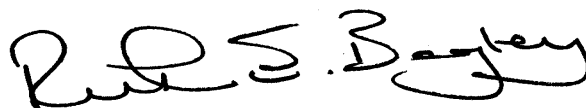


Date of issue: 8<sup>th</sup> October 2010

<b>MEETING</b>	<b>CABINET</b>	
	<b>Councillor Anderson</b>	<b>Leader of the Council - Finance &amp; Strategy</b>
	<b>Councillor S Chaudhry</b>	<b>Community &amp; Leisure</b>
	<b>Councillor A S Dhaliwal</b>	<b>Performance &amp; Accountability</b>
	<b>Councillor Matloob</b>	<b>Opportunity &amp; Skills</b>
	<b>Councillor Pantelic</b>	<b>Education and Children</b>
	<b>Councillor Parmar</b>	<b>Environment &amp; Open Spaces</b>
	<b>Councillor Small</b>	<b>Health &amp; Wellbeing</b>
	<b>Councillor Swindlehurst</b>	<b>Neighbourhoods &amp; Renewal</b>
<b>DATE AND TIME:</b>	<b>MONDAY, 18TH OCTOBER, 2010 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> <b>(for all enquiries)</b>	<b>CLAIRE GRAY</b>	<b>01753 875120</b>

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

AGENDA

PART I

**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 20th September 2010	1 - 10	
3.	Performance and Financial Monitoring 2010/11	11 - 38	All
4.	Progress Report on Budget Strategy	To Follow	All
5.	<b>New Adult Social Care Commissioning Priorities</b>	<b>39 - 64</b>	<b>All</b>
6.	<b>Secondary School Places - Update</b>	<b>65 - 74</b>	<b>All</b>
7.	Report on choice Based Letting and Homelessness Strategy Implementation	75 - 98	All
8.	Executive Forward Plan	99 - 108	All
9.	Members' Attendance Record	109 - 110	

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, 20th September, 2010.**

**Present:-** Councillors Anderson (Chair), S Chaudhry, A S Dhaliwal, Matloob, Pantelic, Parmar, Small and Swindlehurst (from 6.40 p.m.)

**Also present under Rule 30:-** Councillors Maclsaac and Munkley

**PART I**

**35. Declarations of Interest**

None.

**36. Minutes - 12th July 2010**

The minutes of the Cabinet meeting held on 12<sup>th</sup> July, 2010 were taken as read and signed by the Chair as a correct record.

**37. Performance and Financial Monitoring 2010/11**

The Cabinet considered the Council's performance between 1<sup>st</sup> April – 30<sup>th</sup> June, 2010 against the following key areas:

- Performance Monitoring against the corporate balanced score card and the LAA balanced score card
- Projects Management monitoring
- Staff Appraisals update
- Safeguarding training update
- Customer Services review
- Revenue and Capital monitoring position to July 2010.

The Director of Improvement and Development outlined the key issues for Members arising out of the Performance Monitoring and Project Management update. Members were advised of the actions being undertaken to increase the number of appraisals completed and to carry out a qualitative audit of appraised reports. The report set out the action being taken to review current Customer Service performance and made recommendations for an operating model for the future with the aim of improving service delivery for residents and service users.

The Director of Resources outlined the Council's revenue budget position as at 31 July 2010. Month on Month variances for each Directorate were set out in the report along with emergency issues/risks and opportunities and progress against agreed savings. The Director of Resources gave an assurance in answer to a question that the Spanish economy would be kept under close scrutiny but in order to safeguard the Council's investment new deposits with Santander had been suspended.

## **Cabinet - 20.09.10**

The capital programme was currently under review and the outcome of any changes and the impact on the current year would be reported to members.

Members of the Cabinet welcomed the report and the level of detail it provided on the Council's performance and finances for the 1<sup>st</sup> Quarter. Members present under rule 30 asked a number of questions with regard to proposed reductions in social workers. The Leader advised that very careful consideration had been given to the savings that had been proposed. The ratio of Social Workers/case loads had improved and CMT received a regular update report. The posts that had been deleted were temporary posts funded by one-off money allocated to fund the particular pressure. The Council was faced with making very difficult choices and the service could continue to be provided at a safe level.

**Resolved** - 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.

### **38. Medium Term Financial Plan 2011/12 to 2014/15**

The Cabinet considered a report setting out the latest projections of the council's revenue and capital budget for the period 2011/12 to 2014/15 following the Policy and Review Group (PPRG) on 13<sup>th</sup> July 2010. The report set out the main assumptions driving the Council's medium term financial plan and provided further detail concerning service areas contributions to the 2011/12 savings target as agreed as part of the revenue and capital budget process at the full Council meeting in February 2010.

Members were advised that the council's PPRG had considered 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". £910K of agreed savings for Childrens Schools and Families as at February 2010 had now been identified and were included in the report for consideration by Members.

The Cabinet was asked to agree the £4.423m of savings listed at Appendix A to the report on the grounds of urgency as they impacted on the current year's budget and in order that full year's savings would be generated from the 1<sup>st</sup> April, 2011.

Members were advised that as part of the Council's ongoing budget strategy the Council was seeking to minimise the immediate impact on frontline services by focusing contributions to new savings targets for 2011/12 on cross cutting corporate issues and reducing the cost of overheads management and

support services. A further £6.9m savings may be required to balance the revenue budget in 2011/12 based on the latest available information. The report set out the areas of activity that would be progressed in order to identify savings within support services and members were advised that officers were currently developing options with the intention of presenting the options and making recommendations to Cabinet before the end of the calendar year.

Members were advised of the workforce planning exercise that had been undertaken in an effort to reduce the need for compulsory redundancies. All staff had received a letter seeking expressions of interest in a range of alternative future employment options including early retirement, voluntary redundancy and reduced hours. To maximise savings and facilitate swift change, the Cabinet was asked to agree that the Chief Executive as Head of Paid Service and the Strategic Director of Resources as the S 151 Officer in consultation with CMT and 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 the light of the constraints going forward.

The Leader thanked the Director of Resources for the report and emphasised that the Council had secured a balanced budget for 2010/11 and that it was only finding itself in the position of making additional reductions due to the coalition government's announcements. In answer to a question the Director of Resources confirmed that the £6.9m was a realistic figure to be planning for but that there were no guarantees that the Council would not be asked for more.

Commissioners agreed that impact on front line services should be limited insofar as possible and supported the protection of these services by not requiring them to contribute to the new savings target for 2011/12 and focusing the savings requirement on support services.

The Leader made it clear that he intended to deliver the Labour Group's manifesto regardless of funding reductions by the government. The Council would continue to make decisions which, whilst meeting the necessary reductions, protected services that it classed as priority.

A Member present under rule 30 raised a number of detailed questions which were answered.

Members noted that one of the proposed savings for Children Schools and Families involved a reduction in the fees paid to foster carers. The proposal was to reduce the current £400 allowance to £200. This proposal had been considered by the Education and Children's Services Scrutiny Panel at its meeting on 7<sup>th</sup> September 2010. The Panel had recommended 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) be approved and that all other allowances paid to foster carers should remain at the current rate.

## Cabinet - 20.09.10

A letter from the Chief Executive of the Fostering Network was tabled at the meeting.

Two representatives were invited to address the Cabinet on behalf of Slough's Foster Carers (Eugene Travers and Zareen Keeton). The meeting was asked to consider the fees in the light of the difficult and 24/7 nature of the role of a Foster Carer. Reference was made to the Foster Care Scheme that was adopted in 2005 when the allowances were increased and the requirement that foster carers resign from jobs that they had outside the home was introduced. It was argued that the proposed reduction in allowances was unreasonable under the Employment Rights Act and Children's Act and foster carers asked whether adequate consultation had been undertaken. Existing foster carers were concerned that children would be put at risk if the proposed reduction in allowances was implemented.

Commissioners considered the arguments that had been put forward and the recommendation of the Scrutiny Panel that the fee be reduced to £300. Whilst noting and understanding the points made by existing Foster Carers Members were concerned that the proposal put forward would not realise the necessary savings and would still leave the Council paying a foster carer allowance in excess of neighbouring authorities. It was noted that even with the proposed reduction to £200 the payment levels remained above other local authorities in the area.

In answer to a question Members were advised that the Foster Carers were not formally engaged under an employment contract. The fee paid was an allowance and the provisions of the Employment Rights Act did not therefore apply.

Members acknowledged that the increased allowance and restriction on work outside the home had been introduced in 2005 to increase the standard of care and reduce reliance on Independent Fostering Agencies. The Director advised that there had been a significant increase in the number of foster carers in 2006 however since then there had been no further marked increase. Members argued that it was questionable whether the policy had worked.

The Director confirmed that some potential foster carers had come forward on the proposed new reduced allowance. However, whilst the authority was keen to recruit new foster carers it wanted to retain existing foster carers as continuity was important for the children involved.

The Director explained how foster care allowances were taxed and, in answer to a question, confirmed that the authority had consulted with foster carers however children and parents had not been consulted.

Commissioners considered that the reduced allowance was fair when compared with neighbouring authorities. The concern over the drop in family income that would result was acknowledged and members considered that this could be mitigated by the removal of the restriction on taking jobs outside

the home. Members asked how quickly this restriction could be freed up and the Director advised that new foster care contracts would need to be issued in any event setting out the authority's expectations and the restriction could be removed very quickly.

Members present under rule 30 raised a number of concerns including whether the Council would lose foster carers as a result of reducing the allowance with more reliance on more costly external placements and the fact that the contribution that foster carers made could not be underestimated.

The Leader summed up the debate emphasising that it was essential that the savings were achieved, there were no easy decisions to be taken and every service in the Council would need to make a reduction. This was the start of a process which the authority intended to manage in a rational and targeted way. The authority could not continue with a scheme that provided allowances that were more generous than neighbouring authorities.

Members discussed whether there needed to be any further consultation undertaken and the Director confirmed that any delay in implementing the decision would have an impact on savings. It was proposed and agreed that the allowance to new Foster Carers be reduced to £200 with immediate effect. The current restriction on outside work would be lifted as soon as possible and that an "in principle decision" be taken to reduce the allowance to existing Foster Carers to £200 subject to appropriate consultation and a report back to the Cabinet on 9<sup>th</sup> November 2010 with a suggested implementation date.

**Resolved -**

- (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) On the grounds of urgency, that the savings items agreed at the PPRG meeting on 13 July 2010 be confirmed and that they be implemented with immediate effect where possible (with the exception of reduction in foster care fees to **existing** carers which is subject to appropriate consultation and report back to Cabinet on 9<sup>th</sup> November 2010 as detailed in above minute).
- (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 the report.

**39. Strategy for the Implementation of 'Putting Me First' - Personalised Adult Social Care Services in Slough**

The Cabinet considered a report seeking support for and approval to the strategy for the implementation of "Putting Me First" - Personalised Adult Social Care Services in Slough. Members were advised that this programme of work would deliver significant changes to the way Adult Social Care Services were provided in Slough in line with national policy objectives.

The Strategy identified the benefits to be delivered for vulnerable and disabled people in Slough and improvements to services. Members were advised that the Strategy had been presented to the Health Scrutiny Panel in September 2010 and there had been extensive consultation and engagement with service users, carers, provider organisations and other stakeholders over the last two years which had raised awareness for the personalisation agenda and helped to inform the Strategy. The Scrutiny Panel had recognised that reform and improvement to the operation of the customer service interface including My Council would be essential to the successful implementation of "Putting Me First" and requested 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.

**Resolved -**

- (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.

**40. Berkshire Integrated Community Equipment Services (BCES)**

The Cabinet considered a report seeking approval to renew the Section 75 Agreement for the Berkshire Integrated Community Equipment Service.



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Members were asked to approve a tender process for a new Berkshire wide service to fit with future requirements of partners.

The service provided equipment on loan to help adults and children with activities of daily living and the service was operated by Southern Central Ambulance Services (SCAS). Slough had been the lead commissioner of the Service since its creation over five years ago and was one of the largest examples of Section 75 Agreement in the country comprising eight partners i.e. the six Berkshire UAs and two PCTs. In 2009 the Section Agreement came to an end and as such now required renewing. Members were advised that there was an opportunity when tendering for redevelop service to build on 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. The partnership model using the Section 75 Agreement provided value for money and was approximately £2m more cost effective than single contract arrangements. The Assistant Director Personalisation, Commissioning and Partnership confirmed that the Council's liability as lead commissioner for this service was protected both jointly and severally.

### **Resolved -**

- (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.

## **41. Parking Enforcement Policy**

The Cabinet considered a report seeking agreement to make minor amendments to the existing Parking Enforcement Policy in line with best practice, improving the service and improving recovery of outstanding penalty charge notices. The report also sought Members' agreement for future amendments to be approved through the significant decision process.

The proposed changes and amendments to the Policy were set out in the report.

Members were advised that the report had been considered by the Neighbourhoods and Renewal Scrutiny Panel on 15<sup>th</sup> September and the proposals had been endorsed.

Members of Cabinet discussed the proposed amendments and raised issues particularly with regard to minicab parking, parking on bank holidays,

## **Cabinet - 20.09.10**

provision of receipts when fines have been paid, funeral day exemptions and footway parking.

Commissioners welcomed the revised policy as it would give clear guidelines to all members, officers and the public with regard to the standard of service to expect.

### **Resolved –**

- (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.

## **42. Housing Futures - Provision of Housing Management Services - Update Report**

The Cabinet considered a report updating members on the progress to date in the return of Housing Management Services to direct provision and the winding up of People 1<sup>st</sup> (Slough) Limited. The report also outlined the next stages and draft timescales anticipated for completion of the project. Members were advised that the report had been submitted to the Neighbourhoods and Renewal Scrutiny Panel on 15<sup>th</sup> September 2010 and the Panel had noted the report.

### **Resolved -**

- (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 1<sup>st</sup> 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.
- (c) That the project objectives and restructuring principles outlines within paragraphs 5.5 and 5.6 of the report be endorsed.

## **43. Changes to Regulation of Adult Social Care Service**

The Cabinet considered a report detailing key legislative changes to the way care services were to be regulated by the Regulatory Authority, the Care Quality Commission (CQC). The report also provided assurances of the actions taken to address the new legal responsibilities of the Council.

**Resolved -** That the report and the actions taken by Officers to address the change in legislation effective from 1<sup>st</sup> October 2010 be noted.

**44. References from Overview and Scrutiny Committee**

The Cabinet was advised of two references from the Overview and Scrutiny Committee:-

- Education and Children's Services Scrutiny Panel – Foster Carer Allowances - This recommendation had been taken with the Medium Term Financial Strategy item earlier in the meeting.
- Education and Children's Services Scrutiny Panel - Statement of Purpose for Breakaway, Slough. The Panel had recommended that the Cabinet approve the Breakaway Slough Service for children with learning difficulties and disability short break unit statement of purpose.

**Resolved –**

- (a) The recommendation of the Education and Children's Services Scrutiny Panel re foster care allowances taken with agenda item 4 – not agreed.
- (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.

**45. Executive Forward Plan**

**Resolved** - That the Executive Forward Plan be approved.

**46. Members' Attendance Record**

Noted.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.15 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> October 2010

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

**WARD(S):** All

**PORTFOLIO:** Leader, Finance and Strategy & Performance and Accountability  
– Councillor Anderson and AS Dhaliwal

**PART I**  
**FOR INFORMATION**

**PERFORMANCE AND FINANCIAL REPORTING 2010/11**

1. **Purpose of Report**

This report highlights the Council's overall performance from delivery of service to financial management covering the period upto and including August 2010 against the following key areas:

- i. Revenue and capital monitoring position to August 2010 (Appendices A, B, C)
- ii. Performance monitoring against the Corporate Balanced Scored Card and the LAA Balanced Score Card to August 2010 (Appendix D)

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. 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.

4. **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.

## Supporting Information

### 5. Performance Monitoring Update

5.1 The attached **SBC Corporate Scorecard** (Appendix D) provides an update on performance covering the period up to and including August 2010, drawing attention to:

- i. Areas of exception.
- ii. Areas of improved performance.
- iii. Assessment of where improvement actions are needed for performance to achieve end of year targets.
- iv. Following concerns raised at the previous scrutiny around appraisal completion rates a dedicated presentation on this area of performance will be given by the Assistant Directors of HR and Transformational Change, Policy and Performance.

