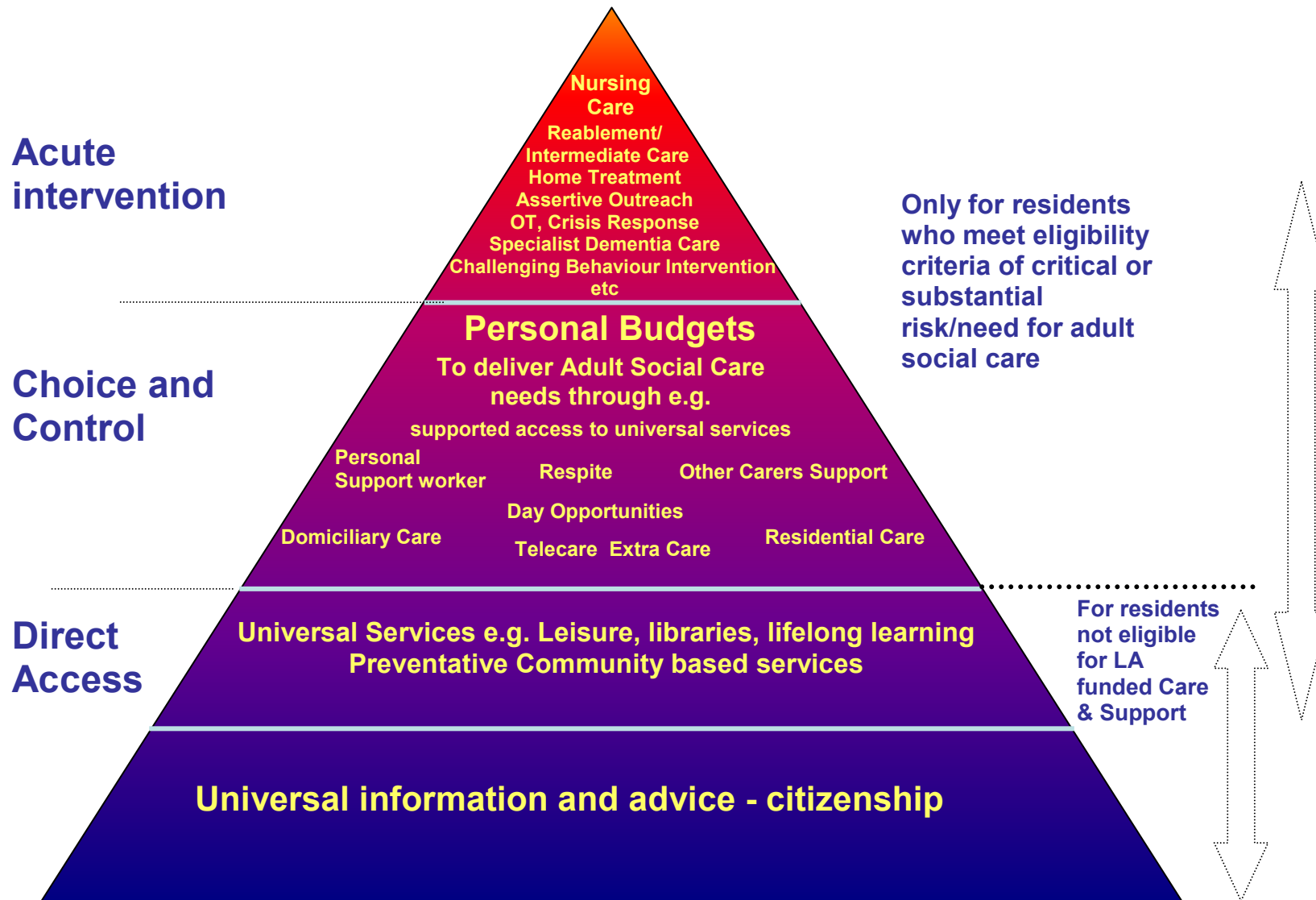
The diagram below illustrates the range of options and support that will be available to residents.

For those not eligible for local authority funded social care and support, there will be access to information and advice. This will enable residents to make their own choices or be signposted to appropriate services and support available in the community which can be accessed directly.

All residents will also be able to directly access community based services such as leisure, libraries and life-long learning provided by the council or other agencies . Community based preventative services will be targeted at and available to those with moderate needs.

People who meet the eligibility criteria for adult social care will be allocated a personal budget and will be able to exercise choice and control over how the budget is used to meet their eligible needs. The diagram gives some examples of the types of support people may wish to purchase. Eligible service users will also have access to the directly accessed information, advice and community based services.

There will be a range of more acute service interventions for eligible people at the point of initial referral or who have complex needs.



7. The Customer Journey:

The diagram at Appendix 1 illustrates in detail the customer journey through the new system.

In summary:

- At the point of initial contact, advice and information will be available to all
- Following initial screening assessment to determine eligibility, those not meeting the criteria for adult social care will be signposted to appropriate community based services
- People who, following a financial assessment, are judged to have sufficient resources to fund their own care will have access to advice and information to assist them in purchasing their care
- If a person meets the social care eligibility criteria, appropriate support will be arranged for those whose care is to be funded in full or in part by the local authority. For most people this will be a reablement service
- Following reablement intervention or another initial service response, if a person requires on-going social care support they will be assessed for a personal budget to meet eligible needs
- A support plan will then be developed, usually with the support of a broker. This will require approval by the council, after which support will be arranged and put in place
- An annual review is then undertaken by a social care professional

Eligibility and Cost to Customer	Non-chargeable for all residents and self funders	For people requiring low level support (not eligible for adult social care) and self funders	Self funders - fully chargeable All other users eligible for adult social care following fair access to care assessment and financial assessment
Service Offer	Information and advice	Preventative Services	Adult Social Care Targeted Services
Strategic Approach	Co-ordinated information and advice One Council integrated approach	Setting new commissioning priorities within financial limits to deliver the Council's key objectives	Service options targeted to early intervention and prevention promoting independency in the community with use of personal budgets

8. PRIORITIES FOR DELIVERING 'PUTTING ME FIRST' IN SLOUGH:

By implementing the changes set out in this strategy to deliver personalised adult social care services in Slough we will achieve a range of outcomes for service users.

The sections below identify the priorities and key actions required locally.

8.1 Increasing choice and control for service users:

Our aim is to ensure that service users and carers who are eligible for adult social care services are able to exercise informed choices over the care and support they receive to meet their assessed and identified needs.

If a person is assessed as being eligible for on-going adult social care support, they will be allocated a '**personal budget**'. Within the resources made available to meet identified eligible needs, service users will have the opportunity to make choices about the type of support they receive, how that is delivered and by whom. There are different ways in which people can make the choices about and take control of their personal budgets and care.

Some service users may wish to take some or all of their Personal Budget as a *Direct Payment*. In these cases the user takes on full responsibility for managing the money and the support they purchase. This approach can work well for users who are more confident and able, but others may not wish to take on these responsibilities. Direct payments have been available for a number of years and uptake has been steadily increasing. As at the end of March 2010 there were 544 service users and carers receiving Direct Payments in Slough.

Other service users may choose to have a *managed personal budget*. In these cases the user will still be able to choose what care and support is purchased, but the budget will be held by someone else (such as a Care Manager) on their behalf. This option is likely to be popular as it affords the user choice whilst not giving them significant responsibility for on-going management of their care and support or responsibility for managing money.

For people with complex needs who are receiving high levels of care in, for example, a nursing home they will be able to express preferences over how their care is delivered on a daily basis and will have choice over the quality and design of the care.

During the early months of 2010 a pilot scheme involving new service users over the age of 50 has delivered personal budgets to a number of local people. This has enabled service users to have greater choice over the type of support they receive. There has been positive feedback from service users and carers who have valued the opportunity to develop their own support plans and have also found the process to be user focused.

This approach now needs to be rolled out to other client groups and eventually to become the 'norm' for all new and existing service users and carers

Following allocation of a personal budget, many service users will require support and advice to enable them to develop their support plan and to identify appropriate services to deliver their plan. This type of help is known as '**brokerage**'. Brokers will have detailed knowledge of the range of services and support options available locally, and will need to be imaginative and creative in their approaches to support planning to enable service users to make best use of the resources available to meet their specific individual needs. A new job role of broker will be established within adult social care services, which will take on responsibility for developing and implementing support plans. These tasks are currently undertaken by care managers. The new positions will be delivered within existing resources by reconfiguring job roles. Options for externally provided brokerage will also be explored, again funded from existing resources.

We will:

- Make personal budgets available to all new and existing service users from autumn 2010
- Provide personal budgets for 30% of our service users by March 2011
- Establish brokerage roles within adult social care services and explore options for commissioning external brokerage support

8.2 Urgent Care and Early Intervention:

The council works closely with partners in the health services to provide support to people requiring urgent care to meet immediate and complex needs.

New initiatives are already being developed in partnership with the PCT which include **rapid response and hospital avoidance** services. These will consist of integrated health and social care teams focussing on people with failing health conditions to provide medical interventions and support at home where people's conditions do not require the facilities of acute hospital settings. These approaches will build on the concept of Intermediate Care

Targeted intensive support services to respond to people in acute need are also in place for mental health service users. These include Crisis Response, Early Intervention and Assertive Outreach Teams.

We will:

- Continue to work with health partners through the joint development of enhanced intermediate care services to reduce hospital admissions and facilitate timely discharge
- By April 2011 provide new hospital avoidance services for people with long term conditions in partnership with the PCT.

8.3 Enabling people to continue to live independently:

Promoting and maintaining independence continues to be a priority in Slough.

We will focus on providing support that enables people to continue to live in their own homes for as long as possible. This will build on achievements in recent years which have seen an increase in the number of people supported to live in their own homes, and consequent reductions in the numbers in residential care. There are three main elements:

1. Extra Care housing
2. Intermediate Care and reablement
3. Assistive technology

In terms of **housing**, the provision of 128 units of Extra Care housing for older people in recent years has enabled significant numbers of service users to remain in community based settings rather than being admitted to residential care. These initiatives have reduced costs for the council.

There have also been developments in the range of supported housing options, for example for people with Learning Disabilities and those with Mental Health problems which have also enabled people to live in the community rather than in residential care.

However, the levels of residential care purchasing for people with Learning Disabilities and Mental Health problems remain comparatively high in Slough, and the further development of extra care type models for these client groups and people with early stage dementia will contribute to reductions in residential care admissions and will deliver cost benefits.

The **Intermediate Care Service** provided in partnership with health colleagues has proved effective in enabling people to maintain independent living in the community. Approximately 600 people benefitted from the service during 2009/10 with 90% of them remaining independent 91 days after the intermediate care input.

There is good and extensive research evidence to show that targeted short term interventions with service users are effective in enabling people to recover from illness or injury by learning or re- learning skills necessary for daily living. This support

- maximises independence in people's own homes and offers choice and quality of life
- minimises the level of ongoing support required and delivers efficiencies

Our objective is to extend the benefits of intermediate care to more older people and people with disabilities. We will provide reablement input to people eligible for care services relevant to their need. We anticipate that this will be an appropriate service response for up to 80% of people eligible for services.

Research also confirms that use of **assistive technology** (also known as telecare) such as alarms and motion sensors is successful in maintaining and supporting independent living and preventing or delaying admission to residential care.

We will:

- Establish a multi-disciplinary reablement team based upon the existing intermediate care team and redesign of the existing internal home care team. This will provide support for a period of up to 8- 12 weeks to aid recovery and minimise long term care requirements and costs
- Increase the use of Telecare and assistive technology to enable people to continue to live in their own homes, including people with dementia
- Further explore the provision of community based housing options to avoid residential care for younger people with disabilities and chronic illness

8.4 Enhancing Citizenship & Access to community based services:

For people who meet the eligibility criteria, and those who do not, access to community based services can form an important element of their care and support.

This can include leisure, libraries, adult learning and services available through community centres and voluntary sector organisations.

Active involvement of people in their communities can bring positive benefits for individuals and we aim to maximise the value this can bring to supporting people with low level needs within the community.

During the last year there have been greater links forged between day care services and community based services with regular sessions established in libraries and sports facilities for day centre users and a range of adult learning opportunities provided. The aim is to build on and expand these initiatives to make available new opportunities for people currently attending traditional day centre services to access the range of community offers in the Borough.

People may also increase their involvement in their community through the use of their personal budgets to engage support to enable them to access community services. That support may be provided by family members or neighbours which would further enhance community engagement.

We will:

- Implement new service models and opportunities for day services
- Explore opportunities to increase access to community based services including adult education, libraries, leisure and community centres
- Encourage and support the involvement of people in their communities and neighbourhoods

8.5 Improving Customer responses:

A key element of the Putting Me First strategy is to ensure universal access to information and advice services. This is not just information and advice about social care services and support options, but will also cover the needs of the wider community and all information needs.

Information needs to be readily available to:

- All local residents for any of their needs
- Signpost those not eligible for adult social care to community based support
- Enable those responsible for funding their own care to make informed choices
- Enable people eligible for adult social care to make decisions on how to use their personal budget

There are a number of different ways in which residents of Slough can access information and advice. We will ensure this is better co-ordinated and streamlined to ensure easy access to consistent, high quality comprehensive information which is accessible to all.

A key development will be improving the initial customer contact points for people to ensure that they receive prompt responses. This will be managed as part of a wider council review of customer contact functions and services ensuring a consistent 'one council' approach.

These improvements will:

- improve the range of information available
- enable residents to access information for themselves
- reduce the volume of contacts and enquiries for general information which are currently passed on to specialist staff
- deliver efficiencies in the provision of services.

We will:

- Explore options for the provision of universal advice and information with a focus on a 'one council' approach to ensure consistency
- Ensure advice and information is accessible to all in a variety of locations and formats
- Deliver timely customer responses at the first point of contact

8.6 Providing Preventative support and support for carers:

Much support for vulnerable and disabled people is provided by family members or unpaid carers. Support in the form of respite breaks for carers and access to information and advice can be important in enabling carers to continue in this role. Carers assessed as eligible for council funded support

will be able to use personal budgets to purchase services such as respite breaks.

Community based preventative services have an important role to play in supporting people who do not meet eligibility criteria, as well as being an element of support for those who are eligible.

The services currently available have developed incrementally over a number of years and there is some overlap and duplication in the services provided. We need to consider the range of preventative services available in the community in the context of the current fiscal pressures and the increasing focus on targeted services which deliver our priorities and support those most in need.

The range of services commissioned will be reviewed and recommendations made on the priorities for future service provision.

User Led Organisation:

Department of Health guidance recommends that there should be a user-led organisation (ULO) in place in each adult social care authority area. A ULO can provide a range of services, including information and advice, advocacy and peer support, support in using direct payments and personal budgets, and disability equality training.

There are specific characteristics which define a ULO including:

- providing support to enable people to exercise choice and control
- is a legally constituted organisation
- has a minimum of 75 per cent of the voting members on the management board drawn from the organisation's constituency
- is able to demonstrate that the organisation's constituents are effectively supported to play a full and active role in decision-making
- has a clear management structure
- has paid employees, many of whom must reflect the organisation's constituency
- identifies the diverse needs of the local population and contributes to meeting those needs
- is accountable to the organisation's constituents and represents their views at a local level
- works with commissioners to improve commissioning and procurement

There is currently no organisation in Slough which meets the criteria of a ULO in terms of characteristics and functions, but there are a number which deliver some of the services (eg information, advice and advocacy). These organisations generally meet the needs of one particular service user group.

Options are being explored to commission a ULO which could operate across all user groups to provide brokerage, advocacy, information and advice. The provider will be required to deliver these services and either

already meet the characteristics of a ULO or be in a position to achieve them quickly as part of contractual requirements.

We will:

- Develop commissioning priorities and strategies to identify the range of preventative services and services that support carers to be commissioned over the next five years
- Explore options for the provision a User Led Organisation to provide information, advocacy and brokerage support

8.7 Ensuring personal safety and high quality service provision:

Ensuring that service users are safe and are protected from abuse and neglect is a key priority in Slough. The multi-agency independent Safeguarding Vulnerable Adults Partnership Board co-ordinates and monitors this work. The Board's primary responsibility is to ensure that the agencies working in Slough in the statutory and independent sectors have clear policies and procedures to ensure strong and effective safeguarding practice within and between agencies.

There will be new challenges to address as people choose their care from services which are not provided or commissioned by the local authority and which are not subject to formal regulation. These will include ensuring that services are of high quality and meet appropriate service standards and that information on these issues is readily available to people when making decisions on purchasing their care.

We will:

- Ensure that brokers and the brokerage service are fully trained and aware of all aspects of safeguarding and can assist service users to make informed safe and risk-managed choices
- Apply and support brokers and providers with due process around CRB checking and independent safeguarding authority standards
- Monitor and audit providers of support to ensure they conform to acceptable standards
- Share local knowledge of risks
- Ensure brokers and support providers are aware of, understand and can apply multi-agency procedures for the safeguarding of people

9. CHANGES IN WAYS OF WORKING TO DELIVER THE MODEL

In order to deliver the strategy there will need to be significant changes to organisational structures and processes, key policies, staff roles and responsibilities, and to the range of services commissioned and available in the community to meet individuals' needs. These changes will have training, learning and development implications for staff both within the council and in partner agencies, and will involve a cultural shift in the ways of working.

A number of specific actions will be required. These include:

- Developing personalised support plans for all users and carers
- Introducing a Personal Needs Assessment and a Resource Allocation System (RAS) to deliver personal budgets for users and carers
- Redesigning our existing structures and processes to ensure people in need are responded to quickly and effectively
- Training and supporting our staff through organisational change to ensure they have the right skills and are in the right structures to deliver Putting Me First
- Changing how we arrange, buy and provide services to deliver person centred care
- Developing and promoting the market to deliver flexible support options
- Working with partners to identify ways they will change and develop to deliver personalised care and support services
- Reviewing and revising the existing charging policy for services to ensure equity for all service users

9.1 Redesign of care management team structures and functions:

The structures and functions of existing teams will need to be revised to deliver 'Putting Me First'. Some job roles will change accordingly (eg new role of broker). These changes will affect adult social care services, but will also impact on other functions such as initial customer contact.

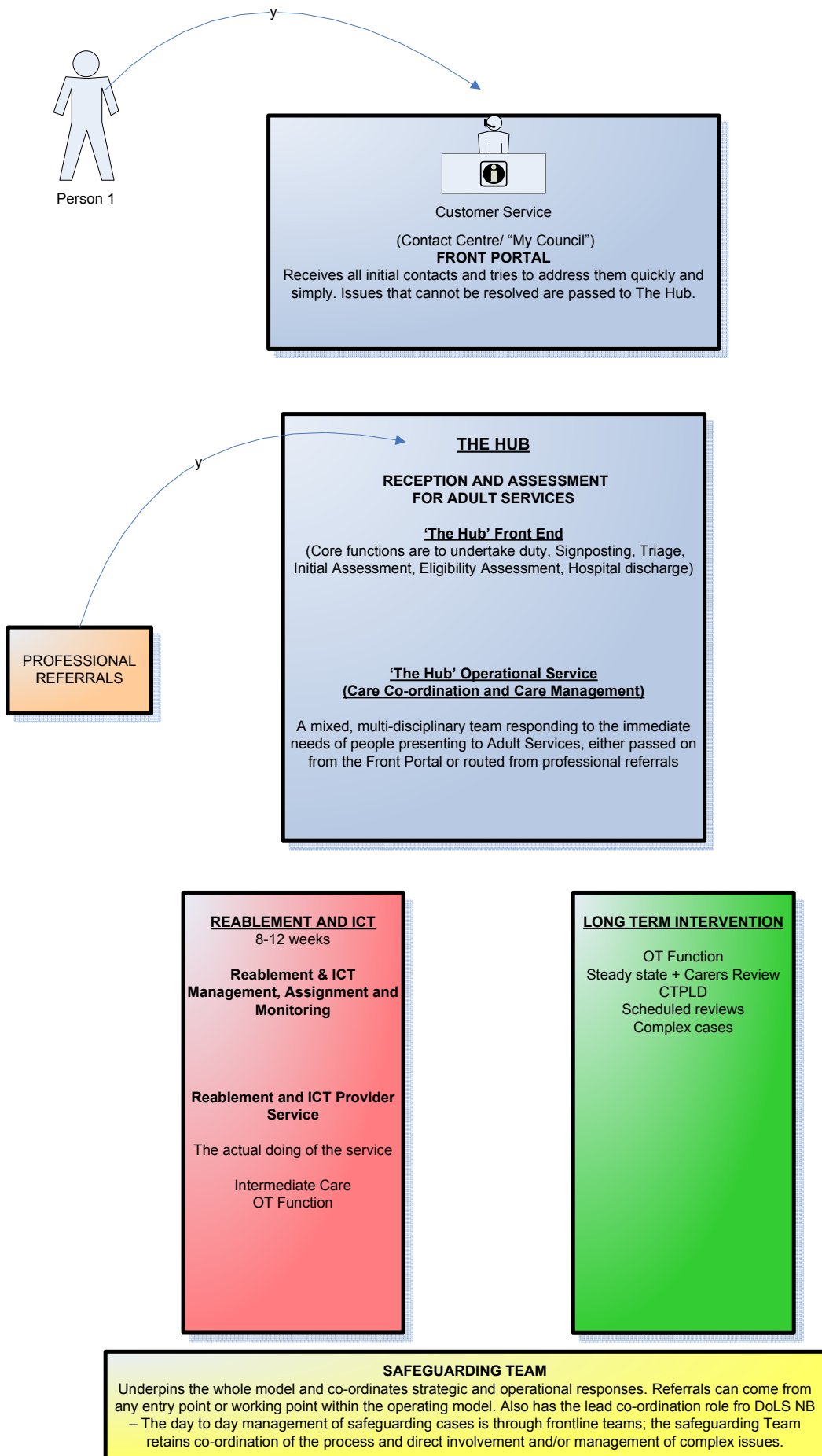
There will be three main elements to the redesign:

- Initial contact and response
- Reablement
- Long Term Intervention

We will redesign the way Adult Social Care assessment and care management functions are structured and operate to:

- deliver more outcome focussed personalised adult social care in a timely manner
- improve the customer experience
- enable the customer to "tell it once" and minimise the number of "hand offs" between professionals
- develop a support plan which is person centred and owned by the user

The diagram below sets out the key elements of the new model.



9.2 Personal Budgets & Resource Allocation System

In order to deliver personal budgets, new assessment procedures will be introduced. Assessments will be carried out using a Personal Needs Questionnaire (PNQ). The assessment will be carried out by social care staff and will closely involve the service user/carer to identify their eligible needs and the outcomes they wish to achieve

A Resource Allocation System (RAS) is then used to calculate the individual indicative budget allocation based on the assessed need. This is an approximate figure for each individual. Indicative and final personal budget allocation may differ because:

- The council has a duty to meet eligible assessed needs
- The person may be able to meet their own needs through universally available services, or through unpaid formal support
- Social care services are 'means tested' and people may need to contribute some or all of the costs of support from their own finances

Slough has chosen to use a Personal Needs Questionnaire and RAS which was developed through a national working group which involved 18 councils, disabled people and family members. These tools were launched in October 2009 and have been piloted and adapted for use locally.

We will:

- Fully implement use of the Personal Needs Questionnaire as part of the roll-out of personal budgets
- Continuously review the Resource Allocation System to ensure appropriate allocation of personal budgets and maintain fiscal control

9.3 Charging policy

Councils are granted discretionary powers to charge adults who receive community based adult social care support. In Slough currently there are a range of services which are subject to charging based on a 'means test' to identify service users' contributions.

The current charging policy will be reviewed and revised to make it fit for the future.