5.2 The report comprises of exceptions from both:

- i. The **Balanced Score Card** - which relates to performance indicators selected by CMT members to determine the organisation health of the Councils, and
- ii. The **LAA Score card** - which relates to indicators in the LAA.

5.3 A summary of the Council's performance over the 2009/10 period will shortly be published in the Annual Report.

### 6. Financial Reporting

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

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

6.3 There is currently a projected under spend position for the 2010/11 General Fund of £206k. This compares to a reported overspend at this stage last year of £893k reported as at end August 2009. Members should also note the possible emerging issues and opportunities in sections 6 and 7 respectively.

6.4 For the Housing revenue account there is currently a projected over spend position of £538k from the budgeted surplus position of £213k agreed at the start of the year. This shows an adverse variance of £101k from that reported last month.

6.5 The position is summarised in Table 1, overleaf, and detailed in Appendix A.

**Table 1 - Projected as at 31st August 2010**

Directorate	Gross Budget pre-Govt reduction	Govt Reduction	Gross Budget post-Govt reduction	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	36.990	37.183	0.193	0.110	0.083
Education and Childrens Services	180.555	(0.891)	179.664	24.533	24.344	(0.189)	(0.189)	0.000
Green and Built Environment	39.370	(0.646)	38.724	26.263	26.263	0.000	0.000	0.000
Central Directorates	87.857	(0.633)	87.224	22.396	22.256	(0.140)	(0.096)	(0.044)
Corporate	0.279	(0.140)	0.139	0.074	0.074	0.000	0.000	0.000
<b>Total Cost of Services</b>	<b>359.565</b>	<b>(2.915)</b>	<b>356.650</b>	<b>110.256</b>	<b>110.120</b>	<b>(0.136)</b>	<b>(0.175)</b>	<b>0.039</b>
<b>% of revenue budget over/(under) spent by Services</b>						<b>-0.12%</b>	<b>-0.16%</b>	<b>0.04%</b>
Treasury Management	3.334	0.000	3.334	3.334	3.264	(0.070)	(0.070)	0.000
Contingencies & earmarked reserves	2.274	0.000	2.274	1.443	1.443	0.000	0.000	0.000
Area Based grant *	(12.663)	1.609	(11.054)	(11.054)	(11.054)	0.000	0.000	0.000
<b>Total General Fund</b>	<b>352.510</b>	<b>(1.306)</b>	<b>351.204</b>	<b>103.979</b>	<b>103.773</b>	<b>(0.206)</b>	<b>(0.245)</b>	<b>0.039</b>
<b>% of revenue budget over/(under) spent in total</b>						<b>-0.20%</b>	<b>-0.24%</b>	<b>0.04%</b>
<b>Capital Reductions</b>		<b>(0.407)</b>						
Add back ABG income adj		<b>(1.609)</b>						
<b>Total Govt Reductions</b>		<b>(3.322)</b>						
<b>Housing Services</b>				<b>(213.000)</b>	<b>325.000</b>	<b>538.000</b>	<b>101.000</b>	<b>437.000</b>

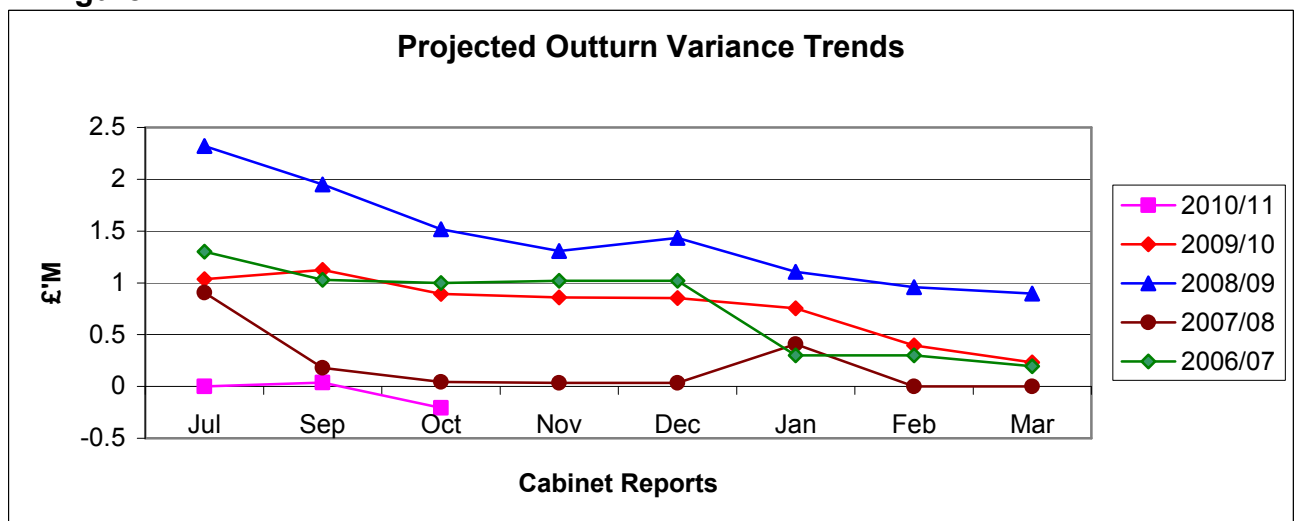
## 7. Month on Month Movement in Variances

- 7.1 **Community and Wellbeing** are reporting an overspend position of £193k which is an adverse movement of £110k on the position reported last month. This change has arisen following increased staffing costs of c.£120k from the use of agency staff to cover sickness, maternity leave and vacancies and a reduction in income of c.£25k. These have been offset by a reduction in costs for the provision of care packages of c £40k. The department are looking at options to mitigate this pressure.
- 7.2 **Education and Children's Services** are reporting an overall under spend position of £189k which is a favourable movement on last months reported break even position. This is comprised of a pressure of £339k against Children and Families, with compensating savings of both a permanent and one-off nature, from other areas of the directorate, as detailed in Appendix A. The permanent savings will begin to form the basis of the 2011/12 savings target that the department will be addressing.
- 7.3 **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 in attempts to contain this pressure within existing resources but there is still a risk of a significant shortfall.

- 7.4 **The Central Directorates** have reported an under spend position of £140k which is a favourable movement of £96k from the position reported last month. This comprises savings from vacant posts and reduced supplies and services costs.
- 7.5 **Treasury Management** (as identified in last month's report) are reporting an under spend of £70k arising from the refinancing of debts in connection with two existing loans due to mature in September and November next year. These two loans are part of a portfolio which have been refinanced due to a reduction in PWLB interest rates as a direct action to generate further revenue savings.

Figure 1 below illustrates the monthly projected outturn positions over the last 5 years.

**Figure 1**



- 7.6 **The Housing Revenue Account** is showing an overspend of £538k. An in-year surplus of £213K on the Housing Revenue Account (HRA) was approved by Cabinet for 2010/11. The latest projection indicates an outturn deficit of £325k which is an overspend of £538k against budget compared to last months overspend position of £437k. the detail behind this is in Appendix A. In overall terms, a new working balance carried forward at 31<sup>st</sup> March 2011 on the HRA is projected to be £8.683m.

## 8. **Emerging Issues / Risks**

### **Introduction**

- 8.1 Although the headline position is showing a projected under spend position of £206k 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.
- 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 C details the areas of savings by directorate and their current status.
- 8.3 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 31<sup>st</sup> March 2011.

### **Directorate Specific**

#### **8.4 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.
- Previously successful CHC awards were applied from the date of referral however, the PCT are looking to awarding CHC from the date of assessment completion. Where CHC is awarded this change in practice would be at the detriment of the authority. SBC will strongly contest any change in practice should this arise.
- The PCT is in discussion with the Strategic Director on its contribution towards Intermediate Care following the closure of Copper beech and transfer of the Intermediate Care function to The Oaks. The current value of the PCT contribution for this service is £257k per annum.

#### **8.5 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.

#### **8.6 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.

#### 8.7 **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.

#### 8.8 **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 expected cannot be quantified.

### 9. **Emerging Opportunities**

#### **Introduction**

9.1 Note the suggestion in paragraph 6.4 to take 2011/12 agreed savings early in 2010/11.

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**

#### 9.3 **Community & Wellbeing**

None identified at this stage.

#### 9.4 **Education & Children's Services**

None identified at this stage.

#### 9.5 **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

## 9.6 **Central Directorates**

9.7

- 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.

## 9.8 **Housing Services**

9.9

- The chance to review the budgets and challenge the support costs and services provided to Housing Tenants by all other departments. Both the risks and opportunities will be reflected in the revised HRA budget for the 6 month position and thus incorporated in the budget build for 2011/12.

## 10. **Efficiency Savings**

- 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.
- 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.
- 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 22<sup>nd</sup> February 2010. For Slough, this additional increase equates to approximately £1.3m.

- 10.4 Members 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.
- 10.5 Current monitoring indicates a surplus of £226k against the target set by the DCLG as can be seen in the table overleaf.
- 10.6 The detail of all savings items included can be seen in Appendix B. This position will continue to be monitored as we work through 2010/11. For completeness Appendix B also identifies growth items from the PPRG process and their current status and it was agreed at CMT that the current performance against the budget growth and savings proposals will be indicated using either a red or green status.

#### NI 179

	<b>As at Aug-10</b>	
	<b>Budget</b>	<b>Forecast</b>
	<b>£'000</b>	<b>£'000</b>
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	<b><u>13,943</u></b>	<b><u>13,893</u></b>
Target	13,667	13,667
Indicative Over / (under) achievement - %	2.02%	1.65%
Indicative Over / (under) achievement - £'000	276	226

#### 11. **Agreed Base Savings 2010/11**

- 11.1 As 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 B 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 below;

## 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
<b>Total</b>	<b>3,925</b>	<b>3,925</b>	<b>0</b>	<b>GREEN</b>	<b>-5,491</b>	<b>-5,491</b>	<b>0</b>	<b>GREEN</b>

## 12. In year savings 2010/11

- 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 C 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
<b>Total - Revenue</b>	<b>-2,915</b>	<b>-2,915</b>	<b>0</b>	<b>GREEN</b>
Green & Built Environment	-407	-407	0	GREEN
<b>Total - Capital</b>	<b>-407</b>	<b>-407</b>	<b>0</b>	<b>GREEN</b>
<b>Total Savings</b>	<b>-3,322</b>	<b>-3,322</b>	<b>0</b>	<b>GREEN</b>

## 13. Capital

- 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.
- 13.2 Members 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 18<sup>th</sup> 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 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.

- 13.3 The overall programmed spend for the HRA capital programme is £10.8m for 2010/11. The future years Capital programme is currently being reviewed in light of the transfer of People 1<sup>st</sup> into Slough BC and the outcome will be reported next month.

#### 14. **Conclusion**

- 14.1 The position as at the end of August 2010 leaves an overall headline under spend position of £206k. Against the Housing revenue Account the position as at the end of August 2010 leaves an overall headline over spend position of £538k. Close scrutiny is required from the Directorate management teams to ensure 100% delivery and thus not weaken the base budget position for 2011/12 and beyond.
- 14.2 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 the September budget monitoring report.

#### 15. **Appendices Attached**

Appendix A – Summary Variance Analysis by Directorate

Appendix B – Growth and Savings Analysis

Appendix C – Departmental In-Year Reductions Analysis 2010-11

Appendix D – SBC Corporate Scorecard

**Summary Variance Analysis**

**For the Period Ended: 31<sup>st</sup> August 2010**

**Community & Wellbeing**

<b>Service Area</b>	<b>Total Variance £'000</b>	<b>Explanation</b>
Community Services and Adult Social Care	<b>+251</b>	<b>New This month:</b> The CS&ASC division has an adverse movement of <b>£69k</b> in this period. The AD is taking remedial action to address this movement. An adverse change in staffing and internal services resulting from agency costs for staff absences (maternity cover and a long term sickness case). This is offset by a favourable movement in care package costs of £44k. <b>Previously Reported: +£182k.</b> Last monitor reported movement in client direct payment placements, the loss of Continuing Health Care funding and revisions to care packages, offset by a high placement cost leaver in MH.
Learning Skills and Cultural Engagement	<b>+22</b>	<b>New This month:</b> This is an adverse movement of <b>£40k</b> arising due to a reduction in Library income of £20k from hire charges and fine payments. Increased building cleaning costs within Community Centres of £7k and the cost of increased levels of sessional staff of £13k within transport following staff absences. <b>Previously Reported: -£18k</b> resulting from an increase in lettings income within community services (£19k) offset by additional consultancy costs due to delayed appointment.
Personalisation, Partnership and Commissioning	<b>0</b>	<b>New This month:</b> Minor revisions to staffing forecasts cost £1k. <b>Previously Reported: -£1k</b> due to minor staffing under spends.
Central Management	<b>-80</b>	<b>New This month:</b> There have been no changes in this month's forecast. <b>Previously Reported: -£80k</b> due to the anticipated under spend on non pay inflation provision.
<b>Total Variance</b>	<b>+193</b>	

Education & Children's Services

Service Area	Total Variance £'000	Explanation
Children and Families	339	<p><b>New This month:</b>            There has been a net saving of £24k across services supporting Looked After Children. This comprises 7 clients leaving care saving £96k, client movement between settings saving £61k offset by 5 new placements costing £34k, placement extensions costing £83k, and staff savings of £34k within the Fostering team as a result of the Team Manager leaving at the end of July. Within these changes is a net saving of £31k in respect of all foster placements which reflects the medium term strategy to maximise the use of internal fostering and reduce external fostering. The previous LAC reported saving has reduced by £50k.</p> <p>Within Family Support Services 7 clients are no longer receiving residence order allowances due to age or financial circumstances saving £20k.</p> <p><b>Previously reported:</b>            A gross pressure of £908k 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 £225k across other services including Adoption Allowances, Childcare Lawyers and the cost of Leaving Care.</p> <p>At CMT a reduction in foster care fees for Slough foster carers to a similar level to those paid by neighbouring authorities was agreed and has now been identified, 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 full year effect of this saving in 2011-12 is expected to be £250k, previously projected at £200k.</p> <p>In addition, a reduction in the number of social workers in Children and Families of 6 agency and 3 establishment, saving £200k in 2010-11 with a full year saving of £400k in 2011-12 was agreed. 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.</p>
Youth	-95	<p><b>New this month:</b>            Youth and Support to Young People is one of the areas being looked at for 2011.12 to implement savings. A saving of £95k has been identified against Positive activities guns, gangs and knife crime within the PAYP funding stream against a total Youth budget of £1.6m.</p>
Inclusion	-156	<p><b>New this month:</b> Understandably the department is looking at savings required for 2011.12 and to put in place actions to achieve this. A staff vacancy from July within Services for Children with Learning Difficulties/Disabilities will save £20k, a full year saving of £40k following a review of the staff structure for this service. A review of shift patterns at Breakaway Children's Home has saved £30k, equivalent to £45k in a full year.</p> <p><b>Previously reported:</b> Reduced client activity based upon need</p>



		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.
<b>Raising Achievement</b>	<b>-197</b>	<b>Previously reported:</b> The deletion of the Assistant Director post for Raising achievement from 1 <sup>st</sup> 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.
<b>Strategic Support</b>	<b>-80</b>	<b>Previously reported:</b> 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.
<b>Total Variance</b>	<b>-189</b>	