The existing policy identifies specific services for which people are charged. These include home care and day care. As people exercise their choice to use personal budgets to purchase care in different ways, there will be situations where inequalities and unfairness will arise in terms of service user contributions. Because charges are linked to particular services, it is possible that people with similar needs and receiving similar levels of support but in different ways may be charged at different rates, or some may be required to make a contribution to their care costs while others may not.

There are some services for which council's cannot charge. These include:

- Intermediate Care services for a maximum of 6 weeks

- Needs and financial assessments for Community Care services
- Provision of information, advice and guidance
- Community equipment and minor adaptations

Long stay residential care services are charge under the Government's 'Charging for Residential Accommodation Guide' (CRAG).

Guidance has been issued by the Department of Health on a Fairer Contributions policy which will inform the development of Slough's new policy.

We will:

- Develop a revised 'Fairer Contributions' policy for Slough
- Consult widely with service users, carers and other stakeholders on the revised draft policy
- Implement the new policy from April 2011

9.4 Workforce development

In implementing this strategy there are significant implications for the adult social care workforce of the council, for other council staff, and for employees of partner organisations including the private and third sectors.

The structural re-organisation of assessment and care management services will have some impact, and there will need to be changes to jobs. New roles and functions such as brokerage will be developed and new initial contact arrangements put in place.

In more general terms there are significant cultural changes required in the workforce so that they adapt to, fully adopt and implement the new ways of working that Putting Me First will bring.

We have undertaken a comprehensive programme of staff briefing sessions, regular conferences and specific training events since summer 2009 which raised awareness, understanding and commitment to the aims of the Putting Me First strategy. These sessions will continue.

External providers of social care and other services will also need to address workforce issues in terms of roles and competencies. For example, traditional home care organisations may wish to diversify to provide more flexible support to meet users' needs in different ways.

Provider agencies have been briefed and consulted throughout the development of the Putting Me First strategy through regular sessions at the providers forum, a stakeholder conference and other events such as the Community Care Forum. Providers will continue to be engaged as this strategy is implemented.

Through the providers forum a number of provider agencies have also put themselves forward to become part of a working group linked directly to the

workforce and organisational development and market development project groups and workstreams.

We will:

- Ensure our workforce is appropriately trained and supported
- Work with provider agencies to address workforce development issues

9.5 Market development

As personal budgets are more widely introduced and people begin to exercise greater choice and control over the support they wish to receive, it is highly likely that gaps in the current market of services available will begin to appear. Some of the gaps cannot be accurately predicted at this stage as these will be dependent on individual preferences. However, other issues such as greater availability of personal assistants and people to support service users in community settings and in accessing services can be predicted.

There is a need to develop more flexible, responsive and user focused services within the market. This will mean that, in addition to the development of new types of provision, many existing services will need to change or be decommissioned.

These developments present opportunities for service providers who wish to diversify their provision. For others this will present challenges as some existing services may not meet users' preferences and some traditional service models will no longer be required. Providers will need to better understand and anticipate the wishes and needs of service users and ensure they are flexible and responsive to meet user choices.

The way that services are commissioned and procured by the local authority will also need to change. For example, contracts with provider agencies are likely to move away from block contract arrangements with fixed and guaranteed volumes to more flexible framework agreements. Guaranteeing the flow of business to providers will be far more challenging than in the past and will require those services to adapt. The future commissioning of services can only be achieved through commissioners and providers working together in partnership with citizens at the centre of the process.

There will be difficult and challenging decisions to be made concerning the future commissioning intentions and priorities for social care support as new ways of working and new services are developed while others decline, and it will be important that this work carries on over a number of years to maintain stability within the market during the transitional period.

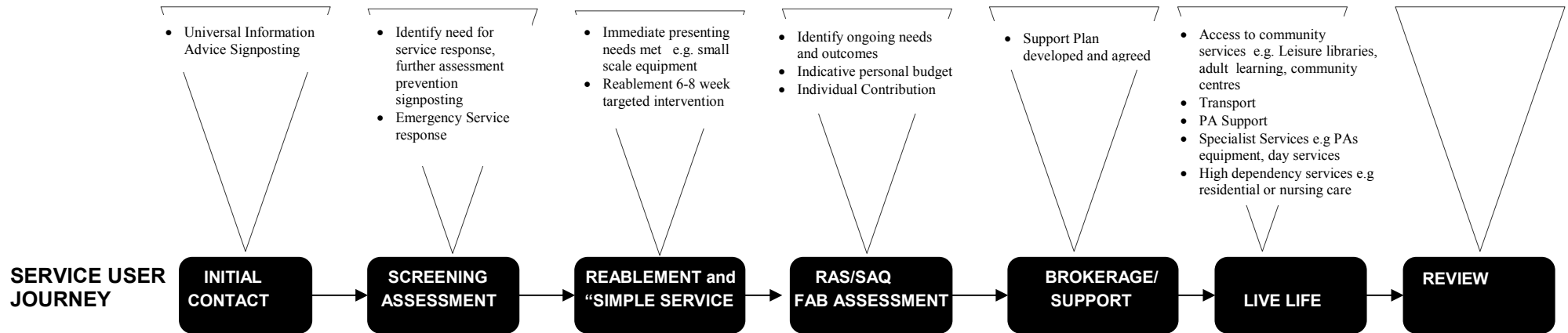
We will:

- Develop a new commissioning strategy which identifies priorities for commissioning in future years to deliver more personalised care within the available resources
- Continue to work closely with providers to engage with and support them through these changes through the regular providers forum and project sub-groups

10. Outline Timetable of Key Actions:

Issue	Key Action	When
Implementing Personal Budgets:	Roll-out to all client groups – new & existing service users	From October 2010
	Fully establish brokerage support: Internal – new roles as part of care management redesign	Jan – June 2011
	Externally commissioned brokerage in place	April 2011
Urgent Care & Early Intervention:	Enhanced Intermediate Care services	From October 2010
	Hospital avoidance scheme in partnership with PCT	April 2011
Redesign of Assessment & Care Management (including Re-ablement service)	Cabinet report	Sept 2010
	Staff consultation	Sept - Dec 2010
	New structures implemented	Jan – June 2011
Day Opportunities	Formal user, carer and staff consultation	Sept – Nov 2010
	Health Scrutiny report	Oct 2010
	Cabinet report on options for decision	Dec 2010
Commissioning Priorities	Health Scrutiny report	Sept 2010
	Consultation with partner organisations	Sept – Oct 2010
	Cabinet report on options	Oct 2010
Provision of universal advice and information services	Options developed	Sept – Dec 2010
	Universal advice and information in place	April 2011
Contributions policy	Cabinet report on proposed new policy	November 2010
	Consultation with users, carers etc	Nov 2010 – Feb 2011
	Implement new policy	April 2011

Appendix 1 - Putting me first – a service user journey



WHAT WILL IT DELIVER

- Improved quality of advice and information
- Effective allocation of time and expertise
- Increased service user satisfaction

- Improved performance to meet targets
- Reduction in long term needs
- Increased choice and control

- Increase in reviews completed
- Promoting Independence

WHAT WILL IT ACHIEVE

- Universal information offer
- Agreed roles and responsibilities
- Redesign of Social Work team and structures
- Revised processes
- Savings through reduction of long term care needs
- Reablement service established

- Different staff mix-skills and roles
- Culture change
- Contributions policy revised
- Re-investment to fund brokerage
- Developing PA support e.g. training and recruitment

- Outcome based reviews
- Deliver Personal Budgets
- Increased access to Community services e.g. Libraries, Lesiure, Adult Learning, Community Centres, Transport

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COMMUNITY AND WELL BEING DIRECTORATE

**OUTLINE DESCRIPTION OF A PROPOSED
OPERATING MODEL LEADING TO A REVISED
RESTRUCTURING OF ADULT SERVICES**

1. INTRODUCTION

- 1.1.** This paper sets out a summary of the proposed operational model for Assessment, Care Management and Reablement to older people, people with any form of disability and HIV services through current occupational therapy and social work services in the Community and Adult Social Care division.
- 1.2.** This paper summarises each component of the model, from the “front end” (front portal, and the Hub), reablement and long term support.
- 1.3.** The development of this model has drawn upon a range of sources including, mapping and analysis of existing processes, statutory returns, metrics from other local authorities and extensive formative discussion through workshops and away-days involving management and other staff from the division and My Council since January 2010.
- 1.4.** This proposed operating model is being developed within the existing cash limit (budget) for Assessment, Care Management, Internal Homecare and Intermediate Care. Resulting financial savings are due to reconfiguring and re-organising staff and existing teams into structures and functions that better enable them to deliver improved outcomes to customers and alleviating duplication and hand-offs that are in the current structure.
- 1.5.** The new model will have increased capacity in frontline staff and a reduction in management and administrative posts. There may be displacement of some staff, who have to move to positions on a lower grade (but on protected salaries) or through potential redundancies (numbers to be confirmed once staff consultation is complete).

2. Drivers for the proposed operating model and key benefits

2.1 The key drivers for the redesign and reconfiguration of the current operating model are:

- Overall increased efficiency in service delivery
- Increased choice and control for customers
- Early intervention and preventative support at the earliest opportunity
- Enabling people to live independently
- Enhancing citizenship and access to community based services
- Improving responses to customers
- Providing targeted preventative support and support for carers
- Ensuring personal safety and high quality service provision
- “One Council” approach in being responsive to people’s needs in Slough

2.2 The proposed model addresses:

- Delays and difficulties in contacting Slough Borough Council Adult Services;

- The requirement to deliver Personal Budgets
- The need for new functions and activities to deliver Personalisation
- The need for systems and processes that are “fit for purpose” in the future

2.3 The key benefits that the proposed operating model will deliver include:

- Improvements in timely customer responses at the first point of contact
- Improved access to consistent and high quality information
- A reablement service to promote recovery and minimise the need for long-term care

2.4 As a consequence of these improvements, Slough Borough Council will:

- Support more people to live at home for longer
- Reduce the costs of long term care
- Deliver efficiencies through changes to working systems, structures and patterns of service delivery

3. Principles and good practice standards

3.1 A set of principles and good practice standards were adopted as part of the development process of the model, and will form the standards against which success can be measured

- To have a single point of access for all new referrals, building on the “One Council” approach and enhancing the customer first contact experience
- To enable efficiency in terms of achieving better and increased outputs from the redesign of the adult social care service as well as cashable savings
- The whole process should be streamlined from initial contact to intervention in place.
- To limit/minimise the number of “hand offs” a person experiences so processes are simpler and quicker.
- Not to make longer-term decisions and/or commitments about someone’s care (wherever possible) while the person is unwell or in crisis.
- Financial assessments should take place at the earliest point in the process, and issues of finance and charging should be raised with users at the earliest opportunity.
- To focus on early intervention / prevention to promote independence and reduce reliance on long term care.
- Service users should be assessed only once; a principle of “tell it once” so people do not have to tell their story many times over.
- A plan that is person centred and owned by the user.

- Not to constrain thinking to traditional 'care management' and 'social care' models.
- That it must deliver self directed support & personalisation (in a timely manner for everyone).
- That safeguarding is a theme throughout the redesign process and future model.
- Assessment and care management staff are currently spread across a range of functions; the aim is to focus activity on specific pieces of work following the 'customer journey': referral → assessment→ reablement →support planning →support arranging→ review.

In addition the construct of the operational model needed to take account of two other issues.

- Identify the difference between administrative and professional processes.
- Right person, right skill set to the right level of task

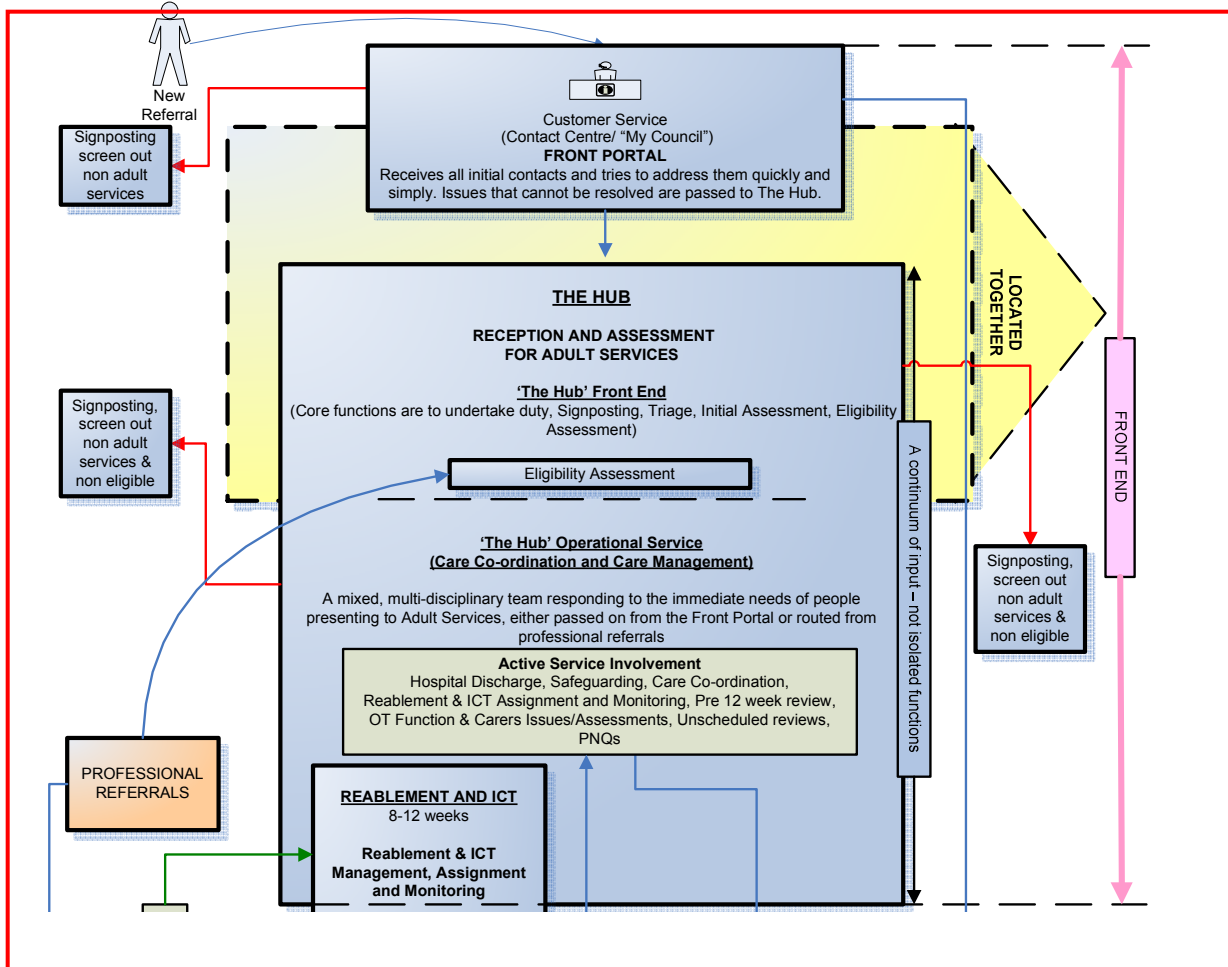
4. Summary of proposed operating model

4.1 The following represents a broad summary of the model to support the generic functions within adult services (including hospital discharge, learning disability, older people, physical & sensory disability, HIV and Aids).

4.1.1 The model has four key components:

- Customer Contact Centre (MyCouncil)
- The Hub
 - Reception access and initial assessment
 - Care Coordination function
- Reablement and Intermediate Care service
- Long Term Support and Intervention

4.2 My Council (Customer Contact Centre)



4.2.1 The initial contact is at My Council. Within My Council are a defined group of named Customer Service Advisors (CSA) who have been provided with specialist training to respond to enquiries that could potentially lead to Adult Services intervention or support. Advisors will have scripts, information, questions and a range of resources to identify if an Adult Services intervention is necessary. The objective will be to deal with the issue at this point of the process.

4.2.2 Upon receipt of a contact the CSA works with the customer to identify what support they are seeking from Slough Borough Council. The objective is to work towards identifying the correct resolution to the presenting issue, where possible signposting the person to places where they appropriately respond to the request.

4.2.3 CSAs are based at My Council, but are supported by Adult Services staff from the Hub who be located at My Council. Adult Services' staff they do not take first contact calls but work with the CSA to assist their resolution to the customer as an "offline" support to the CSA. The process will ensure that the handover is owned, smooth, supported, the person feels as though their issues are resolved and there is no need to repeat information.

4.3 Outcomes and criteria against which this element of the service needs to be measured

- Robust, accurate, timely response combined with an excellent telephone manner will reduce the need for people re-entering the system because what they have been given is inadequate to meet their request
- A time limit in which a call needs to be resolved before passing to Adult Services

5. The Hub

5.1 Reception, access and initial assessment

- The Hub will deal with issues presented from My Council that will require an Adult Services intervention. The Hub will provide the Adult Service primary contact, but for the customer this should be a seamless transition from My Council CSA to the person who will be able to help further.
- The Hub is a continuum of support to people who are referred to them. Eligibility Assessment will be undertaken (akin to triage) that includes and determines any eligibility for Adult Services intervention and if one-off Adult Services solutions could help (e.g. a bath aid). If a goal setting assessment or Personal Needs Questionnaire (PNQ) is required the Assistant Service Manager will allocate an appropriately skilled Care Co-ordinator to support the customer for a maximum of 12 weeks.
- For hospital discharge customers, the Care Co-ordinators based in the hospital, will undertake the eligibility assessment and the goal setting assessment / PNQ.

5.2 Care Co-ordination

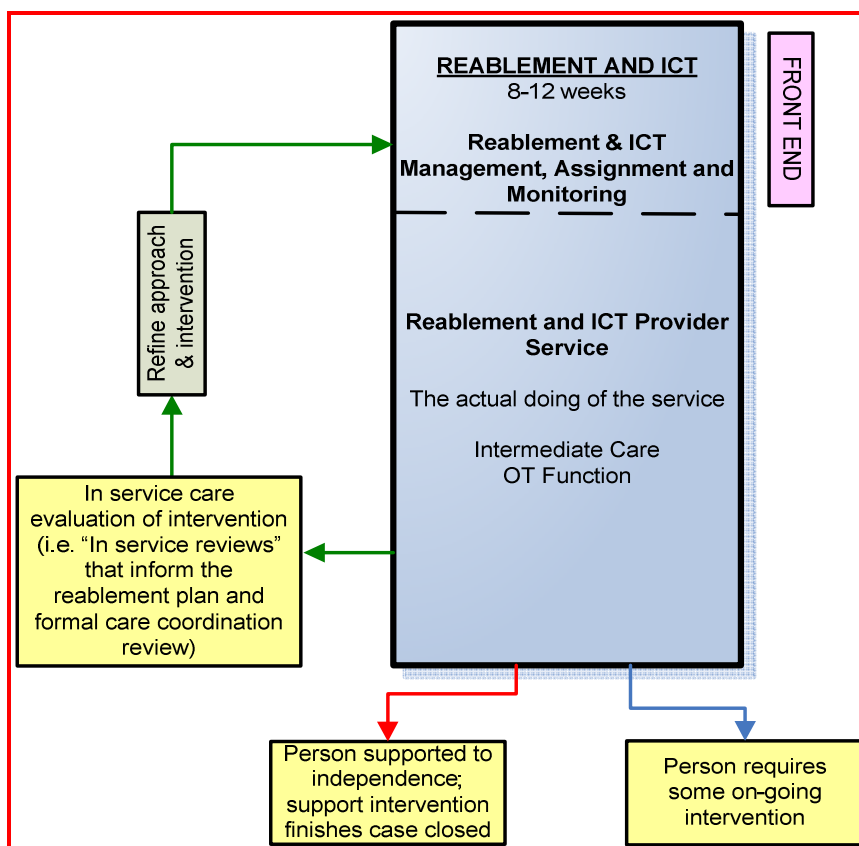
- The care co-ordination function of the Hub is where a range of unqualified and qualified¹ staff are located. This is where much of the detailed work with individual customers will be hosted. A named person is allocated to the customer to undertake assessments and person centred planning.
- The Care Co-ordinator may be required to provide an immediate service response to respond to any immediate “crisis” whilst the Personal Needs Questionnaire is being completed.
- The Care Co-ordinator will be the most appropriate professional to the customer and will be assigned to co-ordinate the whole intervention (not any single professional discipline) bringing other disciplines or workers in as necessary.
- The first intervention that will always be considered will be reablement, so as to maximise the customer’s independence.

¹ Unqualified means personnel who are experienced and knowledgeable in key areas of work and suitable experienced and able to attend to key tasks assigned to them; Qualified means people who hold a professional qualification in a key area and who are a defined professional or discharge a given professional function

- At some future point either the customer will be in a position that they no longer need support (case closure) are at optimum levels of independence, or have regained the level of independence prior to reablement, or at steady state. If it is the latter, this is the point where a Personal Needs Questionnaire (Self Directed Assessment) is undertaken by the Hub Care Co-ordinator closely involving the customer and carer to identify their needs and the outcomes, they wish to achieve.

6. REABLEMENT AND INTERMEDIATE CARE SERVICE

6.1 This part of the model describes the Customer Journey in terms of the Reablement and Intermediate Care Service.

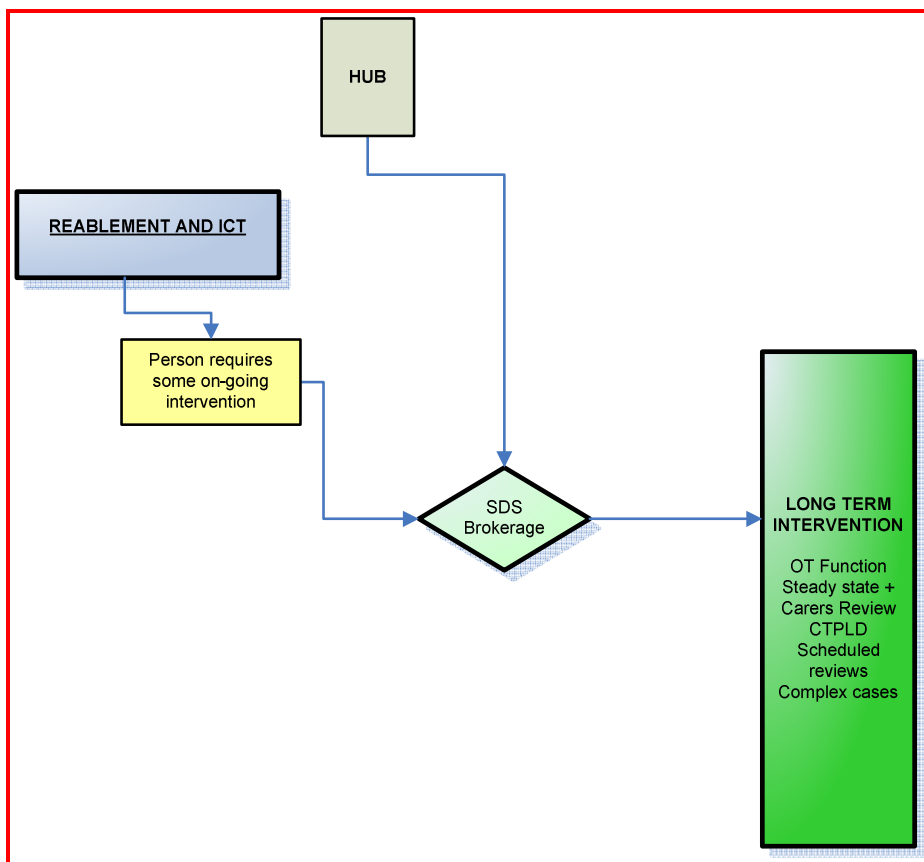


6.2 The Reablement and Intermediate Care Service (ICS) provides short term intensive support to people who have just come out of hospital, or have been ill at home, or people that have been referred from the Hub. This will also include people who have an episode that requires reablement support. The support is provided in the customer's own home, or in a rehabilitative setting. This will enable them to learn or relearn skills necessary for daily living and aid a person's recovery. This will be through the use of short term intensive programmes that:

- Maximise independence in people's own homes, choice and quality of life
- Minimise ongoing support and prevent the provision of unnecessary care
- Provide access to rehabilitative service

- 6.3 The Reablement and ICS service works collaboratively to ensure that a customer's health and social care outcomes are addressed. Focusing on the Reablement Programme and goals to be achieved, the Reablement Officers and Assistants undertake individual tasks with the customer enabling them to, as far as possible to achieve their maximum independence potential.
- 6.4 The Hub Care Co-ordinator will review customer progress at 5 weeks and then at 10 weeks. The 10 weeks review will ascertain whether the customer can be sign posted out of the system or if they need to be sign posted to the LTIS service, allowing move-on by week 12.

7. LONG TERM SUPPORT – LONG TERM INTERVENTION AND SUPPORT TEAM (LTIS)



- 7.1 Long Term Intervention and Support Team (LTIS) provides on-going Care Co-ordination of complex cases and cases where on-going support is required beyond 12 weeks. LTIS also undertakes annual reviews, provides transition of young people to adult services who require an ongoing adult services intervention, brokerage and external provider coordination. The service will work to support the principles of Personalisation and ensure that self directed support is the primary option in any service intervention.
- 7.2 There are two clear points of access into the LTIS service.

- The service can be accessed after the customer has undergone a maximum of 12 weeks reablement and it is agreed with the Care Co-ordinator, that long term support is required.
 - The customer who has been assessed as having enduring care needs, in The Hub, and is judged by the Service Manager (First Contact and Assessment) to require referral directly into the LTIS team.
- 7.3 The Service Manager (Brokerage and Review) will receive and allocate the customer to a broker to develop their support plan (based upon their Personal Needs Questionnaire) and will identify appropriate services required to deliver their plan. The Broker will have detailed knowledge of the range of services and support options available locally and will be imaginative and creative in their approach to support planning to enable customers to make best use of the resources available to them.
- 7.4 The Broker will receive the PNQ that has been completed by the Hub Care Co-ordinator in conjunction with customer. The Broker then engages with the customer to identify how they would like to deploy resources to meet the needs and outcomes as identified in their PNQ. The Broker then develops a support plan in partnership with the customer.
- 7.5 The support plan requires approval from Slough Borough Council to ensure that it meets the outcomes as identified in the PNQ and is within the indicative budget allocation.
- 7.6 The final personal budget will only be agreed once there is a completed support plan that meets eligible social care needs. Indicative and final budgets allocation may differ because:
- The Council has a duty to meet eligible assessed needs
 - The person may be able to meet their needs through universally available services, or through unpaid support
 - Social care services are “means tested” and people may need to contribute some or all the costs of support from their own finances.
- 7.7 The customer will be given options of how they would like to have their Personal Budget:
- As a direct payment
 - Part direct payment
 - As a managed service
 - Managed by a third party
- 7.8 The Broker will put the services and support in place and then review the support plan after two weeks to check that the support is responding to identified needs and outcomes, with a final review undertaken by the broker after six weeks. The customer will receive an annual outcomes based review of their support plan, but will be supported at anytime by either The Broker or Care Coordinator from the LTIS Team.

- 7.9 The reviewing function sits within LTIS team and will undertake statutory scheduled annual reviews for all service users over the age of 18 receiving any service/support.
- 7.10 LTIS team will include professionals who will support service users with complex needs and long term conditions.

8. ADMINISTRATIVE FUNCTION

- 8.1 Admin support to services and teams will be managed through a dedicated Business Support/Administration function. Admin staff of an appropriate level (grade) and in appropriate numbers will be provided to support the Operating Model in all admin functions including administration of all safeguarding processes.
- 8.2 The post of Business Support/Administration Manager will have line management responsibility for all administrative staff and provide responsive business support to each of the services in the proposed model.

9. HEAD OF SERVICE MANAGEMENT

- 9.1 It is recommended that, in addition to the Head of Mental Health Services (a joint post with Berkshire NHS Foundation Trust) there are two other Head of Service roles:
- Head of Access & Long Term Intervention
 - Head of Reablement and Directly Provided Services
- 9.2 The capacity that these posts bring to the structure allows for direct senior management of key service delivery, but has capacity to take strategic leadership of key functions within the wider Adult Service

10. HUMAN RESOURCE AND COST IMPLICATIONS

- 10.1 It is not possible to accurately detail any redundancies at this stage; this will be determined following staff consultation and finalisation of the new structure.
- 10.2 There will be a reduction in management positions, with the proposals to remove the Team Manager (Level 9) and Assistant Team Manager posts (Level 8). Instead of teams the model will have discrete and overlapping areas of service, lead by a Service Manager (either level 9 or 10, subject to job evaluation) and supported by Assistant Service Managers (Level 8).
- 10.3 The exact costs of any redundancies and protected salary implications (for people moving to lower graded jobs) will be identified fully following the staff consultation. Efficiencies will be released over time (as protected salary costs are limited to two years, and redundancy costs are one-off). As the model is consolidated and the full operational effect is re-evaluated in year 2 and year 3, some further cashable efficiency maybe released in future years.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th September 2010

CONTACT OFFICER: Mike Bibby, Assistant Director Personalisation, Commissioning and Partnership
(For all enquiries) (01753) 875800

WARD(S): All

PORTFOLIO: Health and Wellbeing – Councillor Small

PART I
KEY DECISION

BERKSHIRE INTEGRATED COMMUNITY EQUIPMENT SERVICE (BCES)

1 **Purpose of Report**

To seek cabinet approval to renew the Section 75 agreement for the above service.

To seek cabinet approval to tender for a new Berkshire wide service to fit with future requirements of partners.

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

The Cabinet is requested to resolve:

- (a) That the conclusion of a new Section 75 Agreement as the most cost efficient approach to the provision of equipment be approved.
- (b) That Slough Borough Council continues to act as lead commissioner
- (c) That Slough Borough Council on behalf of all partners tenders for a new Berkshire wide Equipment Loan service.
- (d) That work continues to develop and implement the service design to increase efficiencies and deliver improved customer outcomes.

3 **Community Strategy Priorities**

Health and Wellbeing – Adding years to live and live to years

The provision of equipment to vulnerable people contributes to the health and wellbeing of communities delivering to the following indicators:

- NI 124 People with a long-term condition supported to be independent and in control of their condition
- NI 125 Achieving independence for older people through rehabilitation/intermediate care
- NI 136 People supported to live independently through social services

- The number of items of equipment delivered within 7 days from the date that it was ordered. (CQC indicator)

Environment

The provision of equipment enables people to remain in and be part of the community.

Community Safety

Providing equipment can prevent falls and other accidents around the home thereby enabling people to feel safe within their own home for as long as possible.

4 Other Implications

(a) Financial

Slough's contributions funded through Communities and Wellbeing:

The local partnerships contract value for this joint arrangement is £2,808,545 for 2010/11, of which Slough's share is £234,036 which is within the budget provision of £235,900 set aside.

Slough's contribution will reduce to £218,113 in 2011/12 reflecting Slough's proportionate usage of equipment over the past two years. This saving will contribute to the full year efficiency savings for adult social care in 2011/12, specifically £750K savings 2011/12 to be achieved through the adult social care transformation programme.

Slough Borough Council has successfully negotiated with contract partners and secured their agreement to contribute to funding a post for 2 years to take forward the development of this critical service. This post has no financial consequences for Slough. The post will be funded by partner agencies within their contribution to the 'host' authority, Slough.

TOTAL PAYABLE PER PARTNER PER ANNUM

READING	6,829.47
WEST BERKS CC	5,032.24
WOKINGHAM	6,829.47
Berkshire West PCT	17,253.39
Bracknell Forest	3,953.90
SLOUGH BC	Management provided in kind through Joint Commissioning Manager.
RBWM	5,366.01
Berkshire East PCT	13,556.23
	58,851
Total	NB – this figure includes a 3% management charge from Slough Borough Council finance department

(b) Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
That Slough Borough Council continue to act as lead commissioner and tenders for a new county wide Equipment Loan Store	Threat - If no authority takes the lead commissioner's role all partners will be liable for retrospective VAT payment. This is because two partners (Berks East and West PCT) are liable for VAT payment). Opportunity - control over the contract and development of the service will ensure the new service reflects priorities to such as increased use of Assistive Technology equipment to deliver savings and improved outcomes for the council	By SBC continuing to take the lead commissioner role no authority will be liable for VAT. This approach will complement future service development.
That Slough Borough Council agrees with the conclusion of the new Section 75 Agreement.	Threat – Not renewing the Section 75 Agreement would have negative relationship impacts across partners, all of whom have agreed to this approach. Cost efficiencies achieved through the partnership approach would be lost. Threat - Slough Borough Council could be liable for the full contract value should a partner withdraw.	Partners have given assurances that they support the conclusion of the agreement. The section 75 agreement requires all partners to give 12 months notice to withdraw and any contract drafted will contain a clause ensuring no financial obligation will be fall the council if another withdraws funding

(c) Human Rights Act and Other Legal Implications

Slough Borough Council has a statutory duty to provide services to those who meet Adult Social Care criteria; it could be argued that not providing the appropriate equipment breaches an individual's right if they are eligible for Adult Social Care services.

(d) Equalities Impact Assessment

Access to the service will be provided to adult residents of Slough who are eligible for Adult Social Care Services and assessed as benefitting from and requiring this

service due to their long term condition, and to those who may, through a medical condition, be provided with equipment. An Equalities Impact Screening assessment has been carried out. A full Equality Impact Assessment will be carried out on the new service specification once it has been designed and agreed across stakeholders including service users and carers.

(e) Workforce

A time-limited two year post funded through contributions of contract partners will be created to take forward the development, tendering and implementation of the new service design. This post will be located and managed within Slough Borough Council at no additional cost to the authority.

5 Supporting Information

5.1 **Background:**

5.1.1 The Berkshire Community Equipment Service (BCES) is commissioned in partnership with Berkshire East and West PCTs and the five Berkshire unitary authorities. The service provides equipment on loan to help adults and children with activities of daily living. The service is operated by Southern Central Ambulance Service (SCAS).

5.1.2 BCES provides, for example:

- Equipment for daily living, e.g. toileting and bathing equipment
- Equipment for home nursing, e.g. special mattresses for pressure relief
- Mobility equipment, e.g. walking frames
- Minor housing adaptations, e.g. grab rails and small ramps

5.1.3 Slough Borough Council has been the lead commissioner of a pan Berkshire Integrated Community Equipment Service since its creation over 5 years ago.

5.1.4 This is one of the largest examples of a Section 75 Agreement in the country comprising 8 partners, i.e. the 6 Berkshire UA's and 2 PCT's. In 2009 the section 75 agreement came to an end and, as such, now requires renewing.

5.2 **Development of the current service:**

5.2.1 The late 1990's and early years of 2000 were spent scoping, planning, and implementing a single Integrated Community Equipment Service (ICES) for the whole of Berkshire which met the standards required by the Department of Health Integrated Community Equipment Service (ICES) team.

5.2.2 Governance infrastructure was put in place to oversee the running of the service. This involved the creation of the Partnership Equipment Board, together with a selection of sub groups such as operations, research and development and finance.

5.2.3 In 2004 a formal section 31 Pooled Budget Agreement was put in place, signed and sealed by all partners with Slough Borough Council as Lead Commissioner and the

Joint Commissioning Manager as designated pooled budget manager. This was later changed to a Section 75 agreement in line with new Government guidance.

- 5.2.4 2005 saw the transfer of the service into a new single site in Theale which completed the cycle of creating a fully integrated community equipment service. This includes a state of the art decontamination unit which allows the service to focus on value for money through the significant volumes of equipment collection, refurbishment and reissue.
- 5.2.5 The ability of South Central Ambulance Service to procure and store equipment in large volumes and create strong procurement relationships with equipment manufacturers further enhances value for money.
- 5.2.6 The last 5 years have seen significant developments with BCES.
- 5.2.7 The original partnership of 12 has reduced to 8 with the reorganisation of the original 6 PCTs to 2 (Berkshire East and Berkshire West).
- 5.2.8 Slough has continued to be the lead commissioner with the Joint Commissioning Manager as pooled budget manager. This role has required significant volumes of work on behalf of the partnership (including annual finance planning, performance monitoring, Partnership Group chairing, internal audits, etc) without any financial remuneration from the other partners. Slough Borough Council has explored options for the lead commissioning role with the other contract partners.
- 5.2.9 The initial 5 year Pooled Budget Agreement expired during 2009. Since then significant work has been undertaken to create a new Agreement for signing and sealing. This has had to take account of the risks and issues facing the PCTs with regard to VAT payments on equipment. The new agreement and specification reflects LAVAT and HMRC VAT requirements and directions in that Slough Borough Council as "Lead Council" is acting as Principal and not as Agents of the other partners.
- 5.2.10 In order to comply with VAT, the Council's and EU financial regulations it will be necessary as the lead commissioner to retender the service.
- 5.2.11 Partners have been consulted with and have agreed to Slough continuing as the lead commissioner. They have also agreed to contribute to a post for two years to take forward the development, re-tendering and implementation of the service design and contract.
- 5.2.12 The section 75 agreement requires all partners to give 12 months notice to withdraw from the contract and the contract will contain a clause ensuring no financial obligation will fall to the council if another partner withdraws from the agreement.

5.3 **Re- development of the service**

- 5.3.1 There is an opportunity when tendering for a redeveloped service to build on the current Berkshire Community Equipment Store model to further focus on promoting the independence of vulnerable and disabled people to enable them to continue to live in their communities for as long as possible.

- 5.3.2 There have been significant developments in recent years in the range of assistive technology to support the safety and security of older and disabled people such as fall alarms and sensors. Provision of such 'telecare' equipment has been shown to be effective in preventing admission to residential care and in supporting independent living. The new service model and specification will include the supply of these aids to independent living.
- 5.3.3 The redesigned service will also address options for the introduction of retail models of equipment provision. This would enable people who, as a consequence of their financial circumstances, are responsible for meeting the costs of their own care to purchase aids and equipment through the service.

5.4 **Evidence of effective use of resources**

- 5.4.1 Continuing with the current joint approach ensures effective and efficient use of resources for all partners without the duplication of management charges and other associated overheads.
- 5.4.2 The Joint Commissioning Manager for Slough acts as the pooled budget manager of a £2.8m budget. In 2009/10 BCES delivered:
- * 61,138 items of equipment, with
 - * 6,694 deliveries for residents of Slough.
- 5.4.3 The service collected, decontaminated and recycled 17,507 (28% of total) items at a cost value to the commissioners of £2,833,765.
- 5.4.4 Slough Borough Council itself requested 1,771 items of equipment in this period of which:
- * 97% were delivered within 7 days of the date of decision to supply.
- Results of the equipment user survey carried out in 2009/10 show that
- * 96% of Slough service users said the equipment had improved the quality of their life
 - * 86% were happy with the way they were treated.

6 **Conclusion**

- 7.1 By Slough Borough Council continuing to take the lead commissioner role no authority will be liable for VAT. This approach will complement future service development.
- 7.2 Agreeing to the section 75 agreement will raise the council's partnership working profile by leading one of the most complex partnership arrangements across the country. The partnership model using the Section 75 agreement provides value for money and is approximately £2 million more cost effective than single contract arrangements.
- 7.3 Recommendations are:
- 7.3.1 The conclusion of a new Section 75 Agreement as the most cost efficient approach to the provision of equipment.
- 7.3.2 That Slough Borough Council continues to act as lead commissioner.

7.3.3 That Slough Borough Council on behalf of all partners tenders for a new Berkshire wide Equipment Loan service.

7.3.4 That work continues to develop and implement the service design to increase efficiencies and deliver improved customer outcomes.

7 **Background Papers**

'1' Routine Business meeting Slough Borough Council and Care Quality Commission, 07/05/2010, 13.00-15.00 Town Hall

'2' Report Community and Wellbeing Senior Management Team, 22/04/10, 9.30 – 13.00 Town Hall.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th September 2010

CONTACT OFFICER: Kam Hothi – Team Leader - Parking
(For all enquiries) (01753) 787899

WARD(S): All

PORTFOLIO: Neighbourhood & Renewal – Councillor Swindlehurst

PART I
KEY DECISION

PARKING ENFORCEMENT POLICY

1 **Purpose of Report**

This report seeks the Members agreement to make minor amendments to the existing policy in line with best practice, improving the service and improving recovery of outstanding Penalty Charge Notices. This report also seeks Members agreement for future amendments to be approved through the Significant Decision Process.

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

Cabinet is requested to resolve:

- (a) That the amended Parking Enforcement Policy be adopted.
- (b) That future amendments to the policy to be approved through the Significant Decision Process.
- (c) That the option to incorporate current Housing Land enforcement within this policy and deal with the challenge process thereafter be approved.

3 **Community Strategy Priorities**

- **Enabling inclusion**

Work with communities and offering solutions to improve parking in neighbourhoods through active participation in Neighbourhood Action Groups and consultation.

- **Being Safe, Feeling Safe**

Improving road safety by enforcement of the road network and providing safer places to park on/off street.

- **A Cleaner, Greener place to live, Work and Play**

Tackle inconsiderate parking by providing alternative parking such as Residents parking schemes.

- **Prosperity for All**

By working with the Communities, Police and Local Business Action Groups

4 **Other Implications**

(a) **Financial**

There are no negative financial implications of proposed action. It is reasonable to expect improved recovery of fines with the proposed amendments.

(b) **Risk Management**

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
The Cabinet is requested to resolve that the amended Parking Enforcement Policy be adopted.	All proposals are intended to reduce the risk of loss of fines.	Proposals accepted and implemented.
That Members agreement for future amendments to be approved through the Significant Decision Process.	This will speed up the implementation process.	Proposals accepted and implemented
Consideration to incorporate current Housing Land enforcement within this policy and deal with the challenge process thereafter.	Single point of contact for all enforcement and processing of any fines.	Proposals accepted and implemented

(c) **Human Rights Act and Other Legal Implications**

There are no Human Rights Implications.

(d) **Equalities Impact Assessment**

Equalities Impact Assessment Initial Screening has been undertaken.

(e) **Workforce**

There are no workforce implications.

5 **Supporting Information**

- 5.1 This policy was implemented in 2007 and changes were made in 2008 in line with the implementation of the Traffic Management Act 2004. – Changes required for legislation and best practice.
- 5.2 The following are changes and amendments that are proposed for the policy:
- 5.2.1 New Health Care Permit Scheme has been introduced. – Request made by member in 2007 for the introduction of a Health care scheme.
- 5.2.2 Changes to procedures on residents permit scheme for outstanding Penalty Charge Notices. – Permit holders are not paying outstanding PCN's, this will also improve recovery on fines.
- 5.2.3 Including exemption to National Blood Service/Screening Vehicles with prior permission. – Providing a mobile health service to benefit people of Slough and working with Hospitals.
- 5.2.4 Re wording for Pay & Display tickets– Giving clearer guidance on how a Pay & Display ticket must be displayed in line with our Traffic Orders and Best Practice.
- 5.2.5 Mitigation for all stages of challenges – Moving paragraph relating to Mitigation to relate to all aspects of the policy and that this will be considered when dealing with challenges, representation and Appeals.
- 5.2.6 Charges for dispensations - Implement charges approved by cabinet February 2009 for dispensations.
- 5.2.7 Clamping and Removal – Approval be granted to clamp or removal persistent evaders vehicles (3 or more outstanding tickets at charge Certificate stage) and work closely with the DVLA and our Bailiff to assist with this process at no cost to the Council.
- 5.2.8 Unadopted Roads – Include process for enforcing roads that will soon be adopted by SBC.

6 **Comments of Other Committees**

This report went to Neighbourhoods and Renewal Scrutiny Panel for consideration on the 15th September. Any comments or recommendations from scrutiny will be reported separately.

7 **Conclusion**

This policy will give clear guidelines to all Members, Officers and the public, with regards to the standard of service to expect. Without this level of clarity there is a risk that inconsistent decisions could lead to negative publicity and appeals being lost at the Traffic Penalty Tribunal.

- 7.2 It is therefore recommended that this revised policy is adopted.
- 7.3 That Members agreement for future amendments to be approved through the

Significant Decision Process which will allow a quicker decision to be made.

8 **Appendices Attached**

'Appendix A' - Amended Parking Enforcement Policy (changes highlighted)

9 **Background Papers**

None

CIVIL PARKING ENFORCEMENT (CPE) POLICY



The Future of Slough



This document contains an introduction, and the parking policy of Slough Borough Council and some specific examples of how the policy is applied.

The contents of the policy are derived from Slough Borough Council and the Parking Industry best practises.

In formulating this policy due regard was paid to The Council's Equality Policy, the Council's Community Plan, the Council's Environment Strategy, Local Travel Plan, The Human Rights Act and the Parking Strategy. This information can be obtained in different formats. If you require help with interpretation please contact 01753 475111.

POLICY STATEMENT OF SLOUGH BOROUGH COUNCIL FOR CIVIL PARKING ENFORCEMENT:

The aim of parking enforcement is to enable all residents and visitors to the Borough to use local roads unhindered by the dangerous or inconsiderate parking of others. In a busy, urban area like Slough - which is also an artery route for through traffic and a significant destination for trading and retail activity It is also important to regulate parking so that spaces are conveniently placed and available for people near their homes, or near shops and other amenities. This has to be balanced, however, to enable ease of access and safety for all other road users. By following the guidelines included within this document, all road users should be able to enjoy the highways together.

Slough Borough Council is committed to making sure that it provides Equality of Opportunity in how its services are delivered. The staff of Slough Borough Council will ensure that they will offer all necessary assistance to any person to ensure that they are aware and can avail themselves of all services and rights due to them.

The adoption of Civil Parking Enforcement within the Borough of Slough by the Borough Council will:

1. Actively discourage indiscriminate parking that causes obstruction to other motorists, pedestrians, cyclists and people with disabilities. This will ensure that the Borough remains accessible to all equally and safely.
2. Maintain and, where possible, improve the flow of traffic thereby making the Borough a more pleasant and environmentally safe place to live and visit.
3. Improve the quality and accessibility of public transport by discouraging the use of cars where road conditions and public transport facilities justify this. Once again encouraging a more environmentally friendly lifestyle.
4. Take into account the needs of local residents, shops and businesses thereby sustaining the Borough's economic growth.
5. Actively support the needs of people with disabilities bearing in mind that, in some cases, they are unable to use public transport and are entirely dependent upon the use of a car either directly or as a passenger. This will ensure that people with disabilities are able to have equal access to all facilities within the Borough.

The policy shall be under continual review and will take into account:

1. Existing and predicted levels of demand for parking.
2. The availability and pricing of both on and off-street parking.
3. The nature and extent of on-street parking restrictions.
4. The accuracy and quality of existing signs, plates and carriageway markings.
5. The levels of compliance considered acceptable and the level of enforcement necessary to achieve them.
6. The views of the public who shall be actively consulted on all matters relating to the extension of parking restrictions.
7. The views of Thames Valley Police.
8. The provision of suitable parking facilities for people with disabilities, usually demonstrated by being Blue Badge holders, mother/carer with a child requiring greater access to their vehicle, cyclists and motorcyclists.
9. Consideration of the Council's overall aims with regard to the environment, fear of crime within the Borough and the sustained economic growth of the Borough.



**Councillor James Swindlehurst
Commissioner for Neighbourhoods and Renewal**

INTRODUCTION:

This policy is primarily concerned with:

1. Who can and cannot park in restricted areas and when they may do so.
2. How challenges, representations, dispensations and suspensions are dealt with including, how the Council will endeavour to treat people fairly, equally and with respect taking full account of their personal circumstances.
3. The conduct of the Council's staff and the manner in which it carries out enforcement.
4. Service standards that will be adopted by Slough Borough Council when carrying out parking enforcement which are in addition to the legal requirements.