## Green & Built Environment

Service Area	Total Variance £'000	Explanation
Resources & Bus Support	0	No new variances reported
Env Services & Quality	0	<p><b>New this month:</b> Negotiations in respect of the environmental services contract continue with the latest meeting attended by directors from both SBC and Slough Enterprise held on the 9<sup>th</sup> September. This identified some additional proposals but overall negotiations continue and are not finalised as yet.</p> <p><b>Previously Reported:</b> Pressure at present still exists with the Environmental Services Contract. Slough Enterprise has agreed to lower the inflationary uplift from 4.8% to 3% reducing the pressure to £206k, but this is still awaiting formal agreement. Negotiations between directors from both SBC and Slough Enterprise are still ongoing with further meetings planned for September. Slough Enterprise invoices continue to be paid at last year's rate. This will be kept under constant review as part of the ongoing monitoring process and as appropriate compensating savings found.</p>
Public Protection	0	<p><b>New this month:</b> The Licensing Service has identified additional income of £21k across a range of its functions and this together with a projected underspend on CCTV/Careline employee costs mitigates the organic produce imports income pressure of £36k previously identified.</p> <p><b>Previously Reported:</b> A significant fall in the number of organic produce imports has resulted in a pressure of £36k against the income target for their verification. Work is ongoing to identify savings from within the Public Protection budgets to mitigate this pressure and a growth proposal will be submitted for next year's budget in respect of this item.</p>
Transport & Planning	0	<p><b>New this month:</b> The options appraisal in respect of the future of car parks has been completed and transport officers are now reviewing the recommendations contained within the report in order to ascertain the next steps and overall financial impact.</p> <p><b>Previously Reported:</b> Parking is experiencing some financial pressures due to increased competition from private car parks, however, the parking service is working on containment of this pressure within the current quarter. An option appraisal on the continued ownership of car parks is currently underway.</p>
Hsg Strategy & Renewal	0	<p><b>New this month:</b> No new variances reported.</p> <p><b>Previously Reported:</b> 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.</p>
<b>Total Variance</b>	<b>0</b>	

## Central Directorates

Service Area	Total Variance £'000	Explanation
Improvement & Development	(6)	<p><b>New This month:</b> The transfer of the Procurement function from this directorate to Resources transfers with it the previously reported under spend of £20k – This transfer has no overall impact on the total Council budget.</p> <p><b>Previously Reported:</b> 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.</p>
Chief Executive	(18)	<p><b>New This month:</b> No change to that previously reported.</p> <p><b>Previously Reported:</b> 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.</p>
Resources	(116)	<p><b>New This month:</b> Reduced staffing costs of £53k and anticipated under spends on running costs of £43k result in an under spend of £96k. The transfer of the Procurement function to this directorate from I&amp;D transfers with it the previously reported under spend of £20k – This transfer has no overall impact on the total Council budget.</p> <p><b>Previously Reported:</b> 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 years 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. 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 &amp; Valuation has saved £10k. The balance of overspend will be managed within the cash envelope to give a breakeven position.</p>
<b>Total Variance</b>	<b>-140</b>	

## 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 workstreams 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.
Housing Subsidy	90	Further to the completion and submission of the 2 <sup>nd</sup> Advance Housing Subsidy claim, the expected negative subsidy paid by the local authority to CLG is greater than that originally budgeted for in March 2010. This is due to changes in the stock nos. and the archetype and average rent chargeable on the properties that are no longer on the portfolio. The increase is £100k more than in the original budget. This is offset by a saving on the anticipated closing figures for housing subsidy for 2009/10 which will result in a variance on the budget of £11k.
Other variances under £50K (net)	3	There is an identified reduction of £3k in the interest receivable on the Sale of Council Houses.
<b>Total Variance</b>	<b>538</b>	

**Departmental Growth Analysis 2010-11**
**Appendix B**

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
<b>Education &amp; Children's Services</b>							
Contact Service	Demand Led	50	50	21	(29)	0	GREEN
Joint Arrangement - Joint Legal Team	Demand Led	72	72	0	(72)	0	GREEN
Adoption Advisory Service	Demand Led	46	46	19	(27)	0	GREEN
Placement Budgets	Demand Led	580	580	242	(338)	0	GREEN
Building Schools for the Future	Demand Led	161	161	0	(161)	0	GREEN
Youth Service opening hours	Legislative	50	50	21	(29)	0	GREEN
<b>Total ECS</b>		<b>959</b>	<b>959</b>	<b>303</b>	<b>(657)</b>	<b>0</b>	
<b>Community &amp; Wellbeing</b>							
Demand Led Care Packages - actual commitments	Demand Led	57	57	24	(33)	0	GREEN
Reprovide budget for Langley Resource Centre	Contractual	200	200	83	(117)	0	GREEN
Slough Deaf Centre	Policy Initiatives	20	20	8	(12)	0	GREEN
2 Reviewing officers to reduce care packages	Service Development	80	80	33	(47)	0	GREEN
Project Manager to achieve service redesign	Service Development	75	75	31	(44)	0	GREEN
2 Care Managers - CMHT	Service Development	70	70	29	(41)	0	GREEN
CHC Worker	Service Development	50	50	21	(29)	0	GREEN
Mobile Working	Service Development	6	6	3	(4)	0	GREEN
Demand Led Care Packages	Demand	357	357	149	(208)	0	GREEN
Library Opening Hours (part of Library Review)	Service Development	50	50	17	(33)	0	GREEN
Extra Care Housing	Service Development	(40)	(40)	(17)	23	0	GREEN
Reprovision of Central Library (Invest to Save)	Service Development	15	15	5	(10)	0	GREEN
<b>Total CWB</b>		<b>940</b>	<b>940</b>	<b>386</b>	<b>(554)</b>	<b>0</b>	
<b>Green &amp; Built Environment</b>							
Civil Parking Enforcement	Demand Led	30	30	13	(17)	0	GREEN
Animal warden	Demand Led	17	17	7	(10)	0	GREEN
Stray Dogs legislation( out of hours)	Demand Led	12	12	5	(7)	0	GREEN
Ongoing pressures from current year (net)	Demand Led	170	170	71	(99)	0	GREEN
Joint Arrangements - Registrars Service	Contractual	10	10	4	(6)	0	GREEN
Pest Control service	Contractual	5	5	2	(3)	0	GREEN
Neighbourhood coordination (NOTE A)	Policy Initiatives	30	30	13	(17)	0	GREEN
Licensing - Private Hire Operators Policy	Policy Initiatives	10	10	4	(6)	0	GREEN
Loss of Workstep Subsidy (Wexham Nursery)	Policy Initiatives	9	9	9	0	0	GREEN
Parks & Open Spaces	Demand	35	35	15	(20)	0	GREEN
Landfill Waste	Service Development	(325)	(325)	(135)	190	0	GREEN
Youth Transport Provision (NOTE A)	Service Development	100	100	42	(58)	0	GREEN
<b>Total GBE</b>		<b>103</b>	<b>103</b>	<b>50</b>	<b>(53)</b>	<b>0</b>	
<b>Resources</b>							
Borough Secretary	Legislative	20	20	20	0	0	GREEN
Commercial Rents	Demand Led	110	110	110	0	0	GREEN
<b>Total Resources</b>		<b>130</b>	<b>130</b>	<b>130</b>	<b>0</b>	<b>0</b>	
<b>Improvement &amp; Development</b>							
Economic Development & Inclusion	Demand Led	70	70	70	0	0	GREEN
<b>Total I &amp; D</b>		<b>70</b>	<b>70</b>	<b>70</b>	<b>0</b>	<b>0</b>	
<b>Corporate</b>							
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
<b>Total Corporate</b>		<b>1,723</b>	<b>1,723</b>	<b>1,723</b>	<b>0</b>	<b>0</b>	
<b>TOTAL GROWTH</b>		<b>3,925</b>	<b>3,925</b>	<b>2,662</b>	<b>(1,263)</b>	<b>0</b>	

**Departmental Savings Analysis 2010-11**
**Appendix B**

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
<b>EDUCATION &amp; CHILDREN'S SERVICES</b>							
Out of Authority Placements - Children with Disability	Efficiency	(50)	(50)	(21)	29	0	GREEN
Home To School Contract re-negotiation	Efficiency	(200)	(200)	(83)	117	0	GREEN
Utilise Extended Schools ABG grant	Efficiency	(93)	(93)	(93)	0	0	GREEN
Rationalisation of Adoption and Fostering Services	Efficiency	(55)	(55)	(23)	32	0	GREEN
Inclusion 2 % Efficiency	Efficiency	(61)	(61)	(25)	36	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)	(83)	117	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)	(13)	18	0	GREEN
<b>Total DECS</b>		<b>(1,333)</b>	<b>(1,333)</b>	<b>(770)</b>	<b>563</b>	<b>0</b>	
<b>COMMUNITY &amp; WELLBEING</b>							
Extend Call Monitoring System	Efficiency	(24)	(42)	0	42	(18)	GREEN
Value for Money Review of Meals on Wheels	Efficiency	(32)	(14)	(7)	7	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)	(220)	75	(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
<b>Total CWB</b>		<b>(1,232)</b>	<b>(1,232)</b>	<b>(787)</b>	<b>445</b>	<b>0</b>	
<b>GREEN &amp; BUILT ENVIRONMENT</b>							
Parks Maintenance	Efficiency	(55)	(55)	(23)	32	0	GREEN
Recharges to HRA/Capital	Efficiency	(20)	(20)	(8)	12	0	GREEN
Recharge to HRA	Efficiency	(20)	(20)	(8)	12	0	GREEN
Grounds Maintenance (S.106 funds)	Efficiency	(50)	(50)	(21)	29	0	GREEN
Travel Plan	Efficiency	25	25	25	0	0	GREEN
Highways Maintenance	Efficiency	250	250	104	(146)	0	GREEN
Housing Lettings Scheme	Contractual Negotiation	(50)	(50)	(21)	29	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)	(4)	6	0	GREEN
<b>Total GBE</b>		<b>(281)</b>	<b>(281)</b>	<b>(197)</b>	<b>84</b>	<b>0</b>	
<b>RESOURCES</b>							
Reduction in Training / consultancy Budget	Efficiency	(29)	(29)	(7)	22	0	GREEN
Review of Property Services (should be a B saving)	Efficiency	(50)	(50)	(50)	0	0	GREEN
Elections - Fallow Year	Efficiency	40	40	40	0	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)	(52)	48	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
<b>Total Resources</b>		<b>(461)</b>	<b>(461)</b>	<b>(335)</b>	<b>127</b>	<b>0</b>	
<b>IMPROVEMENT &amp; DEVELOPMENT</b>							
Part time voluntary staff reduction within Comm'g, Procurement & LGSS	Efficiency	(20)	(20)	(20)	0	0	GREEN

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	
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
<b>Total I &amp; D</b>		<b>(655)</b>	<b>(655)</b>	<b>(180)</b>	<b>475</b>	<b>0</b>	
<b>CHIEF EXECUTIVE</b>							
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
<b>Total CEX</b>		<b>(89)</b>	<b>(89)</b>	<b>(22)</b>	<b>67</b>	<b>0</b>	
<b>CORPORATE</b>							
Treasury Management / Capital Re-profiling / Other	Efficiency	(1,440)	(1,440)	(360)	1,080	0	GREEN
<b>Total Corporate</b>		<b>(1,440)</b>	<b>(1,440)</b>	<b>(360)</b>	<b>1,080</b>	<b>0</b>	
<b>TOTAL SAVINGS</b>		<b>(5,491)</b>	<b>(5,491)</b>	<b>(2,651)</b>	<b>2,840</b>	<b>0</b>	

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**Departmental In Year Reductions Analysis 2010-11**
**Appendix C**

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
<b>REVENUE REDUCTIONS</b>							
<b>EDUCATION &amp; CHILDREN'S SERVICES</b>							
Young People Substance Misuse Partnership	ABG	(10,246)	(10,246)	(4,269)	5,977	0	GREEN
Young Peoples Substance Misuse	ABG	(14,754)	(14,754)	(6,148)	8,607	0	GREEN
School Development Grant	ABG	(400,000)	(400,000)	(309,665)	90,335	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)	(18,556)	25,979	0	GREEN
Children's Social Care Workforce	ABG	(13,950)	(13,950)	(5,813)	8,138	0	GREEN
Care Matters White Paper	ABG	(34,452)	(34,452)	(14,355)	20,097	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)	(14,333)	20,067	0	GREEN
Harnessing Technology Grant		(112,596)	(112,596)	0	112,596	0	GREEN
<b>Total Education &amp; Children's Services</b>		<b>(890,840)</b>	<b>(890,840)</b>	<b>(479,046)</b>	<b>411,794</b>	<b>0</b>	
<b>COMMUNITY &amp; WELLBEING</b>							
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)	(66,619)	0	0	GREEN
Migrant Impact Fund - Migrant Resource Centre	Grant	(76,875)	(76,875)		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)	(13,000)	0	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)	(32,000)	30,000	0	GREEN
Continuing Healthcare	Core Budget	(25,000)	(25,000)		25,000	0	GREEN
Grants to not-for-profit organisations	Core Budget	(75,000)	(75,000)		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)		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)		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)		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
<b>Total Community &amp; Wellbeing</b>		<b>(605,064)</b>	<b>(605,064)</b>	<b>(333,189)</b>	<b>271,875</b>	<b>0</b>	
<b>GREEN &amp; BUILT ENVIRONMENT</b>							
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
<b>Total Green &amp; Built Environment</b>		<b>(646,106)</b>	<b>(646,106)</b>	<b>(646,106)</b>	<b>0</b>	<b>0</b>	
<b>RESOURCES</b>							
Resources - Support Services	Core Budget	(199,500)	(199,500)	(199,500)	0	0	GREEN
<b>Total Resources</b>		<b>(199,500)</b>	<b>(199,500)</b>	<b>(199,500)</b>	<b>0</b>	<b>0</b>	
<b>IMPROVEMENT &amp; DEVELOPMENT</b>							
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
<b>Total Improvement &amp; Development</b>		<b>(308,228)</b>	<b>(308,228)</b>	<b>(308,228)</b>	<b>0</b>	<b>0</b>	
<b>CHIEF EXECUTIVE</b>							
Prevent	ABG	(125,000)	(125,000)	(125,000)	0	0	GREEN
<b>Total Chief Executive</b>		<b>(125,000)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>0</b>	<b>0</b>	
<b>CORPROATE</b>							
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
<b>Total Corproate</b>		<b>(140,000)</b>	<b>(140,000)</b>	<b>(140,000)</b>	<b>0</b>	<b>0</b>	
<b>TOTAL REVENUE REDUCTIONS</b>		<b>(2,914,739)</b>	<b>(2,914,738)</b>	<b>(2,231,069)</b>	<b>683,669</b>	<b>0</b>	

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
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**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

<b>Total Green &amp; Built Environment</b>		<b>(407,000)</b>	<b>(407,000)</b>	<b>(407,000)</b>	<b>0</b>	<b>0</b>	
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<b>TOTAL CAPITAL REDUCTIONS</b>		<b>(407,000)</b>	<b>(407,000)</b>	<b>(407,000)</b>	<b>0</b>	<b>0</b>	
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<b>TOTAL REDUCTIONS</b>		<b>(3,321,739)</b>	<b>(3,321,738)</b>	<b>(2,638,069)</b>	<b>683,669</b>	<b>0</b>	
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**SBC COUNCIL WIDE SCORE CARD INCORPORATING LAA TARGETS**

This exception report provides an update on performance covering the period from 1st April 2010 to 31<sup>st</sup> August 2010. It comprises of exceptions 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 TARGETS: PERFORMANCE STATUS AND IMPROVEMENT REPORT**

**EXCEPTION SUMMARY**

<b>INDICATORS WITH RED RAG STATUS</b>
NI 73: Achievements at level 4 or above in both English and Maths at Key Stage 2 (LAA indicator)
NI 130: Clients and carers receiving self directed Support/direct payments
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**

Slough's provisional 2009/10 performance currently stands at 70% which is a 3% increase on the previous year's result of 67%. This year's results were likely to have been higher however it excludes two of our high performing primary schools which boycotted the Key Stage 2 SAT's. This year's provisional performance is 4% below the England average of 74% and 3% below the South East average of 73%. Given the range of needs that pupils in our schools present, although lower than national and regional averages, this shows marked improvement in closing the gap for Slough children.

**Corrective action(s)**

- 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**

To date there are 391 clients and carers that are in receipt of SDS/direct payment. We are below our target of approximately 1265 clients and would expect a minimum of 525 clients on SDS by the end of August. Robust plans are in place to increase the numbers, using the opportunities afforded by reviewing existing clients.

**Corrective action(s)**

- All new clients are being offered a self directed support package (SDS) of a 6 weekly review.
- All existing clients being offered SDS at annual review.
- Monthly monitoring against monthly targets and team/worker level reporting.
- 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. SB to arrange formal programme of reviews and provide timetable and project plan to PJ.