GENERAL:

It is impossible to qualify every case and there will be occasions when the Civil Enforcement Officer (CEO) or Appeals Officer will consider the case on its individual merits and any mitigating circumstances and a decision may be made to either not issue a Penalty Charge Notice (PCN) or cancel it.

This policy will be subject to continuous review and will reflect current best practice.

REGISTERED KEEPER'S LIABILITY:

Under the Traffic Management Act 2004 responsibility for any PCN rests with the registered keeper of the vehicle as recorded at the Driver and Vehicle Licensing Agency (DVLA). If the keeper was not the driver at the time of the contravention it remains their responsibility to pay the PCN.

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The following definitions are used in the text and listed here for ease of reference

- CEO Civil Enforcement Officer
- CPE Civil Parking Enforcement
- DVLA Driver & Vehicle Licensing Agency
- PCN Penalty Charge Notice
- TEC Traffic Enforcement Centre
- TPT Traffic Penalty Tribunal
- TRO Traffic Regulation Order
- VRM Vehicle Registration Mark

The following sets out how we will deal with various enforcement issues and situations of vehicles parked in contravention of local waiting restriction in the Borough of Slough.

ABANDONED VEHICLES:

Defined as a vehicle that remains parked, in a restricted area, for a period during which multiple PCN's are issued (multiple means more than three) for the same contravention and in the same location. The Civil Enforcement Officer will report the vehicle as potentially abandoned and it will be dealt with by the Council's abandoned vehicle section under the provisions of Refuse Disposal (Amenity) Act 1978.

Criteria used in identifying abandoned vehicles:

1. Untaxed or showing out of date tax disc. A CLE 2/6 document will be forwarded to the DVLA enforcement office so that action can be taken in respect of the avoidance of vehicle excise licence.
2. General poor condition.
3. No evidence of movement.
4. Multiple PCN's attached to vehicle.

Whilst the vehicle is being dealt with as potentially abandoned no further PCN's will be issued. Issued PCN's will be enforced against the registered keeper of the vehicle in the normal way. Abandoned vehicles on open land should be referred to Slough Borough Council's My Council on 01753 475111 or via the web at; <http://www.slough.gov.uk/services/2630.asp>

BANK HOLIDAYS – RESTRICTIONS APPLICABLE:

Waiting and loading restrictions, as indicated by yellow and/or white lines/markings on the carriageway and/or kerbs may be in force throughout the year. It is only in designated parking bays (limited waiting, loading, shared use bays, pay and display etc.), that restrictions may be lifted on Bank Holidays. Reference should be made to the relative Traffic Regulation Order by contacting the Parking Services Office. Motorists cannot assume that restrictions do not apply to bank holidays unless this is specifically stated in the relative signage.

BLOCKED ACCESS:

Drivers who claim that they were unable to gain access to their private or commercial property are not entitled to park in contravention of any parking restriction. The exception to this is when a driver has to collect a key to unlock a barrier that prevents access. This, however, should take no longer than five minutes. Where access to a property is being blocked and no parking restriction is in place the matter should be referred to the Police, as the offence of obstruction is a Police matter and is only enforceable by them.

Where a restriction is in place a PCN may be issued to the vehicle providing it is parked in contravention of the restriction.

BLUE BADGE DRIVERS & PASSENGERS:

Blue Badges are issued to either a driver or a passenger. They can only be used when the vehicle is being used to transport the Blue Badge holder. It is not permitted to use the Badge for any other purpose e.g. shopping for the Badge holder when they, themselves, are not being transported in the vehicle.

Blue Badge Holders are not allowed to park in any area where there is a clearway, loading ban, loading restriction, bus stop, zig zag, taxi ranks or keep clear marking. Parking must always be in accordance with The Blue Badge Scheme. Parking charges do not currently apply in Council owned or operated car parks.

Blue Badge and parking disk/clock must be clearly and properly displayed whilst the vehicle is parked. Failure to do so will result in a PCN being issued for the contravention of the relative parking restriction.

When considering the matter the Council will take into account previous contraventions by the same vehicle and/or Badge holder for failure to display a Blue Badge/disk/clock. Where no previous contravention has occurred the representation should be allowed once, providing proof of the existence of a valid Badge is supplied.

In such circumstances the letter sent to the person making the challenge or representation should make it clear that this contravention will be taken into account when considering any future contravention and that this may lead to future representations being rejected.

Providing the Blue Badge is clearly and properly displayed the vehicle can park in:

- Limited parking areas: For an unlimited time.
- Yellow Lines: For a period not exceeding three hours.

BROKEN DOWN VEHICLES: (Also See “Vandalised Vehicles”).

Claims of alleged breakdown should be accepted on a challenge or representation against a Notice to Owner only if they appeared to be unavoidable at the time of issue of the PCN and, if supporting evidence in the form of one or more of the following is produced:

1. Garage receipt (showing the VRM), on headed paper, properly completed and indicating repair of the alleged fault within a reasonable time of the contravention.
2. Till receipt for purchase of seemingly relevant spare parts purchased on or soon after the date of contravention.
3. Confirmatory letter or e-mail (showing the VRM) from the RAC, AA or other recovery/assistance similar motoring organisation.
4. Confirmation from the CEO that the vehicle was obviously broken down.

A note left in the windscreen, stating that “the vehicle has broken down”, will not be accepted, by the Civil Enforcement Officer as a reason for not issuing a PCN.

Listed below are some areas of contention relative to the alleged breakdown of vehicles:

1. FLAT BATTERY:
 - a. The receipt for the purchase of a new battery or parts that could cause a flat battery (alternator, solenoid etc.) should be requested. The receipt should not pre-date the date of the contravention or postdate it by an unreasonable length of time.
 - b. In cases where it is alleged that the vehicle was bump/jump started and no other evidence received, the PCN should be enforced. (NB. Vehicles with automatic transmission cannot be bump started).
 - c. If no evidence is forthcoming, the PCN should be enforced.
2. FLAT TYRE:
 - a. It is reasonable to expect that in the event of a flat tyre the driver would be with the vehicle and making efforts to change the vehicle’s wheel. If the vehicle is left unattended a PCN will be issued and will

be cancelled only if it subsequently transpires that the driver was unable to change the tyre and had gone to obtain assistance. In such instances evidence from the assisting party is required.

- b. If the wheel could not be changed because of mechanical difficulty evidence must be produced from the attending breakdown service supporting this.
- c. Failure to carry a spare wheel, unless it has been reported stolen, is not sufficient reason to cancel a PCN.

3. OVERHEATING:

- a. All cases where it is claimed that the vehicle had overheated due to lack of water should be enforced unless it is directly attributable to a mechanical fault such as: broken fan belt, cracked radiator, burst hose, faulty water pump or thermostat. In such cases evidence of repair must be produced.
- b. Overheating caused by heavy traffic or hot weather will not be accepted as a valid excuse.

4. RUNNING OUT OF PETROL:

Unless this is due to a mechanical / electrical fault evidenced by repair all PCN's are to be enforced.

NB. If it is apparent from previous records that the same driver is continuously trying to avoid liability for PCN's by claiming that their vehicle is broken down, this should be considered when deciding on whether or not to accept their challenge or representations. Where challenges or representations are accepted on the second or subsequent occasion the keeper should be informed, in writing, that due consideration to previous incidents will be taken into account should another contravention be committed for the same reason.

BUILDERS / TRADES OPERATORS:

Parking will only be allowed whilst loading/unloading of tools and materials is taking place. At all other times the vehicle must be moved to a permitted parking area.

BUS STOPS:

Bus stops can either be restricted or unrestricted:

- 1. Restricted: A restricted bus stop will show wide yellow lines and a time plate showing the hours of operation.

2. Unrestricted: An unrestricted bus stop will not have a time plate but may show advisory road markings.

CARE ORGANISATIONS:

Numerous care organisations are now operating within Slough as a result of arrangement where the services are provided by companies under contract by Social Services and the Local Health Authority as well as privately arranged care. Each display badges issued by the various organisations, but due to the variety of badges in circulation none are recognised by Slough Borough Council as valid authorities to park.

1. Parking in Council Car Parks: It is not felt that there is a need for carers to park within Council car parks free of charge.
2. Parking on Yellow Lines: Carers are not exempt from yellow line restrictions and must not contravene them. No dispensation will be issued to carers to enable them to park on a yellow line except in a medical emergency. Observation will be necessary as in some cases it may take some time to transfer a person from an establishment, such as a care home, to a vehicle.

This policy will be reviewed in the light of further experience and consideration may be given to the introduction of a *Health Emergency Badge (HEB) scheme – see later.*

CHALLENGE AGAINST ISSUE OF PCN:

Within 14 days of issue of a PCN the keeper of the vehicle or another person may make a written challenge against the issue of the PCN.

Challenges/representation can be made On- Line at www.slough.gov.uk . Within this challenge that person can mention any mitigating circumstances as well as challenging the validity of the PCN. The Council will respond, in writing, within ten working days of receipt of the challenge and will either give notification of acceptance of the challenge and cancellation of the PCN or rejection of the challenge.

If a challenge is rejected the written notification will give precise reasons why this decision has been reached. Providing the written challenge was received within 14 days of the PCN being issued the discounted rate will be restarted and last for 14 days from the date of the rejection notice. If a challenge is received later than 14 days from the date of the PCN issue it will be dealt with in the same way but the discounted period may not be restarted and the full amount will then be payable, allowances will be made for Bank Holidays where the 14 days will be extended.

The making of a challenge in no way detracts from the ability of the keeper to make a subsequent formal representation against the issue of the PCN following a Notice to Owner (NtO), to the Council or if representations are rejected to the Parking Adjudicator at the Traffic Penalty Tribunal (TPT).

CHALLENGES / REPRESENTATIONS ACCOMPANIED BY PAYMENT:

To avoid the loss of the discount period keepers may opt to enclose the required amount to settle payment of the PCN but still make a challenge or representation. In such circumstances Slough Borough Council must act in good faith and deal with the challenge/representation in a fair and equitable manner. At the same time the Council must comply with its own financial regulation regarding the banking of cheques.

Challenges and Representations accompanied by a payment will be separately logged, will be dealt with as a priority and responded to by Slough Borough Council's parking staff. If the challenge/representation is successful the payment will be returned to the keeper with the letter of acceptance.

If the challenge/representation is unsuccessful the payment will be immediately banked and the keeper duly notified that the Council have accepted it in full or part settlement as part of the rejection notice. If it is regarded as part settlement, say the discount rate paid after the 14 day period from issue the rejection notice will also cover a request for the outstanding payment.

Where an investigation is required a letter should be sent to the originator of the letter or in the case of a representation to the keeper stating this and informing them that "In accordance with the Council's Financial Procedures" the payment has been banked pending the outcome of the investigation. If this investigation is a request for more information from the person making payment then that must be provided within 14 days.

Should the challenge/representation be upheld the Council would immediately make arrangements for a refund to be issued to the originator or keeper. Any letter of acceptance or rejection sent to the originator or keeper must make specific reference to the fate of the payment.

CIVIL ENFORCMENT OFFICERS

They are often referred to as Traffic Wardens but are there to help by ensuring compliance with regulations both on street and in council car parks. They patrol both streets and car parks. Although employed by a contractor working on behalf of the Council they receive training to a National City & Guilds standard, this is monitored as is their performance by the Council.

By close liaison at the Parking Shop they are all kept informed of local concerns and have in depth local knowledge.

Their duties and responsibilities are set out in Department of Transport Guidance, covering all activity, from the start of their shift when their computers are checked against the Rugby clock, to uniform and details of records relating to contraventions, these being recorded on a digital camera.

CLAMPING AND REMOVAL:

Slough Borough Council, in common with many other local authorities, has the power to clamp and/or remove vehicles parking in contravention of parking restrictions. This power is incorporated within the CPE authority. However, it is not the intention to carry out Clamping and Removal at this time although this decision may be reviewed in the future.

COMPLAINTS AGAINST CIVIL ENFORCEMENT OFFICERS:

Allegations that a Civil Enforcement Officer has made an error whilst issuing a PCN will be investigated under the normal challenge or representations procedures and a formal written notice of acceptance or rejection will be sent within the stipulated timescale.

Any allegation of misconduct or rudeness made against a member of the enforcement staff will be investigated and dealt with by the Parking Enforcement Manager in accordance with Slough Borough Council procedure. The findings of the investigation will be communicated to the complainant, in writing, within the stipulated timescale. Should the findings not be acceptable to the complainant advice of how to invoke the Council's formal complaints procedure will be given. The Council's complaints procedure explains how a complaint can be made.

<http://www.slough.gov.uk/contactus/2742.asp>

COUNCIL OFFICERS AND COUNCILLORS ON DUTY

All council officers and councillors on duty are expected to fully comply with parking regulations:

1. Parking in Council car parks: Staff or members using their own cars to carry out their official council duties must display a staff parking permit whilst parked, (staff parking permits are only valid during periods when official duties are being carried out. Should staff parking permits used at other times they will be withdrawn and a PCN issued). At all other times staff and members must comply with the restrictions by purchasing a pay and display ticket. Failure to comply with any of the foregoing will result in a PCN being issued.

2. Parking on yellow lines: No dispensation will be given to allow staff or members to park on yellow lines. In such cases PCN's will be issued and pursued.
3. Request for cancellation of PCN: This will only be considered when supported by written confirmation from the relative Head of Service or appropriate manager to the Parking Enforcement Manager.
4. Members cannot discuss a PCN that has been issued to their constituents and the request to cancel the PCN with a Parking Officer. Any challenges/representations must be in writing by the registered keeper of the vehicle.

COURT ATTENDANCE:

The conditions applying to jury members and witnesses equally apply to defendants. However, there may be instances when a defendant has been given a custodial sentence and, as a direct result, is unable to remove their vehicle from a Council car park and this could apply to limited waiting on street. In such instances the Council will expect that the vehicle will be removed, as soon as is reasonably possible, by a third party representing the defendant. Equally in exceptional circumstances similar incidents could occur to jurors or witnesses.

Any PCN issued will be considered in the circumstances and may not be enforced providing there is appropriate and sound supporting evidence from a legal representative or the Courts that show mitigating circumstances.

DENTAL / DOCTORS APPOINTMENTS:

If the claim is made that, due to a delay in the appointment time or that treatment took longer than anticipated and this resulted in a PCN being issued for overstaying the parking time purchased on arrival, consideration should be given to the validity of the claim. Such claims should be supported by written confirmation from the dentist or doctor that the delay was caused for reasons outside of the driver's control.

However, the Council must be satisfied that the parking time purchased was reasonably sufficient to allow for normal delays experienced whilst attending such appointments.

DESCRIPTION OF VEHICLE – ON PCN:

When issuing a PCN the Civil Enforcement Officer will note the make, colour and registration number of the vehicle, which will appear on the PCN. The Civil Enforcement Officer will also note other details such as tax disc number, class of

licence and positions of tyre valves/continuous observations, which will form part of the supporting records.

1. Incorrect colour: If the colour is incorrectly recorded consideration should be given to cancellation of the PCN as follows:
 - a. Similar Colours: Similar colours are often mistaken for each other especially in poor light. Many metallic colours can be seen differently by different people i.e. silver as Blue, black as grey. Solid colours such as white differ widely from model to model and can be seen as cream. Many Blues can be seen as green and vice-versa. Where there is a close relationship between the colours then the PCN should be pursued.
 - b. Widely differing colours: A Blue car recorded as red car, obviously, cannot be explained by 'a' above and serious consideration should be given to cancellation of the PCN. This error may, however, indicate a re-spray not advised to DVLA.
 - c. The colour is not a statutory requirement and does not therefore mean the PCN should be cancelled, if in doubt over the colour the Civil Enforcement Officer will state "unspecified".
2. Incorrect make: Although many manufacturers produce different models that look very similar it would be very difficult to enforce a PCN issued to a Vauxhall which turned out to be a Ford. In such cases serious consideration must be given to cancelling the PCN.
3. Tax disc number: The one thing that is unique to the vehicle is the tax disc number, which is recorded by the Civil Enforcement Officer at the time of the PCN issue. If these match then the Council have good grounds to pursue the PCN irrespective of any other error regarding colour or make.

DIPLOMATIC VEHICLES:

These fall into three categories: those with 'D' plates, which indicate that the driver has full diplomatic immunity and likewise Personalised Diplomatic Registrations, and those with 'X' plates, which indicate limited immunity.

- 'D' PLATES: PCN's issued to 'D' plate vehicles should automatically be logged (not cancelled) upon input to the processing system although, should the driver subsequently decide to make payment, it will be accepted.

- Details of these PCN's will be claimed annually with the Foreign and Commonwealth Office and payment therefore obtained later.
- The same process will apply for Personalised Diplomatic Registration Plates (for example NZ 1)



- 'X' PLATES: In effect these PCN's should be cancelled upon input. If correspondence is received from the driver and enforcement seems appropriate a request for payment should be made.



DISPENSATIONS AND SUSPENSIONS

Applications for these cannot be processed by telephone and requires an application which can be posted or a visit to the Parking Shop.

DISPENSATIONS: The following vehicles will receive automatic dispensation from waiting restrictions:

1. Police, Fire Brigade or Ambulances whilst attending emergency situations.
2. Vehicles involved in contracted highway maintenance where there is a need for them to be parked adjacent to the work site.
3. Liveried Council vehicles carrying out statutory duties such as refuse collection, street cleansing and verge maintenance.
4. Vehicles displaying a valid Blue Badge

Dispensations may be granted for the following:

1. Funerals – for the hearse and cortege vehicles.
2. Weddings – bridal vehicles.

3. Maintenance to adjacent buildings.
4. Furniture removals.
5. Any other reason accepted by the Council.

Applications for dispensations must be received at least three working days prior to the required date and must be made to;

The Parking Shop
Unit 5, Shaftesbury Court
Chalvey Park
Slough
SL1ZER
01753 551018

The granting of a dispensation or suspension should not be regarded as automatic. The council will not unreasonably withhold consent but in certain circumstances, and in particular if it would affect safety, the consent will not be granted.

If granted, dispensations will be issued to the applicant by way of written authority, which must be clearly displayed in the vehicle whilst parked. A copy will be held by the patrolling Civil Enforcement Officer and a further copy kept, with the application, by the Parking Services Section.

A charge, per vehicle will be required, except in the cases of wedding and funeral vehicles, in accordance with SI 1998 No. 948 The Local Authorities (Transport Charges) Regulations 1998

SUSPENSIONS: Designated parking bays, on or off-street, may be suspended for the following reasons:

1. To allow maintenance of adjacent property where highway access is required for deliveries, essential vehicles, skips etc. (Cars will not be considered as “essential vehicles” and will be expected to park in accordance with parking restrictions).
2. Maintenance to highway trees.
3. At the request of the Police.
4. For security reasons.

5. Any other reason accepted by the Council.

If you need to apply for a suspension you must make your application at least three working days prior to the required date and must be made to the Council's Parking Services section email: parkingappeals@slough.gov.uk

If granted suspensions of parking bays/spaces will be clearly signposted by means of temporary signs which will indicate exact location and extent of the suspension with the start and finish dates and times. These signs will be displayed before the suspension comes into operation. Vehicles parked in contravention of a suspension will receive PCN's.

The Council will incur costs for these services and a charge in accordance with SI 1998 No. 948 The Local Authorities (Transport Charges) Regulations 1998 per bay/space will be made and is payable upon application.

DRINK DRIVING OR OTHER ARREST:

If the driver of a vehicle has been arrested and, as a direct result, has been forced to leave the vehicle whilst in contravention of a parking restriction any resultant PCN should not be enforced unless the driver or a third party on behalf of the driver has had ample time to safely remove the vehicle after their release from custody. (In the case of drink driving a period of at least 12 hours should be allowed for safe removal of the vehicle).

In all cases of arrest claims the driver should be asked to provide date, time and evidence of arrest including custody number, officer and Police Station involved. Where written evidence of the arrest cannot be supplied, confirmation should be obtained from the relative Police Station, by the Council, before the PCN is cancelled. Failure to supply or obtain supporting evidence of the arrest will lead to the PCN being enforced.

DROPPING OFF - PICKING UP PASSENGERS:

Except on designated clearways and zigzag (schools and pedestrian crossing) restrictions any vehicle will be allowed a reasonable amount of time to drop-off or pick up passengers irrespective of any waiting or loading restriction in force. It is deemed that two minutes is sufficient allowance for this unless it involves the elderly, people with disabilities, young children or large amounts of luggage etc.

Special consideration will be given to hackney carriages or private hire vehicles that will need additional time to announce their arrival and accept payment. The CEO will exercise reasonable discretion in such circumstances.

ESTATE AGENTS:

Estate agents visiting a client's property are not exempt from parking restrictions and PCN's will always be enforced.

EXEMPT VEHICLES:

The following vehicles are considered to be exempt from parking restrictions:

1. Fire Brigade vehicles
2. Marked Police vehicles
3. Ambulances.

The following vehicles are exempt in the circumstances described:

1. Local authority vehicles (or those of their contractual agents), whilst being used to carry out statutory duties (i.e. refuse collection, street cleansing, highway maintenance), or whilst carrying out duties that require the vehicle to be in close proximity (i.e. verge grass cutting), including parking of Civil Enforcement Officer vehicles, when parked in a genuine enforcement emergency.
2. Post office and other vehicles engaged in the delivery of postal packets (i.e. courier companies such as UPS). – This does not include private vehicles used by postmen/women whilst carrying out letter deliveries. The Council will expect such vehicles to be parked in compliance with any parking restriction.
3. Electricity board, gas board, water authority, British Telecom or other telecommunications (and/or their appointed contractors), whilst actively laying or undertaking repairs to pipes, cables or other apparatus.
4. Public service vehicles and other company vehicles whilst waiting at an authorised stopping place, terminus or turning point.
5. National Blood Service/Screening Vehicles.
6. Vehicles involved in building, excavating and demolition work whilst lawfully and actively engaged on those duties.

All exempt vehicles should be liveried, not private cars or unmarked vans. However the council recognise that this is not always the case and will assess

each incident on its merits. In particular the exceptions will be covered by observation, for example loading/unloading.

Whilst under this policy these vehicles are exempt, it should be noted that any obstruction or other similar indiscriminate parking may be reported to the Police for action.

FOOTWAY PARKING:

It is not generally a contravention to be parked on a footway. The exceptions to this are:

1. Heavy Goods Vehicles (Sect.19, RTA 1988).
2. Cycle tracks (Sect.21, RTA 1988).
3. Where a Traffic Regulation Order (TRO) exists for waiting restrictions.

The following vehicles are exempt from any such prohibition only under the circumstances indicated:

1. Marked vehicles used by Police, Fire Brigade and Ambulance services whilst carrying out emergency duties.
2. Vehicles used for street cleaning / street lighting and refuse collection providing that they are actively involved in the function.
3. Vehicles actively involved in road works.

Most waiting and loading restrictions cover the whole highway – boundary to boundary and this includes all footways and verges. A PCN can only be issued to a vehicle parked in such a manner if the restriction is specifically incorporated in the relevant TRO or the road is subject to a waiting/loading restriction, in which case the PCN should be issued for contravention of the restriction.

FORMAL REPRESENTATION AGAINST ISSUE OF PCN:

The keeper of a vehicle is given the opportunity to make a formal representation against a PCN once the Notice to Owner (NtO) is sent to them by the Council. This representation must be made within 28 days of receipt of the NtO. Formal representation can be made on the following grounds, this is as stated in the Department of Transport Operational Guidance as follows:

- That the alleged contravention did not occur.