- Identified sessions for named workers in teams being arranged to review specific care arrangements and see how more individualised support can be offered via direct payments. Team managers to action and Heads of Service to comply.
- Staff offering SDS/Direct Payments as an option to new people once they become eligible for support as the primary option for intervention.
- A number of health promotional direct payments being offered for people particularly within mental health services as a way to meet identified needs that, if not addressed, would incur more complex and costly service arrangements in the future.
- Offering carers a direct payment to manage home circumstances is being applied across all teams. Heads of Service to provide compliance data to Assistant Director.

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

To the end of August there are 285 (manual count) carer’s services. We are below target. In terms of progress we would expect approximately 430 carers’ services to be provided by August 2010. Performance in 2009/10 reached 1029 carers in receipt of a carers’ service placing Slough in the top quartile nationally.

**Corrective action(s)**

- Monthly reporting against monthly targets and team/worker level reporting has commenced
- Each Team to provide Assistant Director with action plan on how they will comply with Directorate requirement and performance record
- Team targets and individual team member quotas set and staff supported and reminded of the importance of completing carers assessments
- Refresher training commenced to ensure staff complete carers assessments and services accurately on the IAS system
- Performance team to investigate reports to ensure all activity is counted
- IAS Data Action Group set up to address system and recording issues

**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. These figures reflect the overall downturn in planning applications as a result of less activity within the economic sector. 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 102a: Achievement gaps between pupils eligible for free schools meals and their peers achieving the expected level at key stage 2 (LAA indicator)  
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 within 7 working days of referral

Performance as at 30<sup>th</sup> June 2010: 76.4%.

Latest comparator figures: England average 72.9%; Statistical Neighbours average 73.0% (March 2009).

Target for 2010/11 = 80%.

Performance for the first quarter of 2010/11 was 76.4% remained lower than the agreed target of 80.0%. The end of year figure for 2009/10 was 75.5%, better than the previous financial year's outturn and Slough's second highest outturn in this indicator ever (in the 8 years this indicator has been collected).

### Action(s) to date:

A restructure of the front-end duty services to ensure duty workers taking new referrals and assessments have the capacity to manage work coming in through the door and the introduction of a triage system which will be able to siphon off referrals that don't meet social care thresholds and allocate them to the relevant tier 2 service.

Note: The publication of the new Working Together to Safeguard Children 2010 guidance has seen a change in definition for this indicator from 7 working days to 10 working days. It has been recognised that in order for a social worker to see the child, collect and analyse the information, decide on the best

course of action, write up the assessment and have it authorised by a manager takes longer than 7 working days. This new definition will come into force next financial year.

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

Performance as at 30<sup>th</sup> June 2010: 83.8%.

Latest comparator figures: England average 78.4%; Statistical Neighbours average 78.9% (March 2009).

Target for 2010/11 = 80%.

Performance for the first quarter of 2010-11 was 3.8% above the target and well above the latest available comparator figures.

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

Slough has achieved significant improvement in narrowing the achievement gap at KS2 this year. This is a considerable achievement given the nature of the population in Slough. Our provisional 2009/10 performance of 19.9% is a 7.9% improvement from the previous year of 27.8% in narrowing the achievement gap. This year's comparator information is not yet released however provisional results are 2.4% narrower than the 2009 England achievement gap of 22.3%, 9.2% narrower than the South East achievement gap of 29.1% and 1.1% narrower than our statistical neighbour's achievement gap of 21%. This year's provisional performance exceeds our narrowing the 2009/10 KS2 gap target of 21% and is marginally above the 2010/11 KS2 gap target of 19.5%.

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

Target for 2010/11 = 90%.

Performance against this indicator shows excellent performance of 97.44% against the target of 90% for the opening quarter of this financial year.

**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 1<sup>st</sup> 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.

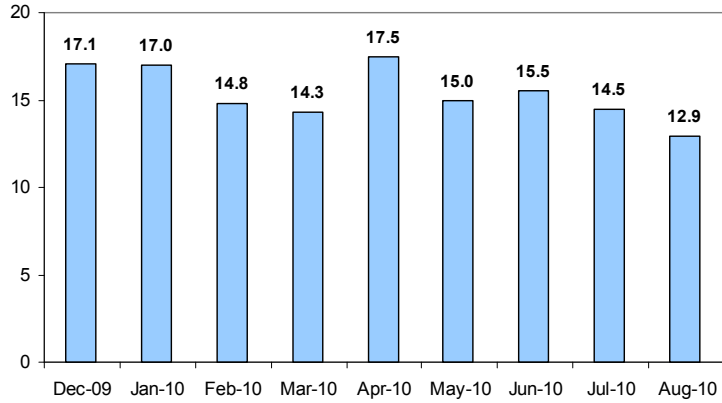
**Local H29 - Percent of urgent repairs done within 3 days**

This has remained high at 99.82% of all urgent repairs

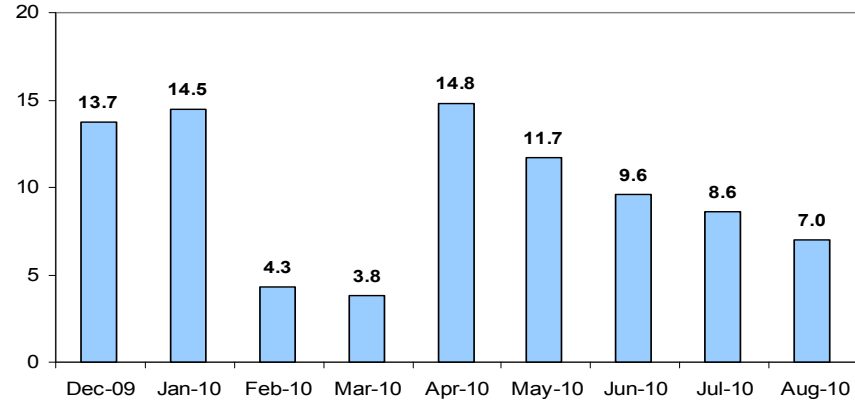
**\*New Benefits Indicator\***

**Benefit Processing Time**

**Average number of days to process a new claim:**



**Average number of days to process a change of circumstance:**



**Summary:** The number of days to process a new claim and a change of circumstance has decreased significantly over the 9 month period from Dec 09. There has also been a caseload increase from 12946 in December 2009 to 13512 in August 2010. Both these areas show improved performance and are exceeding the national benchmarks.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> October 2010

**CONTACT OFFICER:** Mike Bibby – Assistant Director, Personalisation, Commissioning & Partnerships – 01753 875800

**WARD(S):** All

**PORTFOLIO:** Councillor Small – Health & Wellbeing

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

**NEW ADULT SOCIAL CARE COMMISSIONING STRATEGY**

**1 Purpose of Report**

- 1.1 To seek Cabinet support for and approval of a new commissioning strategy for adult social care services which sets out the priorities for the next two years. The strategy will support the delivery of the 'Putting Me First' programme and reflects changing needs for social care support. Implementation of the strategy will also ensure best use is made of limited resources to deliver agreed priorities and improved outcomes for service users.
- 1.2 To seek Cabinet approval of identified priorities for commissioning
- 1.3 To seek Cabinet approval to commission identified services over the next two years in line with procurement requirements and guidelines
- 1.4 To seek Cabinet approval to extend existing funding arrangements for services to ensure continuity of service during the re-commissioning programme period where required.

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

- 2.1 Cabinet are requested to resolve:
  - (a) That the draft commissioning strategy and priorities be approved
  - (b) That identified services be commissioned in line with procurement requirements and guidelines over the next two years
  - (c) That existing funding and contractual arrangements be extended where required to ensure continuity of service during the re-commissioning period
  - (d) That officers proceed with developing the detailed work programme to implement the strategy including formal consultation with users of services

### 3 **Community Strategy Priorities**

Implementation of the Adult Social Care commissioning strategy will contribute to the delivery of Community Strategy priorities in a number of ways:

#### 3.1 **Community Cohesion**

- Promotes involvement in community activities;
- Reduces inequalities and promotes fair access to high quality services.

#### 3.2 **Health and Wellbeing**

- Help people make positive informed choices;
- Intervene early to tackle serious health issues and promote healthier life styles;
- Maintain a person centred approach to service provision;
- Provide effective and tailored services for adults to allow them to live independent, socially inclusive lives;
- To work, often with other agencies, to provide support for improved health including early intervention

#### 3.3 **Community Safety**

- Improve public information and help people have an active role;
- Within the overall provision of support and care services to ensure that the most vulnerable are protected and safeguarded.

### 4 **Other Implications**

#### (a) **Financial**

The total gross budget in 2010/11 for adult social care and Supporting People to fund externally provided services is £25,732,000. This is through a combination of block contracted services, grant funding with service level agreements and 'spot' purchased care packages for individual service users. This figure represent 59% of the total gross budget for adult social care and supporting people services including care management, and directly provided services.

The table below illustrates the current pattern of funding

		£	£
Supporting people			3,970,000
Block purchased services			
	Residential / Nursing	7,651,000	
	Domiciliary	2,111,000	9,762,000

Community based services			
	Advice and support (e.g. advocacy, carers support etc)	467,000	
	Care and respite (e.g. day care, lunch clubs, respite for carers etc)	716,000	
	Living at home (e.g. meals service, handyperson, equipment loans)	660,000	
	Out and about (e.g. transport etc)	56,000	1,899,000
Spot purchased services			
	Residential / Nursing	9,500,000	
	Domiciliary	265,000	
	Day Care	336,000	10,101,000
<b>Total budget - externally commissioned services</b>			<b>25,732,000</b>

There are efficiency savings identified in the medium term financial plan relating specifically to commissioning and supporting people which total £924K for the period 2011/12 to 2013/14. A further £100K in 2011/12 is identified relating to residential care block commissioning. Combined, this equates to 4.8% of the total expenditure on externally commissioned services. In addition measures arising from changes to commissioned services will also contribute to other agreed savings plans.

Future commissioning activity will be funded from within agreed cash limits.

(b) Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
a) Resolve to agree the commissioning strategy and priorities	Provides the opportunity to align social care services with needs and the requirements of personalisation and reduced resources. Possible risks that: <ul style="list-style-type: none"> <li>• Market cannot supply the innovatory services required, at the right price.</li> <li>• Decommissioning is disruptive to relationships.</li> </ul>	Implementing Commissioning Strategy will achieve savings whilst delivering new services according to need. Careful planning of future procurements with tolerances. Market engagement and constructive tender process, to encourage both competition and innovation. Sensitivity in de-commissioning existing services.
b) Extend existing funding and contractual arrangements where required to ensure	Necessary to ensure continuity of existing services, as new tenders let / Services procured. No risk in extending contracts, but	N/A

continuity of service during the re-commissioning period	risk of loss of service during the transformation period, if extensions not possible.	
c) envelopment of detailed implementation plan	Detailed plan needed to deliver complex programme. Risks arising from amount of work to be undertaken in short timescales.	Project management approach adopted to all commissioning activity to ensure complex programme of work delivered within timescales and budget available
d) Significant changes to range of provided services	Risk to currently commissioned services and providers Threat of negative reactions from some agencies Opportunity to ensure most appropriate service models and providers	On-going consultation with provider agencies Phased approach will ensure stability within market

(c) Human Rights Act and Other Legal Implications

Commissioning of new services and the termination or extension of existing contracts will be carried out in accordance with relevant legislation and guidance including the council's constitution.

Contracts and service level agreements will be put in place for all commissioned services.

(d) Equalities Impact Assessment

An Impact Assessment will be carried out on the final strategy prior to implementation.

Equalities Impact Assessments will also be completed for specific de-commissioning and commissioning actions.

(e) Workforce

There will be no workforce implications for the council arising from the implementation of the commissioning strategy with the necessary work being undertaken within the existing staffing arrangements.

However, as a consequence of the decommissioning and commissioning activities there could be workforce implications for some provider agencies, specifically those that are not successful in the competitive tendering for the new service models and contracts.

5 **Background**

5.1 The local authority commissions services from a range of provider agencies in the private, voluntary and community sectors to deliver adult social care services.

Current service provision has grown up over a number of years resulting in a historical and disparate pattern of services. It is appropriate and prudent that the range of services commissioned is regularly reviewed to ensure that they are meeting the needs of residents and are delivering improved outcomes and efficiencies.

- 5.2 There are significant developments to the way that adult social care services are to be delivered arising from the implementation of 'Putting Me First' – the strategy for the implementation of personalised adult social care services in Slough. The type of services that will be commissioned and the resulting contracts will need to change to support the delivery of more person-centred services.
- 5.3 The draft Commissioning Strategy for Adult Social Care identifies the key priorities for commissioning in coming years to support the delivery of 'Putting Me First'.
- 5.4 The challenging financial climate and the reduction in resources available to local authorities make it more important than ever that robust, coordinated and effective commissioning arrangements are in place to ensure the availability of high quality and cost effective services which deliver improved outcomes for residents while making the best use of available resources.
- 5.5 Implementing the strategy will mean that some existing services will be de-commissioned while others may change in terms of the nature of the service and who provides it as a result of re-commissioning. There will also be changes to the nature of contracts for service provision.

## 6. **Detail**

### 6.1 Development of the Commissioning Strategy for Adult Social Care

- 6.1.1 The local authority commissions a wide range of agencies to provide adult social care services to the residents of Slough. These include services and support that form a part of an individual's care package to meet eligible needs following a Fair Access to Care assessment, as well as preventative community based services which can be accessed directly. Services such as Supported Housing and Floating Support are commissioned and funded through the Supporting People programme. The commissioning strategy covers all these services and relevant funding streams.
- 6.1.2 The services are provided by private, voluntary sector and not for profit organisations. The currently commissioned services in Slough have developed over time resulting in a historical pattern of generally 'traditional' services.
- 6.1.3 Commissioning takes place in a variety of ways dependent on the funding source and the price or volume of the service provided. In some cases formal tender processes governed by legislation, including European Union procurement guidelines, apply which result in formal contractual arrangements covering a number of years. In other cases grant funding is provided on an annual basis, these being underpinned by Service Level Agreements.
- 6.1.4 In addition to these arrangements, individual support for service users is 'spot' purchased from private and voluntary sector agencies.
- 6.1.5 The council is in the process of finalising policy, protocols and best practice guidance relating to commissioning which will be adopted when implementing this

strategy. These will include proportionate, consistent and transparent arrangements for the commissioning and subsequent monitoring of commissioned services. Outcomes which are clearly defined and measurable will be set out for each commissioned service and where possible and appropriate funding will be agreed for a defined number of years dependent on performance. Services commissioned will deliver agreed priorities.

6.1.6 The draft policy and protocols will be subject to consultation with relevant organizations, including Slough Compact.

## 6.2 Why do we need to make changes?

In developing the Commissioning Strategy for Adult Social Care for Slough the following have been taken into consideration:

- The development of person centred social care services through the Slough 'Putting Me First' programme.
- Information on the current and future needs of residents and service users to support targeting of services to those most vulnerable
- Reduced resources available to the council as a result of the national financial climate.
- Savings already agreed within the medium term financial plan.
- The importance of partnership working both within the council and with other agencies such as health services to meet needs and deliver agreed priorities
- Demographic data

6.2.1 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.

6.2.2 These factors mean that commissioned adult social care services have to be reshaped to deliver flexible services which are responsive to individual needs and choice and to ensure that they are targeted appropriately to meet the needs of vulnerable people. Commissioning also has to ensure that services deliver agreed priorities and make the best use of available resources.

## 6.3 Commissioning principles and priorities

The Commissioning Strategy sets out the priorities and principles for the commissioning of adult social care services over the next three years.

We will promote, develop and commission care and support that:

- Is innovative and flexible in times of change and responsive to the needs and risks of our most vulnerable residents.
- Supports and enables people to live independently within their own communities for as long as is possible and appropriate.
- Achieves agreed outcomes and promotes choice and control in the planning and delivery of those outcomes.

- Is delivered to defined measurable and controllable quality standards.
- Demonstrates continuous effectiveness and efficiency to make the best use of the resources available to the Council.

Key priority areas for commissioning to deliver agreed objectives and priorities have been identified and are set out in the strategy. These are:

- Advice and Information across all care groups including carers;
- Brokerage and advocacy across all care groups for those who meet the adult social care eligibility criteria;
- Assistive technology for all care groups including emergency alarm response service
- Relief care and respite for carers;
- Dementia services to ensure they are more accessible for those under the age of 75 and are more community based;
- Residential, nursing and dementia care services reconfigured to reflect future demand;
- Day opportunities for older people reviewed and re-commissioned to enable greater choice and independence;
- Community based mental health services focusing on promoting independence and choice;
- Domiciliary care services to deliver greater independence for older and disabled people by encouraging people to do things for themselves, rather do things for them;
- Meals service
- Support for substance misuse and HIV clients commissioned in partnership with other Council service areas
- Community transport
- Supported tenancy and 'extra care' housing schemes for people with more complex and challenging needs; including those with mental health problems, physical disabilities, sensory loss, learning disabilities and autism.
- Shared Lives schemes to include a greater number of people who are at risk of social isolation and/or losing their independence.

#### 6.4 What impact will the commissioning strategy have?

Implementing the new commissioning strategy will impact in a number of ways.

These include:

- Ensuring the provision of services that deliver agreed priorities and measurable outcomes which are closely monitored
- A focus on promoting independence and where possible reducing the need for statutory intervention and long term care
- Targeting services to support the most vulnerable
- Enabling service users to have greater choice over the support they receive
- Improving outcomes for local residents
- Making best use of the resources available
- Ensuring the provision of high quality and safe services

## 6.5 Implementing the strategy

- 6.5.1 The commissioning programme is extensive. It will be important that this work is carried out in a planned way to maintain stability within the market and continuity of service provision for users during the transitional period.
- 6.5.2 A detailed plan is being developed which sets out the actions needed in relation to all existing externally purchased services, including those where new contracts are required. This will include de-commissioning of some services and re-letting of contracts on a new basis. The programme will identify in more detail the timescales for commissioning and decommissioning of services. It is not possible to forecast the cost of individual contracts at this stage.
- 6.5.3 It is anticipated that the major part of the programme will be delivered in the next 18 months, with completion by April 2013. As many of the Councils contracts would normally expire in the next year, it may be necessary for some existing contracts to be extended while new arrangements are put in place in line with the detailed programme.
- 6.5.4 Cabinet is reminded that at the meeting of 8<sup>th</sup> April 2010, approval was granted to let contracts in excess of £250,000 for:
- Supporting People Funded services for Older Persons Floating Support Service, Mental Health Services, Learning Disability Services, Drugs Services and Homeless Service
  - Mental Health Day Care Services
  - Older Peoples Day care Services
  - Domiciliary Care Block Contracts

At the same meeting approval was also given to exemption from competitive tendering for continuation of contracts for:

- Mental Health Residential Services
- Nursing care Block Contracts
- Residential Care Block Contract (Gurney House)

## 7 Comments from other Committees

- 7.1 The draft Commissioning Strategy was presented to the Health Scrutiny Panel at its meeting on 23<sup>rd</sup> September 2010. The Panel noted the strategy and covering report. There were no specific comments arising.

## 8. Consultation

- 8.1 The draft Commissioning Strategy was presented to the regular providers forum meeting held on 23<sup>rd</sup> September 2010. A presentation by senior council officers covered the reasons why a new strategy is needed, the principles and the key priorities.
- 8.2 Agencies attending the meeting recognised the need to implement the new strategy and noted that there would be changes to current patterns of service delivery.



8.3 There will be further engagement and consultation with service users, carers and partner organisations as the detailed work programme is developed and the strategy implemented. This will include further discussions at the providers forum, as well as in partnership board meetings and other events such as 'Putting Me First' stakeholder consultation events.

## 9. **Conclusion**

9.1 The draft adult social care commissioning strategy sets out the priorities for coming years.

9.2 The strategy has been developed to reflect and respond to changing demographic needs, the developments in the provision of adult social care services as a result of 'Putting Me First', and the prevailing financial climate.

9.3 Delivering the strategy will involve a complex programme of work over the next two years. This will have significant impacts on current provider organisations as the range of services commissioned will change. There will also be changes to the nature of contracts for service provision.

9.4 Delivery of the strategy will ensure that commissioned services deliver the council's agreed priorities and deliver high quality and cost effective support which make the best use of available resources. The services commissioned will improve outcomes for local residents and support the delivery of person-centred support that enables people to live independently in their own homes for as long as possible.

9.5 Cabinet are asked to resolve:

- The draft commissioning strategy and priorities
- That identified services are commissioned in line with procurement requirements and guidelines over the next two years
- That existing funding and contractual arrangements are extended where required to ensure continuity of service during the re-commissioning period
- That officers proceed with developing the detailed work programme to implement the strategy including formal consultation with users of services

## 10. **Appendices Attached**

Appendix A - Draft Commissioning Strategy for Adult Social Care - August 2010;

## 11. **Background Papers**

- 1 Slough Borough Councils Strategic Commissioning Framework – June 2010;
- 2 Joint Strategic Needs Assessment for Slough - October 2009;
- 3 Joint Commissioning Strategy for Slough 2007 – 2015.
- 4 Putting People First (PPF) DoH December 2007;
- 5 Our Health, Our Care, Our Say DoH 30 January 2006;
- 6 PPF related Circulars issued in January 2008, March 2009 and March 2010.

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# **Slough Borough Council**

## **Draft Commissioning Strategy for Adult Social Care**

**September 2010**

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## **2 INTRODUCTION**

### **2.1 Purpose of the New Commissioning Strategy**

2.1.1 Slough Borough Council is committed to following a Strategic Commissioning approach to achieve better outcomes for residents and improved value for money for the council.

2.1.2 This Strategy identifies the commissioning priorities for adult social care. Based on strategic commissioning principles and best practice it proposes specific actions to transform social care and the range of services commissioned.

2.1.3 There are substantial changes taking place in the provision of public services, and these affect the council's commissioning activities which seek to ensure the provision of appropriate services and improved value for money. The programme to implement this strategy is being undertaken in the context of:

- The development of person centred social care services through the Slough "Putting Me First" programme;
- Reduced resources available to the council as a result of the national financial climate.
- The importance of partnership working both within the council and with other agencies such as health services to meet needs and deliver agreed priorities

2.1.4 These factors mean that adult social care and commissioned services have to be reshaped to deliver flexible services which are responsive to individual needs and choice, and that they are targeted appropriately to meet the needs of vulnerable people. Commissioning also needs to ensure that services deliver agreed priorities and make the best use of available resources

2.1.5 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.

2.1.6 Strategic commissioning is a major tool in the transformation process. Implementing the strategy will:

- Ensure the provision of services that deliver agreed priorities
- Focus on promoting independence and where possible reducing the need for long term care
- Enable service users to have greater choice and control over the support they receive
- Improve outcomes for local residents
- Make best use of the resources available

## 2.2 Strategic Commissioning – Overview

2.2.1 Strategic commissioning requires a broad appreciation of needs and service requirements, supported by detailed data. These are the starting points for analysis and decision making, and eventually obtaining improved services from high quality providers.

2.2.2 The diagram (right) illustrates the commissioning cycle and the approaches that have been and will be applied in developing and implementing this strategy.

2.2.3 A new Commissioning Strategy for Adult Social Care is needed to reflect and respond to current and predicted changes in policy and the financial climate.



*Institute of Public Care*

2.2.4 This strategy accommodates, amongst other things, requirements for more flexible person centred services and more rigorous control of value for money, quality and eligibility

2.2.5 The Commissioning Strategy will be maintained over time and in addition to providing the context for purchasing and contracting it will facilitate broader thinking about the opportunities for innovation in purchasing, joint commissioning with partners and engagement with providers.

## 2.3 Developing the New Commissioning Strategy

2.3.1 In developing the new Commissioning Strategy for adult social care a number of key factors have been reviewed and analysed. These include:

- Demographic data identifying the current and projected population profile and needs of Slough. Much of this information has been taken the Joint Strategic Needs Assessment for Slough, October 2009. There are marked disparities in health and well being in parts of the Borough. As resources are to be scarcer services will need to be more focused and targeted. Strategies must be evidence based, rather than merely repeating current practices and historical patterns of funding and service provision.
- The introduction of person centred adult social care services including personal budgets. The key priorities of the 'Putting Me First' strategy for Slough are:

- Increasing choice and control for service users
- Urgent Care, early intervention and prevention
- 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

The delivery of the strategy will require providers and contracting arrangements capable of offering a range of innovative services, with the flexibility that will be required to increase personal choice.

- Ongoing financial remodelling by the Government to reduce public expenditure. The Government's emergency budget announced in June 2010 resulted in an initial impact of £3.322million on the Council and various cost reduction measures have been introduced across the council, including in adult social care, to respond to these pressures. Further measures which are likely to reduce resources available to local authorities will become known in October 2010 as a result of the Government Spending Review (covering 2011/12 to 2014/15).
- Consultation with service users, carers and partner agencies is a continuing activity for all client groups. Topics such as 'Putting Me First' and reductions in resources have been discussed at these events and the information gathered and analysed when drawing up this strategy.
- A workshop involving social care senior managers, representatives of specialist client areas and NHS Berks East was held in August 2010 which has informed the development and content of this strategy.

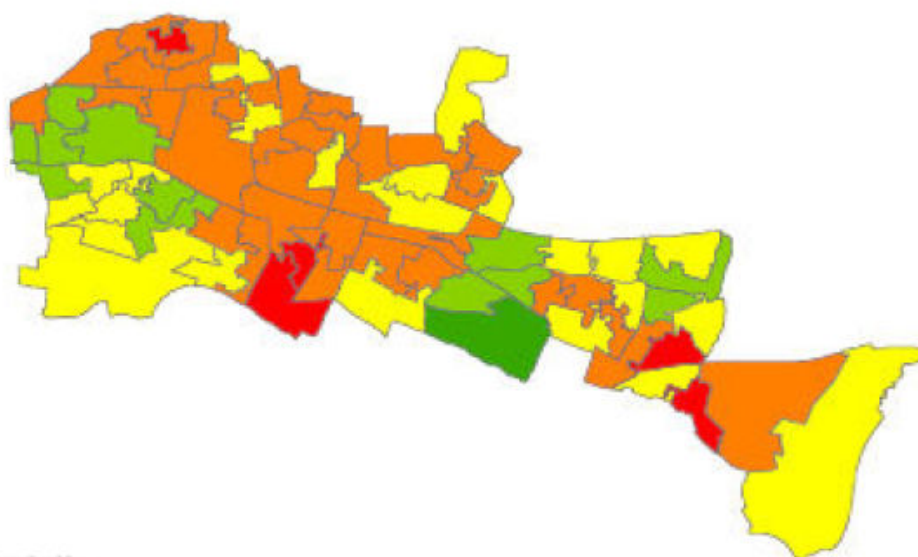
### **3 NATIONAL AND LOCAL GUIDANCE AND RESEARCH**

#### **3.1 Demographics and Trends – identifying needs**

The collection and consideration of demographic data within the planning stage of the strategic commissioning cycle must be rigorous in order to establish the necessary evidence base to inform commissioning. There are a number of significant underlying issues and problems affecting residents. Some of the key factors are:

- Whilst Slough has an active local economy, average earnings of the resident population are relatively low.
- The size of the Borough's population is a matter for debate, as the 2001 census figures are believed to significantly undercount the number of people living in Slough. Government allocation of resources to Slough is based on the census figures.
- The estimated true population figure is around 130,000. Population density is over ten times the national average and at least three times that of other Unitary Authorities in Berkshire East.
- Projections for older people imply negative growth compared to the other council areas in Berkshire East and against national trends.

- Almost 40% of residents are from black or minority ethnic communities. The greatest number are of Indian origin with other significant Pakistani, African and Polish groups. 75 languages are spoken in the Borough.
- There are high birth rates, particularly in families that originate from commonwealth and Eastern European countries.
- Among those of working age, expected population growth will place demands on services and carers of people who have learning difficulties, long term conditions or mental health problems.
- 44 lower super output areas<sup>1</sup> across Slough are within the fifth quintile (i.e. the most deprived) within the NHS South Central region; five of these are in the most deprived quintile nationally (see the red areas below).



- There are several unsatisfactory housing infrastructure issues in the Borough, with market prices beyond the local average earnings and high levels of rented property, including many Houses in Multiple Occupation (HMO).
- There are poor standards in some parts of the rented sector (e.g. use of outbuildings for residential purposes) and a large number of HMOs are in poor condition, particularly in Chalvey, Upton and Central wards.
- A higher proportion, 30% (24% nationally), of houses in some areas of the Borough would not meet the 'Decent Homes' standard. Thermal inefficiency is a large problem.
- Within the overall demand for housing there is an identified requirement for housing with flexible support for those with learning disabilities. The numbers of people with learning disabilities in residential care are comparatively high.
- There are comparatively high number of people with mental health problems in residential care
- Referral rates in relation to Safeguarding have increased steadily from 190 (2007/2008) through to 314 (2009/2010).

<sup>1</sup> Lower super output areas are small areas, below ward level, for which census statistics are analysed by the Office of National Statistics.



- In respect of long term conditions, in 2009/10 adult social care services in Slough supported 3215 people with a physical disability or temporary illness, 1105 people with a mental health problem of which 95 were over 65 and had dementia and 300 people with learning disabilities.
- During the same period a total of 1029 carers were registered; 661 were caring for people aged 18-64 and an additional 368 cared for people over the age of 65. 562 were caring for those with a physical disability; 261 for those with mental health problems and 101 for those with a learning disability.
- The Joint Strategic Needs Assessment for the Borough includes a prediction that the number of men and women with dementia in the Borough is projected to rise from 822 people in 2009, to 1,195 in 2021.
- The levels of tuberculosis in Slough are high.

### **3.2 'Putting Me First' – Personalised Adult Social Care service in Slough – developments in policy**

3.2.1 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.

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

A specific 'Putting Me First' strategy has been developed to implement these changes in Slough.

3.2.2 The aims and objectives of the 'Putting Me First' 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

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

The 'Putting Me First' strategy recognises that 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.

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.

The contractual arrangements for commissioned services will also need to develop and become more flexible. Flexible framework agreements will be introduced to facilitate service user choice.

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 is carried out in a planned way to maintain stability within the market during the transitional period.

### **3.3 Finances and funding:**

The current financial climate will have significant impacts on commissioning activities. Resources available to local authorities and other public sector bodies are decreasing, though the full scale and timings of these reductions are not yet known. The decline in resources as a result of Government policies has to be seen alongside already agreed local financial policies and initiatives. Among the main issues are:

- The government has set a target for public sector services to find approximately 25% savings in the next four years;
- During 2010/11 the Council is negotiating with providers who are in receipt of council funding in excess of £10,000 (including social care) to achieve a 4% reduction. This is in response to reductions in central government funding to councils already introduced during 20010/11.

- There are agreed financial saving proposals for 2011-12 relating to commissioning activity
- There are a number of other restrictions and possible reductions which may impact on the resources which the Council has available such as the freeze on Council tax.
- Further details of financial implications for local authorities will be come clear when announcements are made in the Government Spending Review (covering 2011/12 – 2004/15) on 20th October 2010.

#### **4 FUTURE DEMAND**

- 4.1 Based on the known demographics and trends set out above, Slough has to respond to a wide and varied range of needs, across the spectrum of social care.
- 4.2 Whilst the Authority does not have the high proportion of elderly people that is common in other areas, it does have particular issues such as areas of marked deprivation (and consequent related health needs and lower life expectancy) and high levels of mental health problems.
- 4.3 The nature of Slough's population requires responses which are appropriate to meet the needs of diverse communities.
- 4.4 Preparing to address future demands at the strategic level is best achieved by the development of a dynamic commissioning environment, where need is assessed on a cyclical basis. This will include implementing robust processes and analysis of information to ensure the commissioning and provision of appropriate support services.