This is likely to be the most common ground for representations. It includes cases where a vehicle was allegedly loading or unloading in accordance with a TRO, where a PCN was allegedly issued too early by the civil enforcement officer, or where a vehicle was allegedly displaying a valid permit, ticket, voucher, Badge, etc.

- That the recipient:
 - never was the owner of the vehicle in question;
 - had ceased to be its owner before the date on which the alleged contravention occurred; or
 - became its owner after that date.

Where a recipient makes representations under the second or third circumstances above, he or she is legally obliged to include a statement of the name and address of the person to whom the vehicle was disposed of (or from whom it was acquired, as the case may be), if that information is in the recipient's possession.

- That the vehicle had been permitted to remain at rest in the place in question by a person who was in control of the vehicle without the consent of the owner.

This ground for representations covers stolen vehicles and vehicles used without the owner's consent but which were not stolen. It may apply in limited circumstances where a vehicle was being used by a member of the owner's family without the owner's express consent, such as where the family member has no permission to use the vehicle and has taken the keys without the owner's knowledge.

- That the recipient is a vehicle-hire firm¹ and:
 - the vehicle in question was at the material time hired from that firm under a vehicle hiring agreement²; and
 - the person hiring it had signed a statement of liability acknowledging his liability in respect of any PCN served in respect of any contravention involving the vehicle.

The Secretary of State suggests that the NtO requests that the hire-firm supply to the authority the name and address of the person hiring the vehicle at the material time and a copy of the statement of liability. This information should be used to issue a second NtO, on the person hiring the vehicle (who shall be deemed to be the owner of the vehicle for the purposes of processing the PCN).

- That the penalty charge exceeded the amount applicable in the circumstances of the case.

¹ "vehicle-hire firm" has the same meaning as in section 66 of the Road Traffic Offenders Act 1988

² "hiring agreement" has the same meaning as in section 66 of the Road Traffic Offenders Act 1988

- That there has been a procedural impropriety on the part of the enforcement authority.

The regulations define a procedural impropriety as a failure by the enforcement authority to observe any requirement imposed on it by the TMA or the TMA regulations in relation to the imposition or recovery of a penalty charge or other sums and include, in particular, the taking of any step, whether or not involving the service of a document and the purported service of a Charge Certificate in advance of the time scale set out in the regulations³. This will also be ground for a representation against a PCN that has been served if a fixed penalty notice, as defined by section 52 of the Road Traffic Offenders Act 1988, has been given in respect of that conduct or the conduct constituting the parking contravention in respect of which the penalty charge notice has been given is the subject of criminal proceedings. This is only likely to be the case on or near pedestrian crossings.

- That the Order which is alleged to have been contravened in relation to the vehicle concerned is invalid⁴

This ground for representations includes cases where the wording of a TRO is deficient or contradictory. A TRO may be invalid where, for instance, the citation states that it is made under Sections 1 and 2 of the RTRA but it purports to make pay and display permitted parking spaces. If the TRO is not properly indicated with traffic signs or road markings, or the traffic signs or road markings are not in order, or where the restriction marked on the street go beyond what is provided for in the TRO the TRO is unenforceable (rather than invalid) and so cannot be contravened. It is critical that local authorities conduct a thorough review of all TROs before introducing civil parking enforcement.

- In the case where a PCN was served by post on the basis that a CEO was prevented by some person from fixing it to the vehicle concerned or handing it to the owner or person in charge of the vehicle, that the CEO was so prevented.
- That the NtO should not have been served because the penalty charge had already been paid in full or by the amount reduced by any discount set⁵ within the period set.

⁵ The discount must be in accordance with Schedule 9 Traffic Management Act 2004

As outlined in The Local Government Ombudsmen Report LGO 610 (12/04) in addition the Council will consider mitigating circumstances that do not fall in to the above categories

³ The Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007(SI 2007/3482), Regulation 4(5)

⁴ This does not apply to Orders to which Part VI of Schedule 9 of the Road Traffic Regulation Act 1984 applies, as they can only be questioned in proceedings set out in paragraph 35 of Schedule 9

FUNERALS AND WEDDINGS:

Vehicles participating in a funeral or a wedding will be given due consideration and respect and PCN's will not be issued. Vehicles belonging to mourners or wedding guests that are not in this category will not be able to park in contravention of any yellow line restriction.

However, any PCN issued to vehicles associated with a funeral or wedding should be considered with due respect and PCN's would only be enforced when blatant disregard to restrictions has been confirmed.

GARAGES – VEHICLES LEFT UNATTENDED:

When a garage employee parks a vehicle on a highway, in contravention of a parking restriction, whilst maintenance of the vehicle is being carried out (i.e. to facilitate vehicle movement within the workshop) any PCN issued should be upheld.

However, the ultimate responsibility for the PCN rests with the registered keeper of the vehicle. Garages have no right to utilise the highway in such a manner and PCN's should always be enforced in such cases.

GLAZIERS:

Claims from glazier companies that a vehicle needed to be parked close to the location of an emergency repair should be treated leniently providing it is confirmed, from the Civil Enforcement Officer's notes, that such activity was taking place at the time of the issue of the PCN. PCN's will not be cancelled when issued to vehicles that are not actively involved in the work.

HACKNEY CARRIAGES / PRIVATE HIRE VEHICLES:

Hackney carriages and private hire vehicles operating within Slough Borough boundaries are licensed by the Council and carry a numbered license plate that must be displayed on the rear of the vehicle. There is a distinct difference between hackney carriages and private hire vehicles (PHV). PHV's are not allowed to ply for hire on the street or display a "Taxi" sign.

Hackney carriages licensed by other local authorities are not allowed to ply for hire within Slough. The converse is also true. Hackney carriages and PHV's, like all vehicles, may stop to allow passengers to board or alight for as long as is reasonably necessary for the purpose (normally accepted as two minutes) it is not an exempted activity to assist passengers into premises and to leave the carriage unattended.

If a licensed Hackney carriage or Private Hire Vehicle is left unattended it is liable to receive a PCN. Each case, especially those involving elderly, infirm or passengers with disabilities should be treated on its merits and due allowance should be made in such incidences. It should be borne in mind that when a Hackney Carriage or PHV is called to an address to pick up passengers the driver must be allowed time to announce his/her arrival.

HAZARDOUS CHEMICALS / SUBSTANCES:

Claims by companies that toxic or dangerous substances were being delivered or collected from premises and, as a result, a PCN was incorrectly issued to the vehicle being used should be given careful consideration.

If the PCN was issued for contravention of a no waiting restriction it can be established from the Civil Enforcement Officers notes whether the activity of loading / unloading was taking place. If so the PCN should be cancelled. If no such activity was taking place the PCN should be enforced. There is no reason, in this case, to differentiate between toxic and non-toxic deliveries, as it is the driver's responsibility to ensure that the vehicle is moved immediately the loading/unloading activity is complete. (See definition of loading/unloading).

If the PCN was issued for contravention of a no loading restriction then, once again, the Civil Enforcement Officer's notes should be viewed to establish whether the loading activity was taking place. If so then serious consideration should be given to the cancellation of the PCN in view of the health and safety of the public. Any such representation should be accompanied by documentary evidence showing the nature of the goods being delivered.

HEALTH EMERGENCY BADGE SCHEME:

The health care permit scheme has been agreed with the council and permits are issued to doctor's, midwives and District Nurses by the Berkshire East Primary Care Trust. The permit allows parking for one hour in Pay & Display bays, residents bays, council car parks, and on a single yellow line. If additional time is required permission must be requested from the control room as information is held with up to date lists of valid permits for these groups. Conditions have been set by the Council and any misuse will lead to permit being revoked.

HIRING AGREEMENT:

It is within the legislation that, in the case of a hired vehicle, responsibility for a PCN is that of the hirer of the vehicle at the time. Consequently, in this case, the responsibility does not rest with the registered keeper, the hire company, providing they make formal representation to the Council once the notice to owner is received.

The Road Traffic (Owner Liability) Regulations 2000 set out the requirements of a hiring agreement.

This representation must be accompanied by a copy of the relative hire agreement. In all cases this agreement must clearly state:

- The person hiring the vehicle is required to sign a statement of liability.
- In particular the person signing the statement should provide their full name, date of birth, their address and details of their driving licence.
- The hiring agreement should provide details of the vehicle hired, the time and date of expiry of original hiring period.

Should any of the foregoing be unclear, absent or in contradiction of the date/time of issue of the PCN then the PCN will be enforced against the hire company and a notice of rejection of the representation sent to them with the reasons clearly stated therein.

HOLIDAYS:

Vehicles are often left parked in one place whilst the keeper is away on holiday. In such cases a PCN could be issued for being parked in a suspended parking place. The Council has the power to suspend parking within a designated parking bay to allow access by a specific vehicle or highway/bay maintenance to be carried out. In such cases advance notice is placed alongside the bay and is distributed to nearby properties giving the date, times and length of the suspension. If any notice is posted and distributed after the keeper departed on holiday then any PCN issued should be cancelled.

Evidence must be provided showing departure date and time (i.e. flight tickets etc.). This should be compared with records relative to the display and distribution of the notices.

HOSPITAL CAR SERVICE:

The display of a "Hospital Car Service" badge does not automatically exempt the holder from parking restrictions. However all challenges or representations against the issue of a PCN should be given due consideration bearing in mind that this is a voluntary service provided for the elderly and sick so that they can be transported to and from hospitals.

Generally such consideration should extend to:

1. Allowing sufficient time to enable the driver to make their presence known to the passenger(s).
2. Allow sufficient time to assist the passenger(s) between the vehicle and their home(s), bearing in mind that they may be elderly, have a disability or infirm or unwell. This may well involve sufficient time to ensure that the passenger is comfortably settled within their own home prior to departure by the driver.

Challenges/Representations should be accompanied by documentary evidence giving the date, time, the pick-up and drop-off locations for the trip and, wherever possible, a description of the passenger (i.e. elderly, difficulty in movement, post-operative etc.).

INTERVENTION IN CHALLENGE AND REPRESENTATION PROCESSES BY COUNCILLORS AND OTHER OFFICERS:

The process of dealing with challenges and representations against the issue of PCN's is well documented and will be carried out in a fair, unbiased and equal manner. These procedures include the ultimate right of the keeper to refer the matter to an independent adjudicator at the Traffic Penalty Tribunal (TPT). To preserve the integrity of these procedures they will be managed and carried out by the operational management of the Parking Services section and no undue external pressure shall be brought, by either members of the Council or other senior officers, designed to unduly influence the decisions by virtue of their position alone. This is supported by the Department for Transport (DfT) Guidance dated 14 December 2007 para 92.

<http://www.slough.gov.uk/documents/const-part5memberofficercode.pdf>

LEGISLATION:

If a driver or keeper of the vehicle is querying the legislation it should be explained to them in simple terms. The introduction of the Traffic Management Act 2004 (TMA 04) has increased the amount of information. The current legislation in addition to the TMA 04 is:

- The Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007 ("the Representations and Appeals Regulations") (SI number: 2007/3482)
- The Civil Enforcement of Parking Contraventions (England) General Regulations 2007 (SI number: 2007/3483)
- The Removal and Disposal of Vehicles (Amendment) (England) Regulations 2007 (SI number: 2007/3484)

- The Civil Enforcement Officers (Wearing of Uniforms) (England) Regulations 2007 (SI number: 2007/3485)
- The Civil Enforcement of Parking Contraventions (Approved Devices) (England) Order 2007 (SI number: 2007/3486)
- The Civil Enforcement of Parking Contraventions (Guidelines on Levels of Charges (England) Order 2007 (SI number: 2007/3487)

And in addition the

- DfT Statutory Guidance dated 14 December 2007

If the keeper is specifically querying the authority behind a specific restriction then reference should be made to the relevant Traffic Regulation Order or the Off Street Car Parking Places Order(s) held by the Council. Prior to any correspondence with the keeper this order should be checked to ensure the validity of the PCN. If any doubt exists then the PCN should be cancelled and the decision communicated to the keeper.

LOADING / UNLOADING:

Vehicles will be permitted to park in contravention of waiting restrictions whilst carrying out the legitimate activity of loading or unloading (unless specifically prevented by legislation) provided:

1. Activity, involving the vehicle, is observed by the Civil Enforcement Officer whilst the vehicle is parked. The observation period shall be for at least five minutes and a PCN shall only be issued if no activity is seen during this period.
2. Generally a maximum of 20 minutes will be allowed to enable loading / unloading to take place. Exceptions will be made when the nature of the goods being loaded/unloaded require more time, i.e. house moving or very heavy goods being handled or volumes that observation shows it to be continuous.
3. Due allowance will be given to allow the driver to complete delivery paperwork.

Where a PCN is issued a challenge or representation will be considered if supported by evidence showing continuous loading and unloading that may have also related to heavy goods or confirming delay by the recipient of any goods.

LOCATION – INCORRECT:

When a PCN is issued the location of the vehicle is stated on the PCN itself. If this is recorded incorrectly then this is deemed to be an error and the PCN should be cancelled.

LOST KEYS:

Where it is claimed that car keys have been lost, stolen or locked in a car thus preventing removal of the car from a parking area which in turn resulted in the issue of a PCN, then due consideration should be given to its cancellation. When considering this the representation should be accompanied by any supporting evidence from the police, motoring organisations or supporting third party.

The following should also be considered: If the vehicle was parked in a pay and display car park, did the loss of the keys prevent purchase of additional parking time? If the vehicle was parked on a yellow line, should it have been parked there in the first place?

PAY and DISPLAY MACHINES:

DID NOT REALISE THERE WAS ONE THERE:

Claims from drivers/keepers that they did not see or realise that they had to use a pay and display should be dismissed, as they are always clearly signed.

NOT WORKING:

Where it is claimed that a machine is not working then reference must be made to both the maintenance records, the Civil Enforcement Officer's notes and networked records in respect of all pay & display machines. If it is confirmed that the machine was not working at the time then consideration should be given to cancellation of the PCN. If there was an alternative machine, in working order and in the vicinity that could be seen then it is reasonable to expect that the drivers would use this machine.

MIS-SPELLING OF KEEPER'S NAME:

The mis-spelling of the keeper's name and/or address on the Notice to Owner does not invalidate it or discharge the liability of the person receiving it.

The onus is still on the genuine keeper to deal with the matter. Such names and addresses are, in most cases, obtained from the DVLA and are supplied by the

keepers themselves. It is also incumbent upon the keeper to ensure that these are correct. If any mis-spelling is discovered then alterations must be made immediately to ensure that future notices are sent out correctly.

When the mis-spelling is severe and is radically different from the correct spelling then a new Notice to Owner will be issued.

MITIGATING CIRCUMSTANCES:

Each case will be treated on its individual merits and particular circumstances are referred to elsewhere within this document. However, the following are few guidelines:

1. Delays:

Delays due to queues at shops, banks etc., meetings taking longer than expected, caught up in crowds etc., are not considered as valid reasons to cancel a PCN. Allowance should be made for such delays when purchasing parking time, as they are a regular occurrence and part of normal life. (see emergencies below).

2. Children/elderly people:

a. Claims are often made by people, accompanied by young children or elderly people, that they were delayed because of them. Again this should not be considered as a reason to cancel a PCN because allowance should be made for this when purchasing parking time. (see emergencies below).

b. Claims that PCN's issued whilst children were being dropped-off or collected from schools etc., should not be cancelled unless a reasonable amount of time was not allowed by the Civil Enforcement Officer. The normal five minute observation period should be enough time in such circumstances, except where the location is stated to be an instant PCN issue.

3. Emergencies:

An emergency is an unforeseen situation that prevented the driver from moving their vehicle. They are usually of a medical nature and leniency should be exercised where it can be seen that the driver could not have foreseen the situation. Wherever possible such claims should be supported by independent evidence.

NOTICE OF REJECTION OR ACCEPTANCE OF FORMAL REPRESENTATION:

Within the statutory period of 56 days of receipt of a formal representation from the keeper of the vehicle a written notice of acceptance or rejection will be sent by the parking services office:

1. Notice of acceptance: This will confirm that the representation has been accepted and that the person's liability for the PCN has been cancelled.
2. Notice of rejection: This formally rejects the representation and gives detailed reasons why the Council have come to this conclusion. The rejection is also accompanied with the necessary forms and instruction on how a further representation can be made to the independent Traffic Penalty Tribunal (TPT). – This representation must be made within 28 days of receipt of the notice of rejection.

OBSERVATION PERIOD – PRIOR TO ISSUE OF PCN:

Prior to the issue of a PCN the Civil Enforcement Officers will allow a period of at least five minutes for some contraventions, these are detailed on pages 28-31,, to elapse and between first observing the vehicle illegally parked and the issue of the PCN. The details of the vehicle will be entered into the Civil Enforcement Officer's hand held computer (HHCT) when first seen and the computer will prevent issue of the PCN within the recognised permitted time for this contravention code..

The Civil Enforcement Officer will be able to continue with their patrols and then return to the vehicle parked in contravention. The observation time and the PCN issue time will appear on the face of the PCN itself and will be recorded by the enforcement software system.

CIVIL ENFORCEMENT OFFICERS' POCKET BOOK / NOTEBOOK:

All Civil Enforcement Officers shall maintain a separate pocket book in which they shall note daily details of their patrols, PCN's issued etc. All entries will be contemporaneous. These books shall be kept in addition to any details entered into their handheld computers. They will be made available to the adjudicators in the event of a PCN Appeal through the independent adjudication process and will assist in the investigation of any challenge or representation received by Slough Borough Council.

Each pocket book will be numbered and when issued to the CEO the number of the previous book used by that CEO entered on its cover along with the PA's

name. Similarly when a pocket book is completed the serial number of the new book issued will be entered on the cover. All completed pocket books will be retained in the office in numerical order. Each completed pocket book should therefore have the CEO's name, the serial number of the previous book and the serial number of the next book written on the front cover.

PAY AND DISPLAY TICKETS:

Slough Borough Council's operate a pay and display system in its car parks and on street. Pay and Display requires the purchase of a ticket at the time of parking for the amount of time required. All tickets display the ticket machine number, expiry date and time on them along with the fee paid and a unique serial number. The tariff is clearly displayed on or adjacent to each machine. Pay and display tickets must be:

1. Clearly displayed in windscreen on dashboard this way up.
2. For the date shown.
3. Un-expired.
4. For the location indicated

PCN's will be issued for:

1. Failing to display a valid ticket.
2. Displaying a ticket that has expired.

Challenge/Representations made will be considered and all mitigation circumstances will be taken into consideration. It is incumbent upon the driver to ensure that the ticket is clearly displayed in front windscreen on dashboard showing validity of ticket, throughout the time that the vehicle is parked.

PENALTY CHARGE & PENALTY CHARGE NOTICE:

A PCN will be issued if a wheel or more is on a restriction or out of bay.

Standard PCN Codes/Contraventions v6.5

Note: The **PCN Charge Level** column shows the amount of the basic PCN charge.

The **Lower Charge** column shows the discounted amount if paid within 14 days of the notice. (SI 2007 No. 3487 The Civil Enforcement of Parking Contraventions (Guidelines on Levels of Charges) (England) Order 2007.

The **Higher Charge** column shows the surcharged amount if only paid after issue of a charge certificate.

Code	Description	Observation	PCN Charge Level	Lower charge	Higher charge	Considerations
On-street						
01	Parked in a restricted street during prescribed hours	5 mins.	£70	£35	£105	Observe for 5 minutes. Badges must be valid (i.e. 'time clock only' is insufficient).
02	Parked loading or unloading in a restricted street where waiting and loading/unloading restrictions are in force	Instant	£70	£35	£105	Instant ticket unless activity of picking up/ setting down passengers is observed – allow 2 minutes but use discretion in respect of infirm/ disabled passengers. PCNs are to be issued for parking by disabled badge holders
05	Parked after the expiry of paid for time	5 mins. or Instant	£50	£25	£75	Allow 5 minutes from time of expiry for motorist returning late. Permit genuine loading, within loading definition, without charge or PCN issue. Note time first seen & ticket details if unclear Instant PCN will be issued if the 5 minutes have already expired on P & D ticket.
06	Parked without clearly displaying a valid pay & display ticket or voucher	5 mins.	£50	£25	£75	Permit genuine loading without charge or issue of PCN. Allow 5 minutes to get change.
12	Parked in a residents' or shared use parking place or zone without clearly displaying either a permit or voucher or pay and display ticket issued for that place	5 mins.	£70	£35	£105	Permit genuine loading without charge or issue of PCN. Check expiry dates on all permits, vouchers and tickets. Check & report suspected fraud or misuse of permit.
16	Parked in a permit space without displaying a valid permit	5 mins.	£70	£35	£105	Check expiry dates on displayed permits. Check & report suspected fraud or misuse of permit.

Code	Description	Observation	PCN Charge Level	Lower charge	Higher charge	Considerations
19	Parked in a residents' or shared use parking place or zone, displaying an invalid permit, voucher and Pay & Display ticket.	5 minutes	£50	£25	£75	If permit, voucher or P&D ticket is displayed it must have expired by less than 7 days
21	Parked in a suspended bay/space or part of bay/space	Instant	£70	£35	£105	Loading NOT permitted. This is an instant PCN.
22	Re-parked in the same parking space or zone within one hour(or other specified time) of leaving	5 mins.	£50	£25	£75	Contravention is sometimes restricted to specific parking place, and sometimes covers an entire zone: check that signs reflect this.
23	Parked in a parking place or area not designated for that class of vehicle	5 mins.	£70	£35	£105	
24	Not parked correctly within the markings of the bay or space	Instant	£50	£25	£75	At least one wheel should be outside bay/ space. Report to police if dangerous and/ or causing obstruction.
25	Parked in a loading place during restricted hours without loading	5 mins.	£70	£35	£105	Place must be correctly marked & not a loading gap.
30	Parked for longer than permitted in a free bay	5 mins.	£50	£25	£75	
40	Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	Instant	£70	£35	£105	Issue warning notice if badge expiry no more than 14 days ago.
45	Parked on a taxi rank	Instant	£70	£35	£105	Rank is for 'Hackney' carriages only. Private hire vehicles (e.g. 'mini cabs') may not park there.
46	Stopped where prohibited (on a red route or clearway)	Instant	£70	£35	£105	This restriction is restricted to the carriageway only. PCNs are to be issued for parking by disabled badge holders.
47	Stopped on a restricted bus stop/stand	Instant	£70	£35	£105	The restriction does not apply to a 'courtesy' bus stop. PCNs are to be issued for parking by disabled badge holders.
48	Stopped in a restricted area outside a school when prohibited	Instant	£70	£35	£105	Restriction may only apply in school term times.
Off-street						
81	Parked in a restricted area in a car park	Instant	£70	£35	£105	

Code	Description	Observation	PCN Charge Level	Lower charge	Higher charge	Considerations
82	Parked after the expiry of paid for time	10 mins. or Instant	£50	£25	£75	Allow 10 minutes from time of expiry before issuing PCN. Instant PCN will be issued if the 10 minutes have already expired on the P & D ticket.
83	Parked in a car park without clearly displaying a valid pay & display ticket or voucher or permit or parking clock	10 mins.	£50	£25	£75	Allow 10 minutes for motorist to get change.
85	Parked in a permit bay without clearly displaying a valid permit	Instant	£70	£35	£105	Check expiry dates on displayed permits. Check & report suspected fraud or misuse of permit.
86	Parked beyond the bay markings	Instant	£50	£25	£75	At least one complete wheel should be outside the bay or space.
87	Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	Instant	£70	£35	£105	Issue warning notice if badge expiry no more than 14 days ago.
89	Vehicle parked exceeds maximum weight and/or height and/or length permitted in the area	Instant	£70	£35	£105	
91	Parked in a car park or area not designated for that class of vehicle	Instant	£70	£35	£105	
92	Parked causing an obstruction	Instant	£70	£35	£105	This contravention may be covered within 86 above.