## 5 MARKET ANALYSIS:

- 5.1 Current service provision in Slough has grown up over a number of years, with the result that there is a historical pattern of mainly 'traditional' services procured from a limited market. Not all these developments have been led or driven by the council's strategic priorities.
- 5.2 During the past 18 months the council's commissioning team has been working closely with providers to establish firm relations which will facilitate the commissioning and development of the services required to meet identified and agreed strategic priorities.
- 5.3 Work has also been undertaken to profile in detail commissioned services in terms of the range of current provision and the resource commitments.
- 5.4 This work will form the basis for reviewing existing service commitments and remodelling service provision. It shows that in 2010/11, £25,732,000 is available for externally commissioned services for adult social care and Supporting People services.
- 5.5 The table below gives a high level breakdown of the current pattern of spending

		£	£
Supporting people			3,970,000
Block purchased services			
	Residential / Nursing	7,651,000	
	Domiciliary	2,111,000	9,762,000
Community based services			
	Advice and support (e.g. advocacy, carers support etc)	467,000	
	Care and respite (e.g. day care, lunch clubs, respite for carers etc)	716,000	
	Living at home (e.g. meals service, handyperson, equipment loans)	660,000	
	Out and about (e.g. transport etc)	56,000	1,899,000
Spot purchased services			
	Residential / Nursing	9,500,000	
	Domiciliary	265,000	
	Day Care	336,000	10,101,000
<b>Total budget - externally commissioned services</b>			<b>25,732,000</b>

## **6 COMMISSIONING PRIORITIES**

### **6.1 Strategic Approach**

- 6.1.1 The creation of this Strategy has provided the opportunity to look at and review all externally provided services to consider how services may be remodelled to meet the changes required by the introduction of 'Putting Me First' and to ensure value for money.
- 6.1.2 This strategic approach will also assist the Council in working closely with provider agencies to develop the market in the future.
- 6.1.3 Some existing services will be de-commissioned while others may change in terms of the nature of the service and who provides it as a result of re-commissioning.
- 6.1.4 There will also be changes to the nature of contracts for service provision

### **6.2 Commissioning Strategy Statement**

- 6.2.1 This commissioning strategy sets out the priorities for adult social care over the next three years. It provides details on how we intend to respond to the changing needs of individuals within their local community. It emphasises a shift in the way we work to one that puts the individual at the centre of our approach. In doing this when commissioning all services we will focus on key 'outcomes' for each individual that address risks to their independence, safety, rights, choice and autonomy.
- 6.2.2 We will promote, develop and commission care and support that:
  - Is innovative and flexible in times of change and responsive to the needs and risks of our most vulnerable residents;
  - supports and enables people to live independently within their own communities for as long as is possible and appropriate
  - Achieves agreed outcomes and promotes choice and control in the planning and delivery of those outcomes;
  - Is delivered to defined measurable and controllable quality standards;
  - Demonstrates continuous effectiveness and efficiency to make the best use of the resources available to the Council.
- 6.2.3 The following approaches will underpin our commissioning work:

#### **Reviewing current traditional forms of support:**

We will:

- decommission and re-commission services that are unable to deliver person centred outcomes
- commission services which deliver the council's priorities and the objectives of this strategy

### **Empowering service users and carers:**

We will:

- develop person centred approaches which respond appropriately to individuals' needs and preferences.
- support an individual's right to maintain, support or restore as appropriate their independence
- recognise service users' rights to exercise choice and control over decisions which affect their lives.
- Protect individuals from physical, sexual, psychological, financial abuse and neglect and acts of omission
- acknowledge and support the role of unpaid carers so that they can continue performing their caring roles.

### **Addressing risks to independence:**

We will:

- establish integrated, inclusive and seamless responses that promote positive outcomes for vulnerable people.
- Commission flexible and accessible services which are tailored to individual circumstances and choice.
- focus on assisting individuals to identify the risks to their independence, and jointly determine strategies to minimise those risks as appropriate.

### **Safeguarding:**

We will:

- implement common safeguarding standards in contract and service agreement documentation
- require commissioned services and their staff to be appropriately trained in safeguarding
- require up to date Criminal Records Bureau checks to have been completed for all relevant staff in commissioned services
- Ensure compliance in commissioned services with safeguarding policies and procedures
- Monitor compliance with safeguarding requirements

### **Improving commissioning approaches:**

We will:

- maximise opportunities for increased partnership working to achieve better and quicker responses to individual need.
- identify, plan and develop joint approaches to improve the health, social care and wellbeing of the residents within the resources available to us.
- Collect and analyse of demographic and other data, to ensure an evidence based approach to commissioning.

## **Shaping the market:**

We will:

- build on current market shaping strategies through the use of well established contracting processes
- consolidate effective working relationships with social care providers.
- involve providers positively in planning and commissioning processes
- use a mix of publicly and self funded services where appropriate and improve access to universal services, where these contribute to support needs.
- work cooperatively, to enhance the transparency and flexibility of relationships across market sectors to establish a more sustainable mixed economy of care
- improve quality responses and outcomes for service users

## **Promoting workforce development:**

We will:

- facilitate workforce planning in partnership with the private sector, third sector and other key stakeholders to promote a coordinated workforce approach within the local market.
- assist adult social care staff to become appropriately skilled, trained and qualified to perform the range of responses and functions required in the future
- target funding that sustains the

## **Sustaining the environment:**

We will:

- raise awareness of environmental issues and promote best practice standards to assist the reduction of waste and harmful emissions that impact on the local environment and public health.
- encourage providers of adult social care to achieve more output with fewer resources by reducing consumption, reusing or re-cycling wherever possible and reducing the impact of travel to improve the environment.

## **Continuously improving responses:**

We will

- develop frameworks that specify the range of quality thresholds that promote best practice and meet the expectations of service users, carers and key stakeholders.
- ensure that quality frameworks promote autonomy, choice, independence and empowerment
- ensure that providers demonstrate value for money, economic viability and capacity and ability for continuous improvement
- maintain effective arrangements for monitoring and review.

## **Integrated living:**

We will:

- focus on providing housing support options that enable individuals to maintain their independence, functioning and quality of life in the community
- explore options for the development of 'extra care' type housing schemes for people with mental health and learning disabilities which will reduce the numbers in residential care

## **6.3 Priorities**

The reductions in available resources, changes in needs and the introduction of personal budgets giving services users more choice and control mean that adult social care services have to be reshaped to respond to these issues. Future provision will need to be different.

In order to deliver our objectives and priorities, the services below will be developed and commissioned during the period up to March 2012:

- Advice and Information across all care groups including carers;
- Brokerage and advocacy across all care groups for those who meet the adult social care eligibility criteria;
- Assistive technology for all care groups including emergency alarm response service
- Relief care and respite for carers;
- Dementia services to ensure they are more accessible for those under the age of 75 and are more community based;
- Residential, nursing and dementia care services reconfigured to reflect future demand;
- Day opportunities for older people reviewed and re-commissioned to enable greater choice and independence;
- Community based mental health services focusing on promoting independence and choice;
- Domiciliary care services to deliver greater independence for older and disabled people by encouraging people to do things for themselves, rather do things for them;
- Meals service
- Support for substance misuse and HIV clients commissioned in partnership with other Council service areas
- Community transport
- Supported tenancy and 'extra care' housing schemes for people with more complex and challenging needs; including those with mental health problems, physical disabilities, sensory loss, learning disabilities and autism.
- Shared Lives schemes to include a greater number of people who are at risk of social isolation and/or losing their independence.



## **6.4 Programme Plan**

- 6.4.1 The general principles for commissioning externally funded services are being applied to existing contracts that will have to be modified, taking into account the focus on ensuring links with agreed priorities, increasing service user choice and control and delivering increased efficiencies and value for money.
- 6.4.2 A detailed plan is being developed which sets out the actions needed in relation to all existing externally purchased services, including where new contracts are required.
- 6.4.3 This will include de-commissioning of some services and re-letting of contracts on a new basis. The programme will identify in more detail the timescales for commissioning and decommissioning of services. It is not possible to forecast the cost of individual contracts at this stage.
- 6.4.4 It is anticipated that the major part of the programme can be delivered in the next 18 months, with completion by April 2013. As many of the Councils contracts would normally expire in the next year, it may be necessary for some existing contracts to be extended while new arrangements are put in place in line with the detailed programme.
- 6.4.5 There will be extensive and on-going engagement and consultation with key stakeholders including service users, carers and provider agencies throughout the implementation of the strategy. This will include discussions at relevant Partnership Boards, the regular Providers forum and other events.

## **7 BACKGROUND DOCUMENTS**

- 7.1 Slough Borough Councils Strategic Commissioning Framework – June 2010;
- 7.2 Joint Strategic Needs Assessment for Slough - October 2009;
- 7.3 Joint Commissioning Strategy for Slough 2007 – 2015.
- 7.4 Putting People First (PPF) DoH December 2007;
- 7.5 Our Health, Our Care, Our Say DoH 30 January 2006;
- 7.6 PPF related Circulars issued in January 2008, March 2009 and March 2010.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18th October 2010

**CONTACT OFFICER:** Clair Pyper, Strategic Director of Education & Children's Services  
Annal Nayyar, Deputy Director of Finance  
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**WARD(S):** All

**PORTFOLIO:** Education and Children – Councillor Pantelic

**PART I**  
**KEY-DECISION**

**SECONDARY SCHOOL PLACES – UPDATE**

**1 Purpose of Report**

To set out proposals for addressing the Council's statutory responsibilities for ensuring sufficiency of secondary school places, including how capital investment in the secondary school estate over the next 9 years could enable the additional school places required between now and 2019 to be provided.

Following the cessation of the Building Schools for the Future (BSF) programme, and in light of the absence of any replacement funding framework to expand and improve schools, the Council may chose to speculatively approach the Department for Education to highlight Slough's future needs with the aim of securing agreement on future funding, and allowing the Council to make plans to satisfy future needs.

**2 Recommendation**

The Cabinet is requested to resolve:

- a) That a case be submitted for capital funding to the Department for Education following the demise of Building Schools for the Future, supported by the information about the need for secondary school places and Slough's Secondary School Improvement Strategy.
- b) That a statutory consultation be carried out on the proposed changes to schools (we can start preliminary consultation, but statutory notices cannot be published until funding to implement the capital works is in place).

**3 Community Strategy Priorities**

- **Celebrating diversity, enabling inclusion**
- **Adding years to life and life to years**
- **Prosperity for all**
- **A cleaner, greener place to live, work and play**

High quality education offers every child an opportunity to succeed and prosper, during their childhood and adult life. Our schools celebrate diversity and enable

children from all backgrounds to learn together, improve relationships between communities, and promote involvement in community activities.

The school curriculum includes an emphasis on children’s physical and emotional well-being.

Funding is required for expanding school places to meet the rise in demand projected to start in 2012 and continue until at least 2019/20, and ensure every pupil obtains a school place in a high quality, successful, accessible and low carbon school.

This report supports the development of energy efficient, modernised and enlarged school buildings, co-location of services and a transformation of education contributing to regeneration of wards across Slough.

#### 4 **Other Implications**

##### (a) **Financial**

In terms of future capital funding for secondary schools, no specific provision to date has been agreed or incorporated within the Council’s capital programme. Significant levels of capital funding will soon be required in order to expand secondary school provision (including post-16 and SEN places); this is outlined in detail in section 5. Members will be aware that on 20 October 2010 the government will outline their financial strategy for the coming years via the Comprehensive Spending Review (CSR). Irrespective of any announcements about future school capital funding, the council will need to review how it meets the statutory obligations to provide school places.

As reported to Cabinet on the 8<sup>th</sup> February 2010 the funding available to fund Slough’s preparation for entry to the Building Schools for the Future (BSF) programme was from two sources, namely the schools and the Council. Schools made available £510k from within their devolved funding, of which £260k was a one-off contribution from which all current expenditure to date has been incurred. The balance of £250k, depending on submission requirements post-BSF, will determine if this funding remains in place or is allocated back to the Dedicated Schools Grant (DSG). The Council had allocated £161k of permanent revenue funding as part of the 2010-11 budget build process, from which no expenditure has been incurred to date. As a consequence of the withdrawal of BSF this budget has been transferred out of the directorate’s budget in year.

##### (b) **Risk Management**

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
From section 2 above	Insufficient secondary school places for resident pupils and insufficient places in neighbouring authorities	Prepare for expansion by starting consultation and applying to DfE for funding
From section 2 and section 5 below	Slough is unable to meet the council’s statutory duty to provide school places  Education Act 1996 ‘Local Education Authorities (LEA)	As above

	have a statutory duty to ensure that there are sufficient schools to provide primary and secondary education for their area ‘	
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(c) Human Rights Act and Other Legal Implications

Local Authorities are under a statutory duty to ensure that there are sufficient school places in their area, promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child’s educational potential. They must ensure that there are sufficient schools in their area and also promote diversity and increase parental choice.

(d) Equalities Impact Assessment

An impact assessment will be required once proposals for school organisation are known.

(e) Workforce

There are no workforce implications.

**5 Supporting Information**

5.1 As Members will be aware, the Building Schools for the Future (BSF) programme has now been stopped for most authorities, including those authorities approved for admission in March 2010. Instead the government has commissioned the James Committee to review school capital investment and procurement, and this is expected to report back in two months time. The terms of reference for the committee includes looking at ways of establishing new schools including allowing new providers to enter the state school system.

5.2 Capital investment will necessarily be focussed on providing additional school places where needed; addressing urgent building condition needs; and plans that lead to more efficient and effective use of limited resources. It is likely, therefore, that the size of development and the quality of buildings which were the hallmark of the first waves of BSF schools will be considerably scaled down, and any limited resources available will need to be used to carry out essential renovation, and the provision of additional places will be through building works or modular accommodation which meet the basic standards required.

5.3 While the BSF programme is no longer in place, the information gathered in the course of developing the Slough Readiness to Deliver submission will underpin our future planning for secondary school places in the borough and therefore needs to be included in the overall secondary education and estate strategy for the Council. However, this strategy no longer needs to comply with the BSF guidance laid down by Partnerships for Schools. Therefore it has been possible to take a pragmatic, practical and proactive approach to setting out the Council’s plans, within the Slough context, for addressing the needs of the school estate and improving secondary education and this is outlined in the Secondary Schools Improvement Strategy. This takes into account schools’ priorities and plans, as set out within their individual Strategies for Change (each school has drafted an individual strategy), as the

Council was aware that this core data would be required for BSF or any replacement capital programme that took over from BSF.

5.4 Under the BSF programme, as members will recall from previous reports and briefings, the Council agreed in December 2009 to develop a Readiness to Deliver (RtD) submission for entering the BSF programme. This was submitted to Partnerships for Schools (PfS) at the end of January 2010. The authority was subsequently informed that Slough's submission had been unsuccessful, and this was circulated to members in March 2010. The headline feedback on Slough's submission provided by PfS was extremely positive. However, only six authorities could be entered into the BSF programme at this stage (some 18 had applied), and of these six successful authorities, all had made at least one earlier RtD submission. The few areas where PfS required more information were, for example, a Playing Pitch Strategy, a PE/Sports Strategy, and specific plans for developing extended school activities on each school site. Therefore, in order to ensure Slough had the best opportunity for success at the next application round, whilst keeping expenditure to a minimum, works were commissioned in a considered way:

- Playing Pitch Strategy – this will be completed October 2010. This is an example where the BSF project has funded a strategy which should have already been in place
- PE/sports strategy – this is currently being developed by officers and needs to be in place for the Secondary School Improvement Strategy
- Co-location proposals are continuing to be explored by officers in order to consider the most effective use of resources.

### **Implications for Slough's Mainstream Secondary Provision**

5.5 Since 2007 the capacity of secondary schools has been increased by 15%. Work has been carried out on 5 schools in the borough in the last two years to improve their facilities and increase pupil numbers, there are:

- Slough and Eton CE School - £10m has been invested via a combination of Council Capital, Targeted Capital Fund (TCF) grant and Learning and Skills Council (LSC) grant. This has increased the school admission number from 135 to 165 adding 150 secondary places plus 150 post 16 places. 10 SEN places have also been created.
- Wexham School - £10m has been invested via a combination of Council Capital, Targeted Capital Fund (TCF) grant and Learning and Skills Council (LSC) grant. This has increased the admission number from 150 to 165 adding 75 secondary places plus 50 post 16 places.
- Baylis Court (Girls) School - £4.5m funded by a combination of council capital and diploma funding. This has increased the admission number from 135 to 155 adding 100 secondary places.
- Westgate School – we are half way through a £6m project funded by council capital, section 106 income and TCF 14-19 Diploma funding. This has increased the admission number from 150 to 180 adding 150 secondary places.
- St Joseph's Catholic High School - £0.4m of TCF 14-19 Diploma and LCVAP school funding is creating a new sixth form with 120 new post 16 places

5.5 Slough needs around an additional 20FE (forms of entry) mainstream secondary places, that is 600 more year 7 places or 3000 more places for 11-16 year olds, within the next ten years (a growth of 36% on the current provision of 55FE). The projected pupil numbers are based on the increased birth rate, as evidenced by the

increased numbers coming into and through primary schools (Members will be aware of the large increase in primary places the Council has had to make, supported by funding through the government's Primary Capital Programme). These larger numbers of primary children will start to come through to secondary schools in 2012, and the authority therefore needs to plan proactively to have additional places / schools in place and in time if it is to meet its statutory duties to:

- ensure that there are sufficient schools of appropriate quality in its area to provide a free place to anyone who wants it in connection with their parental duty to educate their children between the ages of 5 and 16
- use all its educational functions to promote high standards of education
- secure high standards to embrace the well-being of the whole child
- promote the fulfilment of every child's 'educational potential' and 'ensure fair access to educational opportunity'
- exercise its functions with a view to securing diversity in the provision of schools, and increasing opportunities for parental choice.