DISCOUNT PERIOD:

The PCN rate in Slough is variable and set at either £70 or £50 and the table on pages 28 - 30 shows the contraventions and PCN levels that are enforced in Slough, and the discounted payment that is accepted if the PCN is paid within 14 days of issue, and appropriate criteria.

If a challenge is received within 14 days of issue of the PCN the discounted period will be frozen pending the Council's decision. Should the challenge be rejected the discount period will restart from the date of the notice of rejection.

EARLY ISSUE OF:

Claims that a PCN was issued before the time that a contravention is deemed to be committed will be investigated. The issue of PCN's is controlled by hand held computer terminals (HHCT) carried by each Civil Enforcement Officer. These HHCT's have in built clocks, which are calibrated at the start of each shift with the Rugby clock, prior to commencement of the patrols.

Observation times where appropriate are shown on pages 28 – 30. These times will appear on the PCN itself as “from” and “to”. The IT system will prevent any subsequent alteration to these times. The normal procedure is for a Civil Enforcement Officer to enter the observation details into the HHCT, then to continue with the patrol before returning to the vehicle to complete the issue of the PCN.

TIME TO PAY / INSTALMENT PAYMENTS:

As a general rule Slough Borough Council will neither offer extensive time in which to pay PCN's nor will it enter into instalment payment arrangements. Exceptions may be considered to this and are only made in cases of demonstrated, genuine financial hardship. Application must be in writing and will be responded to within eight working days.

- The application must contain proposal for payment and be accompanied by any evidence supporting the claim of financial hardship.
- The Council's response will signify acceptance or rejection of the proposal.
- A rejection will be accompanied by the Council's counter proposal which will be the final offer based on:
 - Where the debt involves multiple PCN's the Council will expect the settlement of at least one per month.
 - Otherwise a minimum payment of £10 per week.
 - Wherever possible payment to be made by post-dated cheques to be held by the Council for presentation on the due dates.
 - Non-payment of any cheque will result in enforcement action being recommenced and all un-banked cheques being returned to the drawer with a letter stating that the arrangement is cancelled.

- Where payment by cheque is not available, postal or telephone payments may be made using a debit or credit card. Postal orders will also be accepted.
- The Council will maintain a separate active file for each arrangement reached which, will be reviewed by a senior manager each month.

NON PAYMENT OF PENALTY CHARGE:

If the PCN is not paid after the process of:

- Issuing a Notice to Owner with no response
- Rejection of representations
- Lost appeal at TPT

A Charge Certificate is issued that increases the payment by 50% to the higher charge as shown in the previous table.

If there is no payment after 14 days there is no requirement for a local authority to send a further reminder once a Charge Certificate has been issued.

Slough Borough Council, however, may send a pre-debt registration letter 17 days after the issue of the Charge Certificate to inform the debtor that unless the matter is settled within 14 days application will be made to the Traffic Enforcement Centre (TEC) to register the debt at the County Court.

The keeper will receive notice of this intention, together with their rights in respect of contest; this allows a witness statement supported by a statement of truth invalidating the Charge Certificate. Details of this are sent to the owner and they cover;

- Notice to Owner not received
- No response to Notice to Owner
- No response from TPT
- Have paid the penalty charge

If this is not received then and after 35 days of serving a notice of the proposal to register the debt an application may be made to issue a warrant for the recovery of goods to the value of the outstanding debt plus bailiff fees.

The Bailiff Company are appointed by the Council through a rigorous procurement process, they have detailed instructions, their own code of practice and all their fees on top of the now increased Penalty Charge notice are set by statute and are common in England & Wales.

To achieve parity and fairness the Council will follow the process available but where there is a consistency of non-payment and Warrants of Execution issued to bailiffs are ignored or the process disrupted, or any condition stated below they may follow the Department for Transport Guidance that states:

A warrant of execution will be the normal means of collecting unpaid debts. However, there are circumstances in which an authority can use other means to collect the amount owing:

- If an execution against goods has been attempted, but the bailiff has been unable to seize goods because access to the premises was denied, or the goods had already been removed.
- If the goods seized are insufficient to meet the outstanding amount, plus the costs of execution.
- If the goods to be seized would be insufficient to cover the cost of their removal and sale.
- If an authority has reason to believe that execution against goods will fail to raise the outstanding debt and the costs of execution.

Other means of recovering the sum owed cannot be used simply because the motorist has ceased to occupy the premises stated in the warrant of execution. The certificated bailiff has authority to levy against the respondent's goods irrespective of address and the bailiff can therefore amend the details of the address on the warrant and seek to enforce the warrant at the motorist's new address.

The other means of enforcement are:

- An attachment of earnings order - an order deducting money from the motorist's earnings to discharge the amount outstanding.
- A garnishee order - an order preventing the motorist withdrawing any money from his or her bank or building society account until the outstanding debt is paid and requiring the bank or building society to discharge the debt using money in the motorist's account.
- A charging order - an order preventing the motorist selling his or her house or land unless the outstanding debt is paid.

An authority can also ask the defendant's local county court to issue an oral examination. An oral examination is a way of finding out about the motorist's income and expenses in order to decide on the most appropriate means of enforcement.

If it wishes to issue an oral examination or to enforce judgement using one of the methods set out in this Chapter, an authority must ask the TEC to transfer the case to the motorist's local County Court.

PERMITS TO PARK ON RESIDENTIAL STREETS

There are three types of permits at present; in each case it is important that the permit has a date of expiry after the date of parking or the date of visit when parked. It is the responsibility of the owner of for the vehicle to be parked correctly, even if they are not the driver.

RESIDENTS PERMIT

Proof of vehicle ownership: log book/insurance is required when applying for the permit and verification (valid 3 months Utility Bill) that the person using the vehicle is resident at the address. The application form, fee detail, and regulations can be obtained from the Parking Shop.

VISITORS PERMIT

These can be purchased by residents from the Parking Shop; proof of residency is required. They can only be purchased by residents for visitors/workmen and they are zone specific.

CARERS PERMITS

The council recognise that this could mean a weekly/daily visits and it is therefore issued to a resident for their carer under specific conditions and cannot be used other than by a carer.

The application form and issue is by the Parking Shop but this can be processed by post, or obtained by another person with written authority, if the resident cannot get to the Parking Shop.

When applying for a permit any outstanding Penalty Charge Notices at Charge Certificate stage will be brought to the attention of the applicant to clear the balance off prior to the issue of the permit.

The Council reserves the right to refuse the permit.

All details, application forms and fees can be found at www.slough.gov.uk or at the Parking Shop.

PERSISTENT EVADERS

A persistent evader is a motorist that has 3 or more PCNs outstanding against a vehicle. The Council find it unacceptable that motorists are able to continue to park illegally and also avoid payment for outstanding PCN's. These vehicles will be removed by our contractor if payments are not received.

PLUMBERS, ELECTRICIANS, GAS FITTERS:

EMERGENCY CALL OUT:

An emergency is considered to last as long as it takes to make the premises safe i.e. turn off the main supply. After which any vehicle should be moved to a permitted parking place before any subsequent repairs are undertaken.

HEAVY EQUIPMENT:

This will be dealt with as loading/unloading.

POLICE OFFICERS ON DUTY:

PCN's should not be issued to marked police vehicles when on official duty. Requests for cancellation of any PCN issued to an unmarked police vehicle must be made by the officer's Inspector or higher rank. They should contain confirmation that the officer was on official business and that it was inappropriate for the vehicle to be parked elsewhere.

PCN's issued to unmarked police vehicles regularly parked outside of a police station should not automatically be cancelled as this can be deemed to be parking at a place of work and therefore, no different from any other employed person.

PREGNANCY- MOTHERS WITH YOUNG CHILDREN:

Generally pregnancy is not considered to be a reason for cancellation and delays caused by young children should not normally lead to the cancellation of a PCN. However, this is a sensitive area and each case should be treated on its merits. i.e. If the delay was short (up to ten minutes) or was caused by a minor medical emergency, child being unwell or mother feeling unwell, understanding and leniency should be shown.

If the delay was caused by the mother not allowing additional time enough to deal with young children or her own condition, then the PCN should be enforced.

PRIVATE PROPERTY:

Parking restrictions placed on private property are not the concern of Slough Borough Council and are outside the scope of its enforcement operation. Private landlords, residents etc. can impose any reasonable restriction on their own property i.e. the need for permits, clamping etc. Enforcement of such restrictions, however, is also their responsibility. Any person querying such an area should be referred to the relevant landlord or resident.

PUBLIC UTILITY VEHICLES:

A public utility vehicle (whether directly or indirectly working for the utility) is any vehicle involved in the mains supply of gas, electricity, water or telecommunications. These vehicles will be exempt from restrictions if necessary if the following criteria apply:

1. The vehicle is on an emergency call and is actually involved in the emergency work.
2. The vehicle is involved in non-emergency maintenance of apparatus and it is essential for the vehicle to be in close proximity of the activity.
3. A board or note showing the address and nature of the emergency is clearly displayed in the vehicle.
4. The activity should normally be seen to be taking place.

If abuse is suspected a PCN should be issued and the Civil Enforcement Officer should note the reason why in their notebook. i.e. '*vehicle parked, no activity observed, no indication of location of any emergency*'. In such cases the PCN should be enforced unless supporting evidence of the emergency/maintenance is supplied by the utility company or the third party working for the utility.

REGISTERED KEEPER'S LIABILITY:

Under the Traffic Management Act 2004 the responsibility for any PCN rests with the registered keeper of the vehicle as recorded at the Driver and Vehicle Licensing Agency (DVLA). If the keeper was not the driver at the time of the contravention it remains their responsibility to pay the PCN. (see also 'NOTICE TO OWNER' and "HIRING AGREEMENT")

RESTRICTED HOURS:

The hours during which restrictions are in force may vary and, if there is any doubt, the relative Traffic Regulation Order should be consulted. Generally restrictions are as follows:

1. Yellow lines:
 - a. Single: No waiting during times shown on adjacent sign
 - b. Double: No waiting at any time.
2. Loading restrictions – yellow kerb markings:
 - a. Two lines: No loading at any time.
 - b. One line: During the working day or as specified by adjacent signs.
3. Designated loading bays: Marked by yellow lines and indicated on adjacent sign(s). “Loading only” is written alongside the bay.
4. Disable bays – mandatory: Marked by white lines and indicated on adjacent sign(s). “Disable bays” is written alongside the bay.
5. Bus stop clearway: Marked by a yellow bay together with a thick yellow bar through the back of the bay and indicated on adjacent sign. “Bus Stop” is written alongside the bay.
6. Residents’ parking bays – Marked by a white bay and indicated on adjacent sign(s).
7. Visitors’ parking bays – Marked by a white bay and indicated on adjacent sign(s).
8. Doctors bays: Marked by white lines and indicated on adjacent sign(s). “Doctor” is written alongside the bay.

ROAD SIGNS / MARKINGS – MISSING, OBSCURED OR BROKEN:

1. Yellow and/or white lines:
 - a. Where it is claimed that a yellow line(s) is worn away or has been covered by a highway repair the area should be immediately inspected and remedial work undertaken. Waiting restrictions will be enforced between end stop markings, even if the lines between them have been removed, or are broken.
 - b. Where weather conditions (i.e. snow) have obscured the lines then immediate remedial action to clear them will be taken.
 - c. If it is confirmed that the claim is valid the PCN should be cancelled. Where the lines can be clearly seen, even though they may be partially worn, the PCN should be enforced but remedial action to renew the lines should be undertaken.
2. Kerb markings (loading restrictions): As yellow lines above.

3. Obscured signs:

- a. Information signs accompanying waiting and loading restrictions must be clearly visible at all times. If it is claimed that a sign was obscured and could not be read (graffiti, weather or overhanging trees etc.) the sign should be immediately inspected and remedial action taken. If the claim is proved to be correct the PCN should be cancelled.
- b. If the sign can be easily read then the PCN should be enforced but the sign should be returned to pristine condition immediately if required.

4. Missing signs:

If a sign is claimed to be missing it should be inspected immediately and, if confirmed, arrangements made for its immediate replacement. Where the relevant sign is missing the PCN should be cancelled.

ROYAL MAIL VEHICLES:

Royal mail vehicles being used for the collection or delivery of postal packets are exempt from the regulations as long as they can be seen to be actively involved in such. Royal mail vehicles parked for long periods with no activity observed are subject to the same restrictions as ordinary motorists and a PCN should be issued. Cancellation of a PCN will only be considered if written confirmation is received from the area manager that the vehicle was actively involved in the collection/delivery of mail.

SCHOOL KEEP CLEAR MARKINGS:

Zigzag markings outside of schools can be either restricted or unrestricted and are installed for the protection of the children. Any markings that are restricted are governed by the relative Traffic Regulation Order and have yellow lines and a time plate showing hours of operation.

(An unrestricted bay will not have a time plate and will show advisory road markings).

Any vehicle parked in a restricted bay, during the times shown on the plate, will be issued with a PCN which will not be cancelled under any circumstances including the claim that the driver was picking-up or dropping-off children.

SEASON TICKETS - CAR PARKS:

These are issued and are valid only in a named car park, and before the expiry date, printed on the face of the season ticket. Failure to display a season ticket is a contravention and will result in a PCN being issued.

Challenge/Representations made will be considered and all mitigation circumstances will be taken into consideration.

Use of a season ticket within another car park, on another vehicle or after its expiry date is also a contravention for which a PCN will be issued. Again the PCN should not be cancelled unless there are mitigating circumstances that account fully for the contravention. Season tickets are non-transferable and non-refundable.

SECURITY:

The Chief Constable of Thames Valley Police can, at any time, give notice to suspend the use of a parking space for up to 28 days where the Chief Constable considers such suspension as necessary for maintaining security at a specified location or area. PCN's issued for contravention of such suspensions should always be enforced.

SECURITY VANS:

Secure cash vans are occasionally required to park in close proximity to premises in order to affect safe delivery or collection of cash. PCN's issued under such circumstances should be cancelled upon receipt of a representation from the security company confirming such an activity at the time, unless it can be clearly shown that the vehicle was parked for longer than was necessary. Security vans involved in the delivery of mail or other such low value items are expected to comply with parking restrictions.

SUSPENDED BAYS:

Where a challenge/representation is received claiming that a vehicle was parked at the location without having received notice of the suspension being received and, upon investigation the claim is found to be valid the PCN should be cancelled. It is normally the case that the responsibility for ensuring a vehicle is parked in accordance with any possible suspension rests with the driver.

However, when a vehicle is parked legally within a designated bay, which is subsequently suspended, it is deemed to be legally parked, as it cannot be made illegal retrospectively by the suspension. The keeper will have to demonstrate however that, if the vehicle remains parked in contravention of the suspension for a considerable time, they remained unaware of the suspension (i.e. on holiday etc.).

TARIFFS / CHARGING LEVELS FOR ON STREET AND OFF STREET PARKING:

The Council will biannually review its charging levels for parking both on and off street. Officers will conduct this review and any recommendations for change will be placed before the appropriate person for consideration and subsequent approval and ratification as a “Significant Decision” in accordance with Slough Borough Councils process. The review will take into account the following:

- The need to maintain and, where possible, improve the flow of traffic.
- Improving the quality and accessibility of public transport by discouraging the use of cars where road conditions and public transport facilities justify it.
- The needs of the local community including residents, shops and businesses.
- The particular needs of people with disabilities bearing in mind that some of these people are unable to use public transport.
- Existing and projected levels of demand for parking places.

TAXI RANKS:

A notice and/or road markings are displayed at each rank showing its limits, how many vehicles may stand on it and any special regulations applicable. Taxi ranks are enforceable by Civil Enforcement Officers and the Police should be informed of any contravention. Any vehicle, including a private hire vehicle, parked outside of the rank and in contravention of a parking restriction will be issued with a PCN.

TIME / DATE CALIBRATION OF HANDHELD COMPUTERS AND PAY and DISPLAY MACHINES:

Prior to commencement of each shift the Civil Enforcement Officers shall calibrate their HHCT's to ensure that they reflect the correct time and date. The time will be checked against a master clock, which is calibrated weekly against the atom clock. Pay and display machines are tested at the outset of each patrol to ensure that they are showing the correct time and date. This is done by obtaining a “test” ticket from the machines, which are kept as part of a daily report function. A Civil Enforcement Officer will also check the time on a machine is the same as the HHCT's if there is a difference this will be reported to the Parking Shop and a note made in the pocket book.

UNADOPTED ROADS

Where a Developer and the Council enter into an agreement to adopt a road the council can enforce the restriction if a written agreement is in place and this must be supported by a Traffic Regulation Order.

UNAUTHORISED MOVEMENT OF A VEHICLE:

Movement of any vehicle by a third party is considered to be authorised, unless there is clear evidence that an unauthorised person has moved a vehicle then all PCN's should be enforced.

1. Stolen vehicle:

Confirmation from the police that the vehicle was reported stolen including the relative crime report number.

2. Unauthorised use:

Use of a vehicle by another family member or a friend is difficult to substantiate and under these circumstances the PCN should be enforced unless it can be demonstrated that the matter was reported to the Police prior to or just after the issue of the PCN. Subsequent report will not lead to the cancellation of the PCN.

UNIFORMS – CIVIL ENFORCEMENT OFFICERS:

SI 2007 No. 3485 The Civil Enforcement Officers (Wearing of Uniforms) Regulations 2007 are made under section 76(4) of the TMA 04 which states:

Civil Enforcement Officers must wear uniforms as may be determined by Slough Borough Council in accordance with guideline and must not exercise any function when not in uniform.

Slough Borough Council has determined that the uniform must include the following:

1. Clear identification that the wearer is a parking Civil Enforcement Officer
2. Clear identification of the local authority on whose behalf the CEO is acting
3. A personalised number to identify the parking Civil Enforcement Officer which may contain letters as well as numbers."

Slough Borough Council's Civil Enforcement Officers will wear a uniform consisting of:

1. Black shoes.
2. Grey trousers
3. White shirts / blouses with parking watch logo and epaulettes.
4. Grey "combat style" jumper with epaulettes and Council logo.
5. Navy Blue reflective coats showing "parking watch logo the back.
6. Black hat – peaked for men, bowler style for women.
7. Black transferable epaulettes showing Council Identifying letters and Civil Enforcement Officer's number. To be worn on "top" clothing – shirt, jumper or coat.
8. Epaulettes will show the Council code (SB for Slough) and the Civil Enforcement Officers' number.
9. All Civil Enforcement Officers will carry Council ID cards, which will not carry their names for personal security reasons.

VANDALISED VEHICLE:

When a vehicle has been vandalised to an extent that prevents it from being safely moved any PCN issued will be cancelled providing acceptable supporting evidence is provided. This evidence should be from either:

1. The Police – quoting the recorded crime number.
2. Motoring organisation/garage service who removed the vehicle from site.
3. The keeper of the vehicle.

The Civil Enforcement Officer observation from their pocket book must also be considered providing that it clearly states the extent of the damage. Failure to provide supporting evidence, or the absence of Civil Enforcement Officer observation, will lead to the PCN being enforced.

VEHICLES LEFT UNATTENDED TO GAIN ACCESS:

When a driver has to collect a key to gain access to a property this should take no longer than five minutes and will be covered by the five minutes Civil Enforcement Officer's observation time. In such circumstances vehicles should not be left for longer periods or in contravention of a total 'no waiting' or loading restriction. However, each case should be considered on its merits and extenuating circumstances taken into account.

VEHICLE NOT AT SCENE:

Where a keeper receives a Notice to Owner and claims that the vehicle was not parked in the area at the time a response will be sent showing the digital photograph identifying the location and vehicle, and the tax disc number recorded at the time of the contravention. The PCN should be enforced.

The keeper will be required to provide detailed evidence in dispute of the location or that the vehicle was stolen supported by a crime number from the police.

VISITOR TO BRITAIN:

If a PCN is issued to a vehicle displaying foreign registration plates it should automatically be recognised by the processing system, as the registration number will not be in DVLA format. Consideration should be given to cancellation of the PCN but, should payment be made then it should be accepted in the normal way. Equally all correspondence and representations should be dealt with in the normal way.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th September 2010

CONTACT OFFICER: Denise Alder, Strategic Director – Green and Built Environment
(For all enquiries) (01753) 875202

WARD(S): All

PORTFOLIO: Neighbourhoods and Renewal - Councillor Swindlehurst

PART I
NON-KEY DECISION

**HOUSING FUTURES - PROVISION OF HOUSING MANAGEMENT SERVICES –
UPDATE REPORT**

1. **Purpose of Report**

This report updates Members of the progress to date in the return of housing management services to direct provision and the winding up of the company, People 1st (Slough) Ltd. It also outlines the next stages and draft timescales anticipated to completion of the project.

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

The Cabinet is requested to resolve:

- (a) That the progress to date on the Housing Futures project and in particular the successful transfer of staff and services back to the council on the 1st July 2010 be noted
- (b) That the proposed workstreams to be undertaken in the coming months to achieve the target reintegration date of December 2010 be noted, and
- (c) That the project objectives and restructuring principles outlines within paragraphs 5.5 and 5.6 be endorsed

3. **Community Strategy Priorities**

The provision of good quality, inclusive and efficient housing services are fundamental to delivering the Council's community strategy priorities and as such, ongoing, meaningful consultation with staff, tenants and stakeholders is essential in the design of structures and services that will deliver services to meet identified need.

4. **Other Implications**

(a) **Financial**

There are no financial consequences inherent within this report and the costs associated with the project are being closely monitored by the project board. To date there have been three main expenditure items; the tenant's consultation exercise, external legal advice required for company closedown and TUPE and the

ongoing communication strategy to staff and stakeholders. Some short term resourcing of additional administrative support will be necessary to complete the paperwork associated with the formal restructuring however this can be contained within existing budgets.

It is anticipated that the Housing Revenue Account will be subject to future Government funding cuts. The scale of this is not yet known. The future structure will reduce management and support costs to provide both savings and potentially more investment in front line services. Detailed costings are being prepared as part of the development of future proposals.

The need to continue to reduce future Housing Revenue Account and General Fund budgets will inevitably result in the need for future service realignments.

(b) **Risk Management**

Since initiating the review of housing management service delivery in January of this year, the project has been managed tightly using Prince II principles and documentation. The project board initially met on a fortnightly basis which increased to weekly as the transfer date approached. Post transfer the Board has reviewed its governance arrangements with the core project team meeting weekly but a wider project team including tenant and staff representatives and other specialist staff meeting monthly. This approach has minimised the time spent in meetings and allowed more time to be dedicated to achieving the end result by the agreed deadline. The project board will continue to meet throughout 2010 until such times as the final structure of the returning services has been determined and the staff assimilated into the council structure.

(c) **Human Rights Act and Other Legal Implications**

The TUPE transfer of staff is now complete and has not been challenged by individual staff or trades union representatives. The due diligence process of closing down the People 1st company is now all but complete. Face to face meetings have occurred with the Department for Community and Local Government (CLG) Homes and Communities Agency (HCA) the Audit Commission (AC) and the Tenant Services Authority (TSA) to apprise them of the situation in Slough and our proposals for future service delivery to ensure that we remain in accordance with the pseudo-legislative requirements for delivering front line services.

(d) **Race Relations Amendments Act Implications**

The future determination of the delivery method for housing services will be subject to an equalities impact assessment and the results reported to members accordingly.

5. **Supporting Information**

Background

- 5.1 As members will be aware from report to the cabinet in June 2010, the council duly endorsed the decision to accelerate the return to in-house provision of housing management and allied services to end the period of uncertainty for staff and service users alike. Accordingly on the 1st of July at 9:00am the door of Airways House opened for business as the new SBC Housing Service with all the existing

staff continuing to operate in the same roles with the same reporting lines and following the strict message that it was business as usual.