5.6 In developing proposals for providing these additional places, account has been taken of:

- where the growth in the school age population is located within slough
- the need to expand existing schools where possible, given the lack of alternative sites being available for new schools
- the need to phase the expansion of places over time and in line with projected growth – these projections will be reviewed annually to ensure they remain true, and if any changes become apparent to the anticipated growth, there is time to make adjustments to the later phases of proposed expansion
- existing capacity over the border in neighbouring local authority schools.

5.7 The following table therefore sets out when additional places will be needed and the proposals for providing these, allowing for a very small number of surplus places.

Year	Additional FE needed	Proposals for providing additional places
2012	2FE	i) Slough and Eton CE – add 45 (1.5FE) places per year group ii) Baylis Court – add 55 (1.8FE) places per year group
2013	2FE	Wexham - add 45 (1.5 FE) places per year group
2014	2.5FE	Open a new school with PAN of 165 (5.5FE)
2015	1FE	-
2016	2FE	-
2017	2FE	Number of new places required are the equivalent of opening a new school with a PAN of 300 (10FE)
2018	6FE	-
2019	3FE	-
<b>TOTAL</b>	<b>20.5 FE</b>	<b>20.3 FE</b>

5.8 These proposals would meet key criteria for capital investment, as they would:

- address the shortfall in places
- increase diversity of provision through the creation of two new schools in the borough - this could lead to promoters/ providers coming forward to run free schools

5.9 Given the timescales within which Slough needs these additional places/schools to be provided, it would be necessary to obtain capital funding so that procurement, design and construction can take place as set out in the following table:

Priority Groupings	School	Procurement, Design and Construction
Group 1	i) Slough and Eton CE – add 45 (1.5FE) places per year group) ii) Baylis Court – add 55 (1.8FE) places per year group)	January 2011 to July 2012 January 2011 to July 2012
Group 2	Wexham - add 45 (1.5 FE) places per year group)	January 2012 to July 2013
Group 3	Open new school with PAN of 165 (5.5FE)	January 2012 to July 2014
Group 4	Open new school with a PAN of 300 (10FE)	January 2015 to July 2017

5.10 Given the above timescales, the Council would need to make the case to DfE this autumn term in order to seek funding for carrying out the capital works identified in group 1 above. It is not yet clear how the government will allocate capital funding for new schools – it could be allocated to the authority to manage the procurement and construction of the new school, or it could be allocated to the new provider/promoter of the school to manage the process. If a new school were to be a free school, then the funding would be allocated to the new provider of this school.

5.11 It is recognised that schools could, in the meantime, make application to become academies (although the current level of interest is limited). If this were to happen, and their applications were successful, yet they were schools identified for expansion, the authority would need to seek agreement to their proposed expansion – it is assumed that the government’s capital funding for their expansion would then be provided direct to these academies, rather than to the authority.

5.12 It is of course also possible for schools to be expanded, and then to become academies – however it is not possible to anticipate what may happen in the future, and in the meantime the authority still has to develop strategic plans for fulfilling its statutory responsibility for ensuring sufficiency of appropriate school places.

5.13 In addition, where the proposals involve schools expanding their building capacity by at least 30 places and the lesser of 25% or 200 places, or require school closure/amalgamation or opening of new schools:

- it will be necessary to carry out statutory consultation on these proposed changes
- confirmation of the necessary capital funding to make these changes is required before statutory notices can be published.

### **Implications for Slough’s Special Educational Needs (SEN) provision**

5.14 Alongside providing additional mainstream places for the increasing secondary population, it is also necessary to provide more local educational provision for children with special educational needs. As part of this, and in order to make more efficient use of resources, specially resourced provision needs to be added to secondary schools. This will enable more children with special educational needs to attend a local school, and not have long travelling distances to schools outside the authority (sometimes involving being residential because of the long travelling times). These placements and transport arrangements are costly, and given the reductions in Council budgets, this would seem a sensible way forward. Indeed, the authority has already begun consultation on such ideas.



5.15 The solutions being put forward are set out in the table below. Such developments would require additional capital funding, and it would make sense for the necessary construction work to be carried out on the mainstream school sites at the same time as the extensions to create more 11-16 places (see timescales above). However, given the poor condition of the Haybrook College buildings, it is recommended that capital funding is sought this autumn term so that necessary plans are made as soon as possible for pupils who currently attend Haybrook

Special School/ specially resourced provision	Special School/ SEN Unit	Age Range	Type of SEN	Current NOR	Proposed No.
Arbour Vale	Special School	3-19	CN, PMLD, SLD, ASD	226	230
Haybrook College	Special School	11-16/18*	BESD	42	65
Haybrook College	PRU	11-16/18*	N/A	70FTE	110FTE
Westgate	Specially resourced provision	11-18	PD	11	15
Wexham	Specially resourced provision	11-18	ASD	15	20
Langley Academy	Specially resourced provision	11-18	HI	5	10
Slough & Eton	Specially resourced provision	11-18	SLCN	3	20
Baylis Court	Specially resourced provision	11-18	CN	n/a	15
St Joseph's	Specially resourced provision	11-18	CN	n/a	15

\*includes post 16 places to enable post 16 provision

### **Implications for Slough's post 16 provision**

5.16 The larger secondary cohorts are working their way up through the system, creating additional need for post 16 places. Slough will also need more post 16 places to support the raising of the participation age to 17 and eventually 18, should this policy remain unchanged. The following table sets out proposals for how this demand for more places could be met.

5.17 It would seem sensible to plan the expansion to post 16 places at the same time as other construction work on these sites, and to seek government funding to enable this. In addition, to enable 16 year olds to stay on at The Westgate School, it would be necessary to seek government funding to provide an additional 150 post 16 places by September 2013 (that is, construction would need to take place during the 2012/13 academic year).

School	Existing places (capacity) for Y12 and Y13	Proposed places for Y12 and Y13
Baylis Court	100	300
Beechwood	159	159
Herschel Grammar	250	250
Langley Grammar	300	300
Langley Academy	250	250
Slough and Eton CE	166	300
Slough Grammar	450	450
St Bernard's Catholic Grammar	250	250
St Joseph's Catholic	120	160
New school (site to be determined)	-	230
The Westgate	100	250
Wexham	200	300
New school (site to be determined)	-	420
<b>Total</b>	<b>2345</b>	<b>3619</b>

## **Capital investment plans**

- 5.18 Prior to submitting plans to the DfE for capital funding, it will be necessary to assess each school site and their buildings to ensure the proposed expansions are achievable. The current asset management information held by the authority on each school building and site will help in this. It will then be necessary to ensure the building work can be delivered within the funding available prior to undertaking consultation on the proposed changes. This also needs to be linked with the Council's capital and assets review currently under way.
- 5.19 The building work on each school site will need to provide the additional places and facilities required for expansion, as well as ensure that outstanding large maintenance items are addressed and that the whole school building/site will be able to function effectively as an integrated whole, so ensuring continued school improvement. To help in this, each school's SfC has identified the improvements necessary to their building/site to enable their evolving school improvement plans to continue to be implemented. Members will already be aware of the significant improvements made possible to standards, behaviour, attendance and community use by the capital investment it has already made in its schools – Beechwood being the latest and prime example of this.
- 5.20 Officers will therefore look to develop capital investment plans that will lead to the required improvements of both the school estate and standards of education, ensuring any investment can be clearly shown to lead to improved pupils' examination results, behaviour and attendance, as well as increased use of schools for providing community education and services to the community.

## **Next steps**

- 5.21 The authority has positioned itself well for submitting new requests to government for capital funding. Slough is able to provide evidence of well thought-out plans and education strategies to support both school improvement and more efficient use of resources. The pupil place planning and school asset management data is robust, and the proposed school organisation plans, as set out in this report, would address the future demand for school places.
- 5.22 The draft Secondary Schools Improvement Strategy for the local authority, supported by more detailed strategies for particular policy areas (eg Playing Fields), provides a sound basis for ensuring any capital investment leads to improved educational provision and achievement. Likewise the individual school SfCs provide the education framework for their school designs, so ensuring that capital investment can support their plans for improvement.
- 5.23 The next steps would therefore be to:
- Submit a case for capital funding to the DfE, supported by the information and strategies referenced and attached to this report
  - Start the consultation process on the changes required for school organisation, including seeking applications from promoters/ providers for each of the two proposed new schools at the appropriate time
  - Review the Council's current and future school capital requirements in readiness for the outcome of the next round of national capital bidding process, so that the Council can ensure it will be able to meet its statutory obligation of providing sufficient and appropriate school places.

6 **Conclusion**

The Cabinet is requested to:

- approve a submission being submitted to the Department for Education for capital funding to expand school places in response to growth in the secondary population, address the poor state of school buildings, and enable more colocated services for the community on school sites
- start the first stage of the consultation process required for the proposals.

7 **Appendices Attached**

None

8 **Background Papers**

'1' Cabinet agenda and minutes of meeting held on 8 February 2010

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> October 2010

**CONTACT OFFICER:** Anne Bateman Housing Needs Manager  
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**WARD(S):** All

**PORTFOLIO:** Neighbourhoods and Renewal – Councillor Swindlehurst

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

**REPORT ON CHOICE BASED LETTING AND HOMELESSNESS STRATEGY IMPLEMENTATION**

1. **Purpose of Report**

To advise members of the current situation regarding the introduction of an 'advert and bid' choice based letting system and to seek approval for the proposed course of action. To advise Members on the progress of delivering the Homelessness Strategy and an update on homelessness and related issues for 2009-2010

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

The cabinet is requested to resolve:

- (a) That the implementation of an advert and bid approach to letting social housing be postponed.
- (b) That the minor changes to the housing register as outlined in para 5.21 be adopted
- (c) That Officers may apply discretion to offer tenants of under occupied homes, of four bedrooms and larger, incentives to exchange by varying the existing tenants incentive scheme (Para 5.17 refers)
- (d) That the progress made in preventing homelessness be noted (Para 5.11 refers)

3. **Community Strategy Priorities**

Decent, settled housing can add years to life, create a sense of well being and provide the basis from which people can thrive, being and feeling safe

4. **Other Implications**

(a) **Financial**

There are no financial implications in this report however the cost of homelessness can be evidenced as greater than the measures applied to prevent it

(b) Risk Management

<b>Recommendation</b>	<b>Risk/Threat/Opportunity</b>	<b>Mitigation(s)</b>
Postpone advert and bid	There are no sanctions which can be imposed by not advertising all of the social housing vacancies in the borough. The current process has made significant improvements void times	The council's housing register and allocations scheme is compliant with current legislation.
Ensure supply of and access to housing remains a priority	Increased demand on the housing register may lead to an increase in homelessness if households have a longer wait for affordable and decent housing.	Some households may not renew their applications' once the recession ends provided other housing options are available in the market.
	Reduced homelessness has lead to savings in the provision of temporary accommodation. As a corporate initiative the strategy encourages joint working across services, statutory and voluntary. Recession may lead to increase in homelessness due to financial hardship	Investing in prevention is more cost effective than investing in temporary accommodation for homeless households
Maintain preventative approach to reduce costs	Current economic climate may impact on the councils ability to prevent homelessness and tackle housing need	There is clear evidence that early intervention and prevention reduces costs as well as homelessness

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications

(c) Equalities Impact Assessment

An initial screening has been undertaken and there is no negative impact on any sector of the community

## 5. **Supporting Information**

### **Choice Based Letting**

- 5.1 The council's housing register and allocations scheme prioritises households for permanent social housing based on their assessed need and the date of application i.e. waiting time. It is a transparent and accessible process.
- 5.2 The Housing Act 1996 which provided for the allocations of social housing was amended by the Homelessness Act 2002 to include the following clause under 167(A1) 'The (allocations ) scheme shall include the authority's policy on offering people who are to be allocated housing accommodation
- (a) a choice of housing accommodation or
  - (b) the opportunity to express preferences about the housing accommodation to be offered to them.
- 5.3 The Government document of 2008, Allocation of Accommodation: Choice Based Lettings, code of guidance for Local Housing Authorities states that the then Secretary of State's view was that all local authorities should offer a choice of accommodation and that this was best achieved by advertising available social housing vacancies. A target date of 2010 was set by which all local authorities were advised they should have an advert and bid scheme in place.
- 5.4 In essence an advert and bid scheme requires the Local Housing Authority to advertise vacant properties through a range of chosen media e.g. websites magazines etc. The properties advertised may be labelled, e.g. suitable for someone over 60 years of age; suitable for a family with 3 children etc. Prospective tenants can then 'bid', or express an interest in a particular property by telephone, post or electronically through the web. Selection of the prospective tenant would be based on the same principles as the current approach, that is; their priority banding on the housing register, length of time on the housing register, best use of the property. The principles of selection are the same as the Council's current scheme and the only difference is that prospective tenants approach us expressing their interest of a specific advertised property.
- 5.5 The current government's view is that whilst the previous government set a target for all local authorities to implement a choice based advert and bid scheme by the end of 2010, this has no statutory or regulatory force. Local authorities are encouraged to develop local responses on social housing which best reflect their local circumstances, whilst continuing to ensure that the priority for social housing goes to the most vulnerable in our society.
- 5.6 There are therefore no legal sanctions imposed by the previous or current government on local authorities who do not advertise their empty homes and except for this point, we are already compliant with legislation and meeting local need. A delay in implementation of the new housing IT system and the onset of proposed public sector financial restrictions has led to a reconsideration of an advert and bid scheme in Slough. Officers are recommending a postponement until the council's financial position is clearer

and the new housing IT system is fully functional. At which point a review of the merits of advertising vacant homes will be undertaken.

- 5.7 The initial cost of an IT module to facilitate an advert and bid scheme is in the region of £75,000. There is evidence from some local authorities that advert and bid led to a period of increased void times and loss of rental income as a result.

### **Homelessness**

- 5.8 The Homelessness strategy and implementation plan were adopted by Cabinet in September 2009 and remains effective until 2011. The terms of The Homelessness Act 2002 required all local authorities to have a strategy for dealing with homelessness. Homelessness is not just a housing issue and a number of key services are required to contribute to its implementation in order to successfully reduce homelessness and the drivers which cause it.

- 5.9 The implementation plan is at Appendix 1 and has been updated in August 2010 to show progress. Some tasks and completion dates are still to be confirmed whilst many tasks are underway or successfully implemented.

### 5.10 Implementation Plan Update

Since December 2009 we have:

- Prepared for an advert and bid choice based letting scheme
- Successfully bid for a further grant from CLG to retain our pathfinder status for tackling severe overcrowding.
- Commissioned Housing Quality Network to undertake research on overcrowding and the use of options
- Offered alternative housing options to 100% of known overcrowded households
- Launched a new incentive scheme for under occupying social housing tenants
- Achieved a low level of homelessness through prevention measures
- Reduced the number of households living in temporary accommodation to below 100
- Prevented 491 incidents of homelessness
- Received funding from the Department of Community and Local Government (CLG) to commission a specialist service to help re-connect Eastern Europeans who are rough sleeping and squatting while also providing shelter through the most severe weather.
- Let 218 private homes to households who might otherwise face homelessness and commit the council to funding expensive temporary accommodation and exceeded our target
- Closed both shared facility hostels and re provided 14 affordable homes on one site
- Launched the landlords forum and held four events
- Commissioned HQN from the overcrowding grant to develop an empty homes strategy, aiming to bring these back into use.