- 5.2 The accelerated transfer was proposed by the project board to not only alleviate the uncertainty for staff of both People 1st and SBC but also to accelerate the change management programme through which existing services will be unified and service delivery improved.
- 5.3 In the six weeks from decision to transfer the project team co-ordinated numerous workstreams each of which was essential to the overall success and seamlessness of the transfer. Such workstreams included changes to all building signage, new ID cards for all People 1st staff, regular updates for staff and elected members, communications with subcontractors and service suppliers, the design of a staff induction session for over 80 staff. This was in addition to the statutory consultation and communication from the council to staff and trade unions regarding the TUPE transfer.
- 5.4 With the transfer now concluded and the holiday period behind us the project team is now concentrating on devising a new structure for the housing service and its indelible linkages with existing SBC housing services. This has been complicated somewhat by the council now preparing to find significant levels of revenue savings over the next three years and rather than bolting one new service to an existing static one, the project team is effectively having to coordinate parallel workstreams as all services become accustomed to operating with reduced budgets and or staffing levels.
- 5.5 While the structure has yet to be fully determined, the project team has endorsed a set of project objectives by which its success can be measured upon completion, these are;
- Improve the overall value for money of providing a housing management service for Slough tenants and leaseholders.
 - Improve customer experience and increase satisfaction levels for tenants, leaseholders and other residents
 - Raise the environmental quality and experience of living on our estates by more effectively joining up and coordinating service provision and achieving consistent standards
 - Develop a new housing function with an operating model that draws from best practice, tenant and staff consultation
 - Maximise resources for community participation whilst responding to and meeting the new TSA national and local standards
 - Maximising resources for dealing with anti-social behaviour issues, ensure more effective co-ordination of cases and complaints, avoiding duplication of effort and achieving value for money
- 5.6 To ensure delivery of those seamless, cost effective services structures will be developed which incorporate the following principles;
- Reduce senior management and overheads to provide value for money and ensure a joined up approach to service delivery. The housing management service will be incorporated into the Assistant Director Housing role for the time being. A key focus will be to respond to moves to achieve cross-council integration of regeneration, customer service and transactional services

- The number of specialist teams which existed within the former People 1st will be reduced with a return to more generic working for housing officers on smaller patches so that they have greater powers and responsibility to resolve issues rather than just pass them on to colleagues. This will remove the confusion and complaints regularly voiced by tenants that they never know who to contact regarding their various issues
- Ensure a more robust and co-ordinated approach to anti-social behaviour issues with more complex cases being escalated to and coordinated by the council wide Community Safety and Anti-Social Behaviour team
- Area patches will be based upon existing neighbourhoods which allow for future evolution of the service should the council chose to move towards an area based approach for service delivery
- Voids and allocation teams will work closely together to reinforce the good work already undertaken in the last 12 months to dramatically reduce property turn round times and maintain the current performance which is top quartile when compared to similar organisations.
- Additional resources dedicated to leaseholder services to respond to their concerns and to ensure bills are dispatched accurately and in a timely manner to recover legitimate expenditure undertaken on their behalf. This team will also provide the management of garage rentals and the high end rent recovery actions with specialist officers dedicated to maximising income to the service.

The proposed future structure will be subject to detailed consultation scheduled to commence in October. However, it is important to highlight that the significant financial savings the Council is required to make will inevitably result in further service realignments in the foreseeable future.

- 5.7 As part of the Housing Futures project the role and function of the Community Participation team is being reviewed. This has highlighted the opportunity to widen this review and the potential to develop a council wide Community Participation team. This is currently being taken forward by a cross service project team. In addition, the role of estate services is under review to identify links with other service areas and contractors.
- 5.8 Proposals relating to the reorganisation of corporate support service staff are also shortly to be the subject of formal consultation. This will include the recently transferred former People 1st support staff who will be integrated into the new service structure.
- 5.9 Of course, establishing appropriate structures for future service delivery is only one element required for the project to be successful. At the same time team members are reviewing all processes and practices in use, primarily in housing management but across the whole housing agenda. The team will be looking to increase the level of automation and computer processing which will help to deliver the promised efficiencies from the investment in the new IT system. We will be learning from best practice employed elsewhere and generally looking to simplify outdated processes and empower staff to make decisions and resolve issues without adding unnecessary bureaucracy
- 5.10 Once policies and procedures have been clarified and the structure finalised, a comprehensive training programme will be rolled out for all staff to give them the tools to operate effectively in the new climate. To this end talks are now progressing with a housing association partner to engage them to provide accredited Chartered Institute of Housing (CIH) appropriate to each tier of the

organisation. To enable greater numbers of staff to access this training we are envisaging that it will be delivered 'on site' to avoid the inefficiency of staff travelling outside the borough.

- 5.11 Tenants have continued to be updated with progress through the pages of the monthly Housing newsletter which will continue to be delivered until at least the end of this financial year.. To continue and enhance resident involvement the project board sought a volunteer or nominee from among our tenants to attend the wider project board and to act as a focal point for all future tenant engagement. At the same time the service is beginning to move on the new Tenant Services Authority (TSA) regulatory and empowerment regime. Although the new government has announced the imminent demise of the agency it is clear that tenants are interested in the future management of their homes and estates and that in many cases they have useful input to make. The project team will ensure that this work dovetails with the service design and change management programme that it is about to embark on and use it to ensure that the project delivers successfully against its original aims of creating an efficient, cost effective and comprehensive housing services which meets the needs and expectations of our tenants.

6 Comments of other Committees

- 6.1 This report will be presented to the Neighbourhood and Renewal Scrutiny Panel on the 15th September 2010 and any comments from the panel will be communicated to members.

7 Conclusion

- 7.1 This report demonstrates that the project board has sustained the significant work rate associated with this proposal and has now completed the second stage of the process which was to complete the TUPE transfer of staff back to the Council. The project has become increasingly complex now that a new dimension, that of significant council wide budget pressures has been added however with the exacting project management techniques demonstrated to date the project team remains confident that progress can continue in accordance with the original timescales envisaged.

8 Background Papers

None

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th September 2010

CONTACT OFFICER: Derek Oliver, Assistant Director, Community and Adult Social Care
(For all enquiries) (01753) 875752

WARD(S): All

PORTFOLIO: Health and Wellbeing - Councillor Small

PART I
NON-KEY DECISION

CHANGES TO REGULATION OF ADULT SOCIAL CARE SERVICE

1 **Purpose of Report**

This report is to apprise Cabinet of key legislative changes to the way care services are to be regulated by the regulatory authority, The Care Quality Commission (CQC). This report provides assurances of the actions taken to address the new legal responsibilities of the Council.

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

Cabinet is requested to resolve that the report and the actions taken by Officers to address the change in legislation effective from 1st October 2010 be noted.

3 **Community Strategy Priorities**

- **Celebrating Diversity, Enabling inclusion** – by using the Essential Standards in The Health and Social Care Act 2008 (Regulated Activities) Regulations 2010 to ensure both directly provided and commissioned services enable residents of Slough to be cared for appropriately and in ways that enable their chosen lifestyle.
- **Being Safe, Feeling Safe** – by using the Essential Standards to promote high quality and good standards of safe care and support.

4 **Other Implications**

(a) **Financial**

There is no additional cost to the Council for services that already require registration under the existing legislation. The cost to the Council for two services that need to be registered for the first time is £3,190 pa.

Services that are regulated under the current legislation already have to pay an annual registration fee, which is comparable to the fee levels under the new legislation, at £1590 pa per service.

Slough Borough Council is not responsible for the costs associated with the registration of private and voluntary sector regulated care services.

The current additional cost to the Council for the “In House” regulated services is £3,190 pa for the two services that will be registered for the first time.

In addition to this the building based regulated services (Lavender Court 1, Prior’s Close and Respond 3, Prior’s Close) are currently undergoing some refurbishment work that is part of the capital works programme at a cost of approximately £80,000. This work was planned to meet the prevailing standards and Disability Discrimination Act requirements. Further capital works maybe necessary at some future point in order to maintain the buildings to acceptable standards.

(b) Risk Management

This is a legislative change. Slough Borough Council, as a direct provider of services, has no option but to register appropriate services in accordance with the Health and Social Care Act 2008 (Regulated Activities) Regulations 2010.

(c) Human Rights Act and Other Legal Implications

There are clear legal implications and sanctions if Slough Borough Council does not register social care services it directly provides in accordance with The Health and Social Care Act 2008 (Regulated Activities) Regulations 2010 and the Care Quality Commission (Registration) Regulations 2009. Slough Borough Council is not permitted to contract with a care provider carrying out a regulated activity as set out in The Health and Social Care Act 2008 (Regulated Activities)

There are no specific Human Rights Act implications.

(d) Equalities Impact Assessment

The requirement to register and comply with this new legislation does not have impact on equality issues. The Health and Social Care Act 2008 (Regulated Activities) Regulations 2010, would have been Equality Impacted Assessed by CQC as part of the initial consultation and Implementation process.

(e) Workforce

There are no Human Resource Implications.

5 Supporting Information

- 5.1 In accordance with Health and Social Care Act 2008, The Care Quality Commission (CQC) came into being in April 2009 taking over the functions of the Health Care Commission, The Commission for Social Care Inspection and the Mental Health Act Commission.
- 5.2 In April 2010 anyone who provides healthcare or social care services, that are regulated, must apply to be registered with CQC under The Health and Social Care Act 2008 (Regulated Activities) Regulations 2010 and the Care Quality Commission (Registration) Regulations 2009. Regulated services are nursing homes, residential care homes, bed based respite care homes and home care providers, which are already registered under the Care Standards Act 2000. However, from 1st October 2010, these services must be registered under the new act. This will mean social care services already registered in accordance with the Care Standards Act will need to

undergo a transitional process of registration to the new standards. There are two services the Council provide that will require registration for the first time.

- 5.3 The Health and Social Care Act 2008 (Regulated Activities) Regulations 2010 sets out Essential Standards of Quality and Safety and has 28 outcomes that relate to the regulations. 17 of the 28 outcomes are core outcomes; this means that these are the outcomes that will be directly inspected by CQC. The 11 remaining outcomes are not core outcomes but there remains an onus of responsibility for providers to ensure these standards are met and CQC. These changes have direct implication on both the provision of care directly provided by in-house services owned, managed and staffed by Slough Borough Council and services provided by organisations commissioned and contracted by Slough Borough Council for people for whom the authority has legal responsibility.
- 5.3 Slough Borough Council currently has 4 adult social care services registered with CQC as part of the Care Standards Act 2000:
- Lavender Court, 1 Priors Close Slough
 - Respond, 3 Priors Close Slough
 - In House Home Care Service
 - Adult Placement Service
- 5.4 All services have spent the past 6 months working through the transitional registration process to meet the requirements of the new act, ensuring compliance with the new Essential Standards. All services will be compliant and have submitted their transitional registration application by 1st October 2010. Our Adult Placement Scheme will register as a “Shared Lives Scheme”.
- 5.5 Two other services, which have not been previously registered, will now need to do so. These are our Supported Living Team (providing support to tenants in their own home) and the Intermediate Care Team (supporting people through rehabilitation from hospital). Work to register these services to ensure legal compliance will also be completed by 1st October 2010.
- 5.6 Our Contracts and Commissioning Team have been working jointly with CQC and local private and voluntary sector providers to ensure that all providers of social care services are aware of their new legal responsibility. As a commissioning authority, Slough Borough Council will not be permitted to purchase any form of regulated care from a provider who is not registered with CQC under the new act from 1st October 2010. There are 39 external providers of regulated care operating within the Borough boundary, 30 from which the Council commissions care services.

6 **Conclusion**

Cabinet are asked to note the new legal requirements placed upon Slough Borough Council as both a direct provider of services and as a commissioner of services from suppliers in the private and voluntary sector.

Cabinet are also asked to note the work being undertaken to support the private and voluntary sector through the Slough Providers’ Forum, in advising them of their responsibilities under the new legislation.

Cabinet are also asked to note the work that in-house services have undertaken to ensure legal compliance in the provision of their services.

7 **Background Papers**

“Guidance about compliance: Essential standards of quality and safety” CQC
Publication issued under Section 23(1) Health and Social Care Act 2008 Regulations
2010

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th September, 2010
CONTACT OFFICER: Bryony Gibbs, Trainee Democratic Services Officer
(For all enquiries) (01753) 87 5016
WARD(S): All
PORTFOLIO: Education and Children – Councillor Pantelic

PART I
NON-KEY DECISION

REFERENCES FROM OVERVIEW AND SCRUTINY

1. **Purpose of Report**

The purpose of this report is to advise Cabinet of the recommendations of the Education and Children's Services Scrutiny Panel with regard to the Foster Carers' Allowances and the Breakaway, Slough service for children with learning difficulties and disabilities short break unit statement of purpose.

2. **Recommendations**

The Cabinet is requested to resolve: –

- (a) That the recommendation of the Education and Children's Services Scrutiny Panel that the proposal put forward by representatives of Slough's Foster Carers that the allowance paid for the first looked after child for each carer be set at £300, a reduction of £100 from the current allowance provided be approved and that all other allowances paid to Foster Carers should remain at the current rate.
- (b) That the recommendation of the Education and Children's Services Scrutiny Panel that the updated Statement of Purpose for Breakaway, Slough service for children with learning difficulties and disabilities short break care unit be approved.

3. **Community Strategy Priorities**

There are none arising from this administrative reference report.

4. **Other Implications**

(a) **Financial**

There are none arising from this administrative reference report.

(b) **Human Rights Act and Other Legal Implications**

There are no direct Human Rights Act implications.

5. **Supporting Information**

Foster Carers Allowances

- 5.1 At the Education and Children's Services Scrutiny Panel held on 7th September 2010 a report on the policy on Foster Carers (FC) and a related call-in on the proposed reductions to the Foster Carers' allowances were considered. The Strategic Director of Education and Children's Services advised that the proposed reduction of the Foster Carers' Fee should be examined within the context of the substantial savings that the directorate has been required to make. The proposal to reduce the foster carers' fee was put together following an assessment across the whole Directorate. It was noted that the fees currently received by Slough's FC were generous compared to those paid by neighbouring authorities. Currently fees included a maintenance allowance of £125 per week per child and a £400 allowance for the first placement and £200 allowance for any subsequent placements. It was proposed that the allowance for the first placement be reduced £200.
- 5.2 Cllr Maclsaac was invited to introduce his call-in and raised the following concerns regarding the proposed reduction of the fees:
- That given the difficult nature of the job reducing the fees will lead to a loss of current FCs and will make it increasingly difficult to recruit further FCs.
 - That FCs have submitted an alternative proposal but feel that the current proposed cuts will be devastating
 - That Slough is comparable to London areas and should not be examined next to the rest of Berkshire etc.
 - That it would be a false economy as it would increase Slough's reliance on the more costly Independent Foster Agencies.
- 5.3 Two representatives were invited to speak on behalf of Slough's Foster Carers (Eugene Travers and Zareen Keeton). A number of concerns were raised and they addressed several points contained in the reports. The meeting was asked to consider the fees in light of the highly difficult and 24/7 nature of the role. The FCs acknowledged the significance of the required cuts and pressures on local government but emphasised that these should not be made from front line services and that the care offered to children would be affected where FCs were being asked to subsidise their income with alternative employment. In recognition of the difficult financial situation the FCs understood the need for cuts but proposed that these should be limited to a reduction of £100 from £400 to £300 for the first placement for each carer.
- 5.4 In consideration of the above, a number of suggestions were put forward by Members and discussed by the Panel. Having considered the representations of the FCs and the potential implications for Looked after children and the cost implications the Panel resolved to endorse the proposal put forward by the FCs.

Breakaway, Slough Service for Children with Learning Difficulties and Disabilities Short Break Unit Statement of Purpose

- 5.6 At its meeting on 7th September 2010 the Education and Children's Services Scrutiny Panel considered a report presenting the Breakaway, Slough service for children with learning difficulties and disabilities short break unit Statement of Purpose for 2010-11. The National Minimum Standards for Children's Social Care

(2002) requires Breakaway to have a Statement of Purpose, which has to be approved and annually reviewed by Elected Members. Members felt that the Breakaway unit provided an exceptional standard of service that was pivotal to the vulnerable children in Slough and also provided excellent value for money for the Council.

- 5.7.1 After consideration of the report, Members resolved that Cabinet be recommended to approve the Breakaway, Slough Service for Children with Learning Difficulties and Disabilities Short Break Unit Statement of Purpose

6. Appendices

Appendix A - Breakaway, Slough Service for Children with Learning Difficulties and Disabilities Short Break Unit Statement of Purpose Statement of Purpose

7 Background Documents

Agenda – Education and Children’s Services Scrutiny Panel, 7th September, 2010.

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Statement of Purpose

**Breakaway
2 Prior's Close
St Laurence Way
Slough
SL1 2BQ**

**Anne Yates
Registered Person
September 2010**

1. Breakaway's Aims.

Breakaway is part of Slough's Services for Children with Learning Difficulties and Disabilities. The unit offers short breaks for children between 6 and 18 years of age with learning and/or physical disabilities. The Service supports families in caring for their child, enabling them to remain within the family home.

Breakaway's objectives:

- a) To give children with learning and/or physical disabilities the opportunity to mix positively with their peers.
- b) To offer them the chance to develop social and independence skills.
- c) To offer positive breaks for families to meet other family commitments/appointments.

Breakaway works in partnership with families, carers, schools and health colleagues to provide children with continuity in the care they receive from the different agencies.

Breakaway's aims

- a) Assessment of children and young people's needs
- b) To balance a service responsive to family requests with efficient use of resources (e.g. advance bookings)
- c) To ensure that children and young people achieve in the five outcomes set out in the Children Act 2004:
 - 'Being Healthy'
 - 'Staying Safe'
 - 'Enjoying and Achieving'
 - 'Making a Positive Contribution'
 - Achieving Economic Well-Being'

2. Facilities and Services

Breakaway has the capacity to care for a maximum of seven children staying overnight in the unit at any one time, with appropriate staffing levels dependent on individual need. Wherever possible, Breakaway matches the needs, ages and interests of the children in the group.

Stays are very flexible and range from overnight stays of one night to weekends or longer periods, normally not exceeding seven continuous nights. The allocation of nights is dependent on the assessment of an individual's care needs. Tea visits and day care are also offered as part of the introduction to overnight stays.

In exceptional circumstances, Breakaway may be considered to be the most appropriate placement for a child or young person for a longer period than seven days. This would be subject to Senior Management approval and in consultation with Ofsted, as the independent inspection body, if it is deemed to be in the best interests of the child.

Children and young people receiving a service will be offered a variety of activities, including outings, meals out, mixing with their peers and trips to the cinema, museums and other places of interest. During school holidays longer trips are organised to zoos, theme parks and children's farms. Any other preferences will be discussed with the parent/carer and child before their visits take place.

3. Registered Provider

The unit is provided by:-
Slough Borough Council
Education and Children's Services Directorate
Town Hall
Bath Road
Slough
SL1 3UQ

The Responsible Person is Sue Betts, Manager, Service for Children with Learning Difficulties and Disabilities.

The Registered Person is Anne Yates, Assistant Manager, Service for Children with Learning Difficulties and Disabilities.

4. Registered Provider Qualifications

Sue Betts holds a Diploma in Social Work and a Post Graduate Diploma in Strategic Leadership.

Anne Yates holds the National Vocational Qualification Levels 3 and 4 in Care.

5. The Staff Team

Breakaway has a care team of 14 experienced mixed gender staff from different cultural backgrounds who, between them, have a broad range of various child-care backgrounds. Their qualifications include: NVQ 2 and 3 in Care, NNEB Diploma, C and G level 1 learning Support Assistant, Introduction to pre-school practice, CACHE level 2 in play work, BA (QTS) Education and Science, Postgraduate Diploma in Psychology. All staff are required to undertake the NVQ 3 in Health and Social Care Children and Young People.

In addition to the care staff there is a full time cook and a part time administrative officer.

Where necessary Breakaway employs 'As and When' workers and in addition to meet service delivery use a bank of agency workers. This provides continuity of care to children and young people receiving a service. The As and When workers currently working within the unit have extensive experience and qualifications in NVQ2 and NVQ3, Counselling and Makaton.

6. Staff Training, Development and Supervision

Breakaway places a high priority on, and is committed to, the supervision and training of staff. All staff receive a thorough and comprehensive induction to equip them to meet the requirements of the role. The induction process incorporates the Slough Borough Council's five day Corporate Induction.

Breakaway has a comprehensive staff development and supervision strategy which, together with the annual appraisal process and six monthly reviews, is intended to be positive, continuous and systematic.

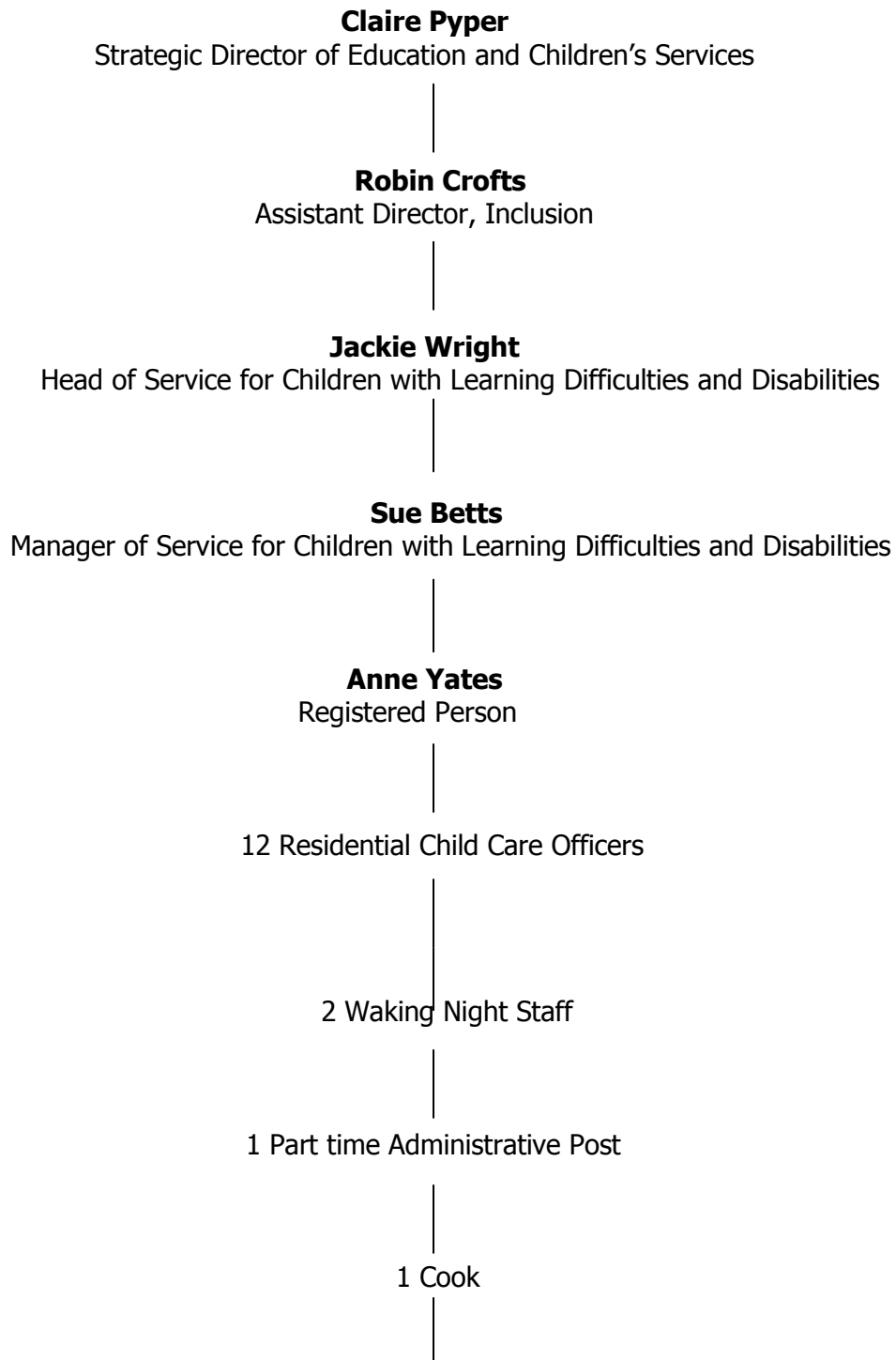
Staff support is individually designed, utilising and extending each employee's knowledge, skills and experience for the benefit of the children and young people in Breakaway's care and to ensure job satisfaction.