- Improved the process for selecting a new social housing tenant in consultation with RSL s and housing services
- Established an effective voids working group with housing services and a significant reduction in void times
- Developing a protocol with Childrens Services for the joint assessment of homeless children

### **Statutory Homelessness**

5.11 Homelessness approaches have fallen significantly since 2003 when the first homelessness strategy was implemented. However between 2009 and 2010 the number of approaches /decisions increased by 120 which we believe to be recession led. Despite this, the preventive measures we apply meant only 55 households were owed the main statutory (and most costly) duty. The number of households found not homeless is as a result of them accepting an alternative option after they had applied as homeless. See Table 1

**Table 1 - Comparison of homelessness approaches**

<b>Homeless decisions</b>	<b>2002/3</b>	<b>2008/9</b>	<b>2009/10</b>
Accepted	230	65	55
Intentional	66	46	34
No priority need	40	19	29
Not homeless	81	34	152(z)
Not eligible	6	4	15
Total Decisions	426	168	285
Number in Temp Accom	316	118	97

5.12 Table two shows comparative data between the first and last quarter of 2009/10. The impact of the recession can be seen clearly as the number of homeless cases caused by arrears in both rented and mortgaged homes has increased along with incidents of homelessness as a result of domestic violence

**Table 2 - Comparison of causes of homelessness**

	1 <sup>st</sup> qrt 09/10	4 <sup>th</sup> qrt 09/10
Parental eviction	15	14
RSL/LA arrears	2	1
Private sector arrears	0	5
Mortgage arrears	1	6
Domestic Violence/ relation b-down	5	8
End of short hold tenancy	5	3
Left institution (rehab/hosp/prison /care etc)	6	3
Loss due to fire /emergency	3	2

NFA/Rough sleeper	2	4
Other	4	0

- 5.13 Since October 2009 mortgage lenders are required to notify the Local Authority for the area where they have commenced proceedings to repossess a home. Since introduction we have received 150 notifications of proceedings to evict home owners. Outright possession leading to eviction has not been granted on the majority of these yet. As the recession continues and if forbearance measures are withdrawn or reduced many of these households may seek assistance from the Local Authority

### **The Cost of Homelessness**

- 5.14 In order to reduce homelessness and tackle the housing need which can lead to homelessness we have developed a range of options. Customers are advised of these in a solution based approach and supported to achieve satisfactory outcomes.

Table 3 Indicative Cost of Homelessness Prevention and Staffing

Annual cost of one agreed homeless household incl staff costs	Mediation	Deposit guarantee scheme (inclusive staff costs)	Discretionary housing payment per household	Resettlement staff costs per household	Staff costs; all homelessness	Staff costs; all prevention
£3,036	£600	£320	£480	£462	£347	£386

- 5.15 Table three shows indicative figures which are not audited but never the less demonstrate the cost effectiveness of preventing homelessness through some of the options we offer and compares these to the cost of one homeless household in temporary accommodation for a year.
- 5.16 Average waiting times for permanent rehousing is increasing as demand grows and a household could cost the council as much as £15,000 from the time of the homelessness decision to rehousing, spending up to 5 years in temporary accommodation. The demand of housing far outweighs the supply and completed new builds were only in the region of 80 to 90 units in the last financial year.
- 5.17 In order to maximise supply, members are asked to agree to a policy of officer discretion to incentivise the release of large under occupied in demand units as an extension of the existing tenants incentive scheme 'Money to Move' The discretion sought is a variation of the approved tenants incentive scheme to;
- Provide financial incentives to under-occupying households of 4,5 and six bedroom homes within the existing limits of the approved incentive scheme
  - To remove the age criteria of under occupiers of 4, 5 and 6 bedroom homes
  - To offer under occupiers of 4,5 and 6 bedroom homes accommodation which may be larger than 1 bedroom but smaller than that which they currently occupy

This is subject to the under occupied property being in demand

- 5.18 Overall the housing teams prevented 491 incidents of homelessness last year. The cost of these if homeless had occurred and the council provided temporary accommodation, would have been in the region of £1.5 million a year.
- 5.19 There is already evidence that the incidences of homelessness are increasing during the recession. In addition to this pressure the CLG homelessness advisors have estimated that around 2,500 households in Slough could be negatively affected by the changes in housing benefit regulations due for implementation next year.
- 5.20 The 'rent cap' due for implementation in London may pose a risk to Slough's housing supply. Neighbouring London authorities may seek cheaper housing solutions for their clients in this borough and encourage hostile procurement of private rented accommodation for use as temporary accommodation to place their homeless households.

### **Policy Changes to Lettings Scheme**

- 5.21 There are a number of small policy changes to the scheme that members are asked to consider:
- (a) Serving members of Her Majesty's armed forces are no longer required to renew their application annually. Looked after children and relevant children within the meaning of the Childrens Act s no longer need to renew their application annually. These children are the responsibility of the Local Authority and their housing need is a given.
  - (b) People with learning disability who are receiving long term support from adult social care no longer need to renew their applications annually..
  - (c) Households who are in Band D ( very low priority e.g. out of borough adequately housed owner occupiers etc will be advised they will not receive an offer and provided with alternative options and invited to re apply in the light of that information. There are in the region of 1300 households in this Band. They are unlikely to receive an offer but officer time is taken in registering renewing and acknowledging their application
  - (d) Households in Bands A,B & C should now renew their application every two years instead of every year .
- 5.22 The reasons for these proposed changes are to recognise the different priorities in the lives of serving forces many of whom may be overseas. The Local Authority has a responsibility for those in our care and as such the responsibility for ensuring their housing needs are met rests here. Households in Band D receive a low priority and are unlikely to be made an offer of housing yet considerable times is spent assessing, inputting and corresponding with households in this category. Changing the renewal period will save officer time and reduce postal and printing charges.

### Lettings Plan

- 5.23 Each year members agree a lettings plan which sets the quota of lettings to each Band. There are four bands A to D. Bands A & B receive the most offers as they contain households in greatest or most urgent need with a smaller quota to Band C applicants and none to Band D applicants. It is proposed that the current lettings plan is extended until March 2011.
- 5.24 Just over 700 affordable homes, ours and those of RSLs, were let in the year along with 200 private rented homes and 14 households are in process of moving under the new tenants incentive scheme.
- 5.25 We have recently joined Home Swapper a national exchange data base, 311 households from Slough registered in the first year and 6 exchanges have taken place
- 5.26 The lettings for 2009 2010 are at Appendix 2

### Rough Sleeping

- 5.27 The CLG have recently consulted on new guidelines for counting rough sleepers. The proposal enables Local Authorities to rely more on local intelligence and where a count is undertaken the times and criteria may change.
- 5.28 The number of rough sleepers in Slough remains consistently low to zero amongst those who are eligible for public funds. In response to an increasing number of rough sleepers from Eastern Europe, the community safety team and housing sought funding from CLG to commission a specialist service to assist this group off the streets. The service is known as Barka (lifeboat in Polish) and commenced work in Reading and Slough in July. They are working with the cooperation of the police and UK border agency. To date they have successfully reconnected four people to their country of origin

### Overcrowding

- 5.29 Severe overcrowding is a homelessness issue. The Government has identified Slough as a pathfinder in tackling severe overcrowding in the social housing sector and provided funding to enable us to carry out the strategy. As a result of our strategy, approved by Cabinet in September 2009 we have reduced severe overcrowding by 58% and all severely overcrowded households have been offered a housing option to improve their circumstances.
- 5.30 HQN are currently undertaking a survey, on our behalf, of households on the register to assess the actual impact of overcrowding and the remedies which customers consider to be viable. Linked to this work is an revised Empty Homes Strategy and the new under-occupiers incentive scheme.

## 6. **Comments of Other Committees**

The homelessness strategy has been approved by Cabinet in September 2009. This report was considered by the Neighbourhood and Renewal Scrutiny Panel at its meeting on 15<sup>th</sup> September 2010. The Panel recommended that Cabinet approve the changes to the policy.

## 7 **Conclusion**

- 7.1 There has been a significant increase in demand for affordable housing since 2007. As of 31<sup>st</sup> March 2010 there were 5,395 households registered for housing compared to 3900 in 2007. Of these, 2,600 are in significant housing need. Households joining today will face a much longer wait for rehousing as the supply is not increasing at the same pace. Some initiatives to tackle this include; focusing on preventing homelessness and reducing evictions, bringing empty homes back into use, supplementing our own housing supply by promoting the use of the private sector, ensuring good relationships with good landlords and making our private letting scheme attractive and viable to landlords. Tackling under occupation sensitively and ensuring our own homes and those of housing associations are let quickly and appropriately

## 8. **Appendices Attached**

Appendix 1 - Housing Strategy Implementation Plan Nov 09 update.-  
Appendix 2 - Social Housing allocations  
Appendix 3 - Registered Housing Demand

## 9. **Background Papers**

Homelessness Act 2002  
Allocation of Accommodation: Choice Based Lettings code of guidance for  
Local Housing Authorities

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**Slough BC: Homelessness Strategy Implementation Plan 2008 -2011**

**Strategic Priority 1: Preventing Homelessness**

<b>Task no</b>	<b>outcome</b>	<b>Methods</b>	<b>Target date</b>	<b>Measure</b>	<b>Performance to date</b>	<b>Lead officer/ resources</b>
1	Introduce advert and bid lettings system	Follow CLG guide lines Set up RSL/partner project group	2010	Commission IT system compatible with existing	Postponed pending funding solutions Scheme is suitable for advert & bid. Common assessment approach agreed Two providers identified and site visits undertaken	Housing Needs Manager
2.	Develop overcrowding strategy	Second staff to research strategy and implementation plan	Sept 09	Implementation plan in place Reduced overcrowding/ parental evictions	Complete. Rec'd further funding from CLG Reduced overcrowding in social housing by 26% 100% received offer of alternative option	Housing assessment manager
3	Maintain or reduce current annual level of homelessness approaches and acceptances	Continue with housing options interviews and explore new initiatives  Target overcrowded households and 2 <sup>nd</sup> families living with parent	Less than 100 acceptances per annum by April 2009	Number of homelessness acceptances maintained 100 or less	Achieved 2009/10 288 approaches 55 accepted as unintentionally homeless and in priority need	Housing Assessment Manager
4	Develop information sharing protocol with CMHT	Link NHS and SBC protocols	Sept 09 Revised to March 11	Earlier notification of housing need of client grp to avert crisis  Reduced homelessness from this client group	Delayed Picked up in jnt working around successful PSA 16 bid and accommodation protocol	Head of mental health services /AD housing
5	Review rough sleeping strategy.  Develop winter shelter resource	Joint working with SHOC& Look Ahead	November 2009	Reduction in ASB and crime  Improved access to short and long term	Funding achieved to commission project to re connect Polish rough sleepers Commenced in July 10 for 6	Head of drugs & community safety /Hsg needs mngr

Task no	outcome	Methods	Target date	Measure	Performance to date	Lead officer/ resources
				accommodation	months. All rough sleepers seeking shelter were accommodated on nightly basis over severe winter period	
6.	Establish safe housing of high risk or prolific offenders	Develop a multi agency protocol	Sept 09	Reduction in number of PPO's All MAPPA subject with an agreed housing plan	Achieved Dedicated hsg advisor to IOM and PPO's 96% have positive housing outcomes	Housing Needs Manager /Snr Probation officer
7	An accessible and transparent HB service	Improved information to customers, their support workers and potential customers. Regular attendance and contribution at forums such as landlord, RSL and homelessness Early notification to housing providers of households with dependents or vulnerable whose HB has been suspended		Changed perception of the service	Sept 09 SLA between housing needs and Hb in draft pending agreement by HB	Head of Benefits
8	Establish joint working approach with other key debt and advice agencies	Develop NHAS joint working agreement protocol with CAB & Shelter	June 2009	All hsg and involved agency staff trained on process Improved access to client information better joint service	Final draft completed March 2009, Nov 09 pending final sign off and implementation plan. Awaiting responses from CAB & Shelter	Shelter, CAB, hsg needs.
9	Reduce evictions and debt across all tenures	Pre eviction protocol, pre tenancy training. Increase access points to debt counselling services. Maximise household income with non dependents	Mar 2010	Reduced number of suspended Possession Orders and evictions from social housing and DGS properties  Debt services available at key town locations. Families better able to keep non dependents through a recession	Pre eviction protocol rejected by RSL forum Reworked with more emphasis on pre tenancy training	Lettings Manager  Head of Customer Services  CEO of CAB & Advice & Resettlement Manager



<b>Task no</b>	<b>outcome</b>	<b>Methods</b>	<b>Target date</b>	<b>Measure</b>	<b>Performance to date</b>	<b>Lead officer/ resources</b>
10	Provide money advice to parent with children of school leaving age		Jan 2010		No feed back to date from CAB	Housing Advice & Resettlement Mgr, CAB
	Review options of choice for homeless households under advert and bid and evaluate prioritising existing agreed homeless households in advance of the new scheme	Identify trends and impact assessment	May 09	Reduce numbers in TA Reduced time spent in TA Reduced homelessness	Achieved 30% of agreed homeless accepting alternative option and reduced period in temp accomm	Hsg needs mngr

## Strategic Priority 2; Providing More Homes

Task no	Outcome	Methods	Target date	Measure	Performance to date	Lead officers/ resources
11	Ensure future developments meet projected demand	Develop a 5 year development plan	Sept 09	Adopted by cabinet	Nov 09 meetings agreed to begin comprehensive plan and improved information sharing	Housing Strategy Manager/ Head of Planning Head of Economic Development
12	Reduce number of under occupied affordable homes	Overcrowding strategy to review current TIS scheme	Mar 2010	Increase in supply of existing family homes.  Reduced numbers in Temp Accom	19 released 2008/9 Sept 09 Cabinet approved new incentives Launch date March 2010. July 10 Developing approach for underoccs in 4 and 5 beds homes	Housing Assessment Manager /Housing Initiatives Officer
13	Let more good quality well managed private rented sector homes	Develop PSL /HALS schemes with accredited landlords	Sept 09	Increased supply of good condition local homes  Reduced numbers in Temp Accom	2009 -2010 218 private properties let through council scheme and met fitness standard	Lettings manager Private Sector Manager
14	100% nominations to all social housing in Borough	A single universal nominations agreement across all social housing providers with a portfolio in the Borough	Dec 09	All affordable homes let through the hsg register	Sept 09 RSLs partnership agreed to 100% lettings of new build and one universal nomination agreement proposed	Housing strategy manager
15	Re- develop existing hostel sites	Build new permanent general needs homes on Laurels site Tender future use of Rochfords	Mar 2010	Reduced numbers in Temp Accom Zero homeless in shared facility housing	Planning consent to re-provide 18 permanent homes on hostel site 2 <sup>nd</sup> site closed pending disposal	Housing Strategy Manager

Task no	Outcome	Methods	Target date	Measure	Performance to date	Lead officers/ resources
16	Meet with private landlords at least twice a year	Landlord forum	Twice a year commencing Sept 2009	Improved housing and management standards Better working relations with public & private providers	Achieved Landlord forum launched and three held to date	Housing Managers, Housing Benefit managers.
17	Secure mainstream funding for DGS manager	Key priority bidding process	March 2011	Reduced homelessness and Temp Accom residents	Review of scheme to spread cost within existing budget	Housing needs mngr
18	Develop an empty homes strategy	Incentives/ enforcement to bring into use	March 2011		July 10 HQN commissioned as part of overcrowding strategy	Private sector manager RSL partner
19	Develop process for accessing hard to let affordable homes in RSI portfolios	RSI forum to develop scheme and procedure for identifying hard to lets and matching clients	Mar 10	Number of lets and reduced homelessness and TA use	No scheme exists yet	Housing policy advisor

### Strategic Priority 3 Providing Support

Task no	Outcome	Methods	Target date	Measure	Performance to date	Lead officers/ resources
19	Ensure value for money singly and collectively of existing resettlement and support services	Review current extent of demand and capacity and appropriateness		Centralised value for money generic support service meeting council and SP strategic outcomes	Reviews planned all three services	Supporting people manager