All staff receive formal, planned, professional, individual supervision with a member of the management team at monthly intervals. A written record is kept in the unit of these sessions.

A buddy system is in place for new members of staff who have regular meetings with their supervisor along with monthly supervision. Breakaway follows Slough Borough Council Probationary Policy and Procedures.

The training needs of individual staff are identified through supervision, annual appraisal and Personal Development Plans. All staff access Slough Borough Council's wide range of mandatory training. Specialised training is delivered to the team as appropriate to meet the needs of both the staff and the children and young people.

7. Breakaway Staffing Structure



8. Who is Breakaway for?

Breakaway is a short-term care unit for children and young people with varying medical, learning and physical disabilities within the age range of 6-18 years of age.

9. Admission Procedure

- A request for a short break at Breakaway is made via a social worker within the Service. The allocated social worker will make the request by completing a request form following approval from the Manager of Service or Assistant Manager.
- Once approval is received, the parents and child/young person are then invited to view the unit and discuss the child/young person's needs.

Once a decision is made by all parties that a short break service at Breakaway will be provided, the child/young person will be allocated a key worker from the Breakaway staff team.

The key worker will then make contact with the child's parents/carers and arrange for the child and parent/carer to meet with them either at Breakaway or their home, to complete the relevant paperwork. This includes:

1. This is Me
2. Consent forms
3. Medical disclaimer
4. Risk assessments
5. Consent to visit the child's/young person's place of education to ensure continuity of any behavioural or social skills programmes.

This is me

"This is me" is a booklet that the key worker completes with both the parent/carer and child/young person. The booklet holds all of the information required about the individual to ensure that the Service meets his/her needs including:

- Daily routines
- Likes and dislikes
- Behaviour patterns
- Medication
- Health
- Spiritual/Faith needs
- Racial and cultural factors
- Individual goals

Once completed, the child/young person and parent/carer will also be given a copy of the plan and risk assessments to read and sign. The contents of the booklet will be reviewed with the parent/carer and child/young person as and when required and as part of the Looked after Children's or Child in Need review, any changes are recorded and followed.

The key worker will share the information with the staff team, to ensure all staff are aware of the child/young person's needs prior to his/her first visit. The key worker will then book tea visits for

the child/young person and parent/carer. The parent/carer will accompany the child until both the staff within the unit and the parent/carer are confident that the child/young person has settled into the unit and is comfortable staying without his/her parent/carer being present. Following this the length of stays will gradually increase progressing to day care followed by overnight stays at a pace that is suitable to both the child/young person and parent/carer.

Before the child/young person is booked into the unit for overnight stays, the key worker will confirm with the child/young person's social worker that the child/young person is now ready to progress to overnight stays and at this point the allocated social worker will ensure that the statutory paperwork LAC (Looked after Children) is completed if necessary but the majority of children/young people will be classified as Children in Need. If the child becomes looked after by the Local Authority then the allocated social worker will also inform the independent reviewing officer of the placement, so that the quality of care being provided can be independently reviewed.

Updating the information pertinent to Breakaway will be done as required, and on an annual basis if not required sooner. It is the key worker's responsibility to ensure that this is done with the family and child/young person and recorded onto Integrated Children's System (ICS). The information recorded on the ICS system is immediately accessible to the child/young person's allocated Social Worker providing the worker with a clear overview of the child/young person's stay.

10. Restrictions to admissions

There are times and circumstances when Breakaway will not be able to offer short break care. These include:

- Children/young people who are currently psychiatrically assessed to be mentally ill.
- Children/young people with Attention Deficit and Hyperactive Disorder and no associated learning disability.
- Children/young people who become physically unwell with sickness, diarrhoea or a temperature immediately prior to a short break stay.
- Children/young people with an infectious illness, if they are still within the incubation period, or children who have been in close contact with an infectious illness.

11. The Philosophy of Breakaway Short Term Care Unit

- The team believes that all children are children first and that our partnership should be based on respect for the individual, honesty and equality, regardless of race, culture, age, gender, sexual orientation and religion.
- Breakaway is committed to giving individual children/young people and their parents/carers a greater say in how they live their lives.
- Breakaway actively encourages individual children/young people with learning disabilities and/or physical disabilities to realise their hopes and wishes for greater self-determination. Breakaway works in partnership with them to achieve this.

12. What happens if a child/young person needs to see a doctor?

The child/young person will remain registered with their own GP and will see them if necessary. Parents/carers should check with their GP and tell them the child/young person will be visiting Breakaway for respite care.

If a child/young person is unwell, parents/carers will be informed immediately and told what action Breakaway has taken. This will be recorded in the child's/young person's file.

Staff are trained in emergency treatment by South Central Ambulance Service. Strict policies and procedures are in place and adhered to, to ensure that Breakaway promotes and protects the health of children/young people.

What do we do if a child/young person has an accident?

Although every precaution is taken to prevent accidents occurring, children/young people occasionally sustain injuries due to falling over, bumping into furniture etc.

All accidents are reported to the senior person on duty and an accident/incident report is completed. Parents/carers are informed either by phone or in person when collecting their child/young person. A full report of the accident and cause will be written as soon as possible after the event and forwarded to the Borough's Health and Safety officer.

All staff are First Aid trained and may treat very minor injuries, such as grazes and scratches. If there is any doubt at all about the injury, the child/young person will be seen by a doctor or taken to the Accident and Emergency Department at Wexham Park Hospital in Slough.

13. Education

During term time whilst staying at Breakaway children/young people continue to attend school. Breakaway staff currently transport children/young people to and from Arbour Vale School. Children and young people accessing education outside the Authority are transported by parents or by 'home to school' transport. Staff support children/young people to complete homework, if required.

Staff attend the educational reviews of the children/young people using the unit and work closely with education professionals, parent/carers and allocated social workers to meet the child's/young person's individual needs.

14. Recreational, cultural and sporting activities

Breakaway encourages the children/young people to participate in recreational, sporting and cultural activities. These usually take place on a group basis. Sport and leisure activities include visits to the park, football, ten-pin bowling and visits to the cinema. Breakaway also has a garden with swings, one suitable for a wheel chair, sand pit, trampoline and bouncy castle.

Breakaway acknowledges cultural and religious festivals within the unit through discussions, meals, displays, books, prayer books, films and audio cassettes.

15. Consultation with children/young people

Children/young people's meetings take place on a bi-monthly basis. The focus of these meetings is to discuss issues or concerns about the running of the unit in relation to activities provided, meals served and activities. The agenda covers the anti-bullying policy, fire procedure and any other issues the children/young people wish to discuss. We encourage the children/young people to share their views on new ideas/activities for the unit. This is then discussed at the staff team meeting, so that all staff are aware of the children's/young people's wishes and consideration given to any actions which need to be addressed.

Staff use communication tools such as Makaton and Picture Exchange Communication System (PECS) as an aid to enabling the child/ young person to express his/her needs and wishes. The PECS system is made up of individual cards showing pictures of objects, toys, places, food and drink these are accessible to the child/young in different locations within the unit. In addition to the individual cards the child/young person also has access to a collection of the PECS cards in an individual folder that they can carry with them within and outside of Breakaway.

16. The arrangements made for the control, restraint and discipline of children/young people

At Breakaway methods of control and discipline are all practised in accordance with Slough Borough Council's policies and procedures. Breakaway believes that clear boundaries and expectations promote order and establish routines. Occasionally, sanctions are used to promote good discipline, not as a punishment, when a child/young person oversteps set boundaries. The sanctions used are dependent on the circumstances surrounding the incident and upon the social development, age and level of misbehaviour of the child/young person concerned. Sanctions will be discussed with parents/carers and the child/young person when the 'This is Me' booklet is completed.

All care staff at Breakaway are all trained in positive handling of challenging behaviour using Team Teach techniques. Team Teach ensures that staff are experienced in the use of a wide range of diffusion and distraction techniques to avoid the need to restrain children/young people with challenging behaviour. If restraint is used, care is taken to ensure that the restraint is for the minimum time possible, that the child/young person is not humiliated in any way and that their safety is paramount. All incidents of restraint are recorded and externally scrutinised. Children/young people are never held on or taken to the floor. All holds are undertaken in standing or sitting positions. If there is a likelihood that the child/young person will end up on the floor, staff are instructed to release the hold.

Clear records are compiled. These are signed and commented upon by the child/young person (if they are able and wish to do so) and passed on to senior management and social workers. Any incident of restraint is also discussed fully with the child's/young person's parents/carers.

17. The arrangements made for child protection and to counter bullying

All suspected or actual incidents of bullying will be taken seriously and investigated immediately. Members of staff will give both the victim and the bully support. Breakaway has an anti-bullying policy which sets out Breakaway's response to incidents of bullying, taking a positive approach and formal response to any such concerns.

18. The procedure for dealing with any unauthorised absence of a child/young person from Breakaway

Children/young people at Breakaway are closely supervised. There is an agreement regarding missing children/young people with Slough Police. This sets out actions to be taken by staff and police in the unlikely event of a child/young person going missing. Parents/carers, families and senior managers will be notified as a matter of urgency.

19. Electronic surveillance

All bedrooms are fitted with door alarms used during the night. Waking night staff carry a pager which is activated when a child/young person's door is opened during the night.

No other electronic or mechanical means of surveillance of children/young people are used at Breakaway.

20. Fire precautions and emergency procedures

All Breakaway staff have received training in fire safety, which covers the use of fire fighting equipment and emergency procedures. The home has fire alarms, smoke detectors and fire extinguishers throughout the building. The equipment is serviced and tested on a regular basis and any faulty equipment is reported immediately. There is a thorough recording system in place in the unit.

Breakaway operates a system whereby the fire brigade will be called even in the event of a false alarm.

Breakaway operates a no smoking policy within the building.

Fire alarm tests are held weekly and fire drills involving the children/young people monthly.

21. Will my child/young person be able to follow their religious beliefs?

It is Breakaway's policy that every child/young person has the right to follow whatever religion they wish. Every effort is made to ensure children/young people are able to attend any services or meetings that form part of their religion. Children/young people will also be allowed the privacy or support necessary to undertake any devotions required whilst residing at Breakaway.

If a child's/young person's religion requires a particular diet or clothing, every effort will be made to ensure these needs are met, with advice being sought where necessary from those with the appropriate knowledge.

22. Can I contact my child/young person?

Breakaway recognises that when a child/young person first stays at Breakaway this can cause worry for parents/carers, as this may be the first time that the child/young person has been away from home. Parents/carers are welcome to telephone the unit at any time to enquire about the

welfare of a child/young person. If a parent/carer wishes to visit a child/young person, we recommend telephoning first to ensure the child is not out on an activity.

23. What to do if you are unhappy with any aspect of the service

Slough Borough Council has a policy to manage customer care. A parent/carer or child/young person who is dissatisfied with any aspect of the service should first consult the Manager to discuss the concerns. If the problem is not resolved the parent/carer should contact the Manager of Service for Children with Learning Difficulties and Disabilities. The child's/young person's social worker will provide a copy of the customer care procedure before the child's/young person's first visit and this process can be followed if the issue has not been satisfactorily resolved. An independent investigation into the concern will then be carried out.

24. The arrangements for dealing with reviews of placement plans

All children/young people receiving overnight care will have regular reviews of the placement and their care plan. For those children/young people who are looked after by the Local Authority, an independent reviewing officer chairs the reviews. Children/young people are encouraged to attend their reviews. However, if they do not wish to attend their parents/carers, key worker or an advocate can convey their views. Looked after Children reviews or Child in Need reviews are carried out 6 monthly for all children/young people who receive overnight care at Breakaway.

25. Bedrooms

All children/young people staying at Breakaway will have their own room. Breakaway will endeavour to give them the same room when they stay. Breakaway helps the children/young people to personalise their room with posters, name plaques and a choice of bed linen.

Two of the bedrooms are fitted with overhead tracking to assist the children/young people with their mobility. All bedrooms are fitted with magnetic door openers. The waking night staff carry pagers which sound an alert should a door be opened at any time.

26. Breakaway do not provide any specialist therapeutic techniques

Due to the unpredictable nature of the children/young people stays, Breakaway do not provide any specialist therapeutic techniques.

27. A description of the children's home policy in relation to anti-discriminatory practice and children's rights

Slough Borough Council is working to promote a just society that gives everyone an equal chance to learn, work and live free from discrimination and prejudice. Breakaway values and celebrates the breadth and diversity of tradition, beliefs and culture of the children/young people and families using the service. Breakaway seeks to create, maintain and promote a unit in which each child/young person has equal entitlement to a high quality service and opportunities, regardless of disability, race, nationality, religion, age, gender and sexual orientation. Breakaway will actively challenge any discrimination encountered by the children/young people whilst at Breakaway.

Date: September 2010

Sue Betts

Manager of Service for Children with Learning Difficulties and Disabilities

Review Date: September 2011.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th September 2010

CONTACT OFFICER: Catherine Meek, Deputy Borough Secretary
(For all enquiries) 01753 875011

WARD(S): All

PORTFOLIO: Finance and Strategy – Councillor Anderson

PART I
FOR INFORMATION

EXECUTIVE FORWARD PLAN

1. Purpose of Report

To present the published Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Forward Plan be approved.

3. Community Strategy Priorities

The Executive Forward plan sets out when key decisions are expected to be taken and a short overview. The decisions taken will contribute to all of the following emerging Community Strategy Priorities:

- Celebrating Diversity, Enabling inclusion
- Adding years to Life and Life to years
- Being Safe, Feeling Safe
- A Cleaner, Greener place to live, Work and Play
- Prosperity for All

4. Other Implications

(a) Financial

There are no financial implications.

(b) Human Rights Act and Other Legal Implications –

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Access to Information)(England) Regulations 2000 require the executive to set out its programme of work in the coming four months, as far as is known, in a forward plan. Regulation 12 requires an annual statement to be published by the proper officer giving notice of when forward plans will be published for the coming year, explaining what a forward plan is and how it can be obtained from the local authority.

5. Supporting Information

5.1 The Forward Plan, which is updated each month on a rolling basis, sets out:

- A short description of matters under consideration and when key decisions are expected to be taken
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- How and when the decision maker intends to involve local stakeholders in the decision making process.

5.2 The Forward Plan contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Forward Plan and these provisions and necessary actions are detailed in paragraphs 14 and 15 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's forward plan would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices

'A' - Executive Forward Plan

7. Background Papers

'1' -Council Constitution

CABINET - Monday, 20th September, 2010

Item	Port-folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Performance and Financial Monitoring 2010/11</u></p> <p>To present to Cabinet information on:</p> <ul style="list-style-type: none"> • GF position • GF balances • Delivery against efficiency agenda • HRA • Summary reports - 3 directorates + central • Other budgets/contingencies/reserves • High risks expenditure/ income • Virements to date • Grants • Trading accounts • Debt recovery • BV PIs and LAA targets • Balance scorecard • Update on financial systems 	P&A, F&S	All	All	Julie Evans, Strategic Director of Resources, Roger Parkin, Director of Improvement & Development Tel: 01753 875300, Tel: (01753) 875207		Overview & Scrutiny Committee 09/09/10	None.	
<p><u>Budget 2011/12</u></p> <p>This report will seek Cabinet approval for several recommendations.</p>	F&S	All	Prosperity for all	Annal Nayyar, Deputy Director of Finance		Overview and Scrutiny Committee 09/09/2010	None.	√
<p><u>Berkshire Community Equipment Store</u></p> <p>To seek Cabinet approval for an extension of a Section 75 agreement for the Pan-Berkshire service.</p>	H&W	All	Adding Years to Life and Life to Years	Mike Bibby, Assistant Director Personalisation, Commissioning and Partnership, Su Davy, Joint Commissioning Manager Tel: 875800, Tel: 01753 8755864	Other Unitary authorities and PCTs in Berkshire		None	

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Cultural and Leisure, E & C = Education and Children, O & S = Opportunity and Skills, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

Item	Portfolio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Care Quality Commission (CQC) - Registrations</u></p> <p>To report to Cabinet on the new requirements from the CQC and the implications that these will have on the Council.</p>	H&W	All	Adding Years to life and life to years	Derek Oliver, Assistant Director, Community and Adult Social Care Tel: (01753) 875752			None	
<p><u>Adult Social Care Transformation</u></p> <p>To present to cabinet the strategy for the implementation of Personalised Social Care Services in Slough.</p>	H&W	All	Adding Years to Life and Life to Years	Mike Bibby, Assistant Director Personalisation, Commissioning and Partnership Tel: 875800	Ongoing consultation with service users, carers, general public, provider organisations, staff and unions	Special Health Scrutiny Panel 02/09/2010	'Putting People First' - A shared vision and Commitment to the transformation of Adult Social Care - HMG 2007 Transforming Adult Social Care - Local Authority Circular (DH, 2010) 1 - March 2010	
<p><u>Results of the Feasibility Study for a New School in the Chalvey Area</u></p> <p>To advise Cabinet of the outcome of the feasibility study for a new primary school to serve the Chalvey ward.</p>	E&C	Chalvey	Prosperity for All	Clair Pyper, Strategic Director of Education and Children's Services Tel: (01753) 875704		None	None.	√

CABINET - Monday, 20th September, 2010

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>BSF and Secondary School Places</u> Report on progress to date and future planning following the announcements on the Building Schools for the Future Programme and the Government's successor programme.	E&C	All	Prosperity for All	Clair Pyper, Strategic Director of Education and Children's Services Tel: (01753) 875704			Cabinet Papers from the meeting held on 14th June 2010 Primary School Places Action Plan	
<u>Parking Enforcement Policy</u> To present to Cabinet the Parking Enforcement Policy and associated recommendations from the Neighbourhoods and Renewal Scrutiny Panel.	N&R	All	Being Safe, Feeling Safe; Prosperity for All	Kam Hothi, Parking Enforcement Manager Tel: 01753 787899		Neighbourhoods and Renewal 15/09/2010	None.	
<u>Housing Services Re-Integration</u> To provide Cabinet with an update on the provision of Housing Management Services and the reintegration of People 1 st staff and services into the Council.	N&R	All	A Cleaner, Greener place to live, Work and Play; Being Safe, Feeling Safe	Neil Aves, Assistant Director of Housing Tel: (01753) 875527		Neighbourhoods and Renewal Panel 15/09/2010	None.	
<u>References from Overview and Scrutiny</u> To present recommendations to Cabinet from the Overview and Scrutiny Committee and Scrutiny Panels.	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<u>Executive Forward Plan</u> To present to Cabinet the latest published Forward Plan.	P&A, F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: (01753) 875011			Slough Borough Council's Constitution	

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

CABINET - Monday, 18th October, 2010

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Performance and Financial Monitoring 2010/11</u></p> <p>To present to Cabinet information on:</p> <ul style="list-style-type: none"> • GF position • GF balances • Prudential borrowing, lending & Investments • Capital expenditure • Summary reports - 3 directorates + central • High risks expenditure/ income • Virements to date • Employee / agency • HR Statistics • Service Performance • Balance scorecard 	P&A, F&S	All	All	<p>Julie Evans, Strategic Director of Resources, Roger Parkin, Director of Improvement & Development Tel: 01753 875300, Tel: (01753) 875207</p>		<p>Overview and Scrutiny 07/10/10</p>	None.	
<p><u>Adult Social Care Commissioning Priorities</u></p>	C&L, E&C, E&O, H&W, N&R, O&S, P&A, F&S	All	All	<p>Mike Bibby, Assistant Director Personalisation, Commissioning and Partnership Tel: 875800</p>	<p>Consultation with voluntary sector and other partner agencies</p>	<p>Health Scrutiny Panel 23/09/2010</p>	None.	
<p><u>Gypsy and Traveller Review and Strategy</u></p> <p>To present to Cabinet a follow up on the planning position on the provision of gypsy and traveller pitches and enforcement practices.</p>	N&R	All	<p>A cleaner, Greener place to live, work and play, Being safe, feeling safe</p>	<p>Gillian Ralphs, Assistant Director, Transport and Planning Tel: (01753) 875081</p>			None.	√

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>References from Overview and Scrutiny</u> To present recommendations to Cabinet from the Overview and Scrutiny Committee and Scrutiny Panels.	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<u>Executive Forward Plan</u> To present to Cabinet the latest published Executive Forward Plan.	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: (01753) 875011			Slough Borough Council's Constitution	

CABINET - Monday, 22nd November, 2010

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Performance and Financial Monitoring 2010/11</u></p> <p>To present to Cabinet information on:</p> <ul style="list-style-type: none"> • Update on financial systems • GF balances • Summary reports - 3 directorates + central • High risks expenditure/ income • Virements to date • Grants • Trading accounts • Debt recovery • GF position • Compliance • Service Performance • Balance scorecard • BV PIs and LAA targets 	P&A, F&S	All;	All	<p>Julie Evans, Strategic Director of Resources, Roger Parkin, Director of Improvement & Development Tel: 01753 875300, Tel: (01753) 875207</p>		<p>Overview and Scrutiny Committee 10/11/10</p>	None.	
<p><u>References from Overview and Scrutiny</u></p> <p>To present to Cabinet references from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	P&A	All;	All	<p>Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018</p>			None.	
<p><u>Executive Forward Plan</u></p> <p>To present to Cabinet the latest published Executive Forward Plan.</p>	F&S	All;	All	<p>Catherine Meek, Deputy Borough Secretary Tel: (01753) 875011</p>			Slough Borough Council's Constitution	

CABINET - Monday, 13th December, 2010

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>Performance and Financial Monitoring 2010/11</u> To present to Cabinet information on the latest financial and performance monitoring.	F&S, P&A	All;	All	Julie Evans, Strategic Director of Resources, Roger Parkin, Director of Improvement & Development Tel: 01753 875300, Tel: (01753) 875207		Overview and Scrutiny 02/12/10	None.	√
<u>Outcomes & Recommendations from Review of Adult Social Care Day Services</u>	H& W	All;	Adding Years to Life and Life to Years;	Mike Bibby, Assistant Director Personalisation, Commissioning and Partnership, Geoff Elford, Interim Day Services Project manager Tel: 875800, Tel: 01753 875780	Consultation with Service users, carers and staff.	Health Scrutiny Panel 25/10/10	None.	√
<u>References from Overview and Scrutiny</u> To present to Cabinet references from the Overview and Scrutiny Committee and Scrutiny Panels.	P&A	All;	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	√
<u>Executive Forward Plan</u> To present to Cabinet the latest published Executive Forward Plan.	F&S	All;	All	Catherine Meek, Deputy Borough Secretary Tel: (01753) 875011			Slough Borough Council's Constitution	√

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

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MEMBERS' ATTENDANCE RECORD
CABINET 2010 - 11

COUNCILLOR	MEETING DATES									
	14/06	12/07	20/09	18/10	22/11	13/12	24/01	07/02	14/03	11/04
Anderson	P	P								
S Chaudhry	P	P								
AS Dhaliwal	P	P								
Matloob	P	P								
Pantelic	P	P								
Parmar	P	P								
Small	P	P								
Swindlehurst	P	P								

P = Present for whole meeting
 Ap = Apologies given

P* = Present for part of meeting
 Ab = Absent, no apologies given

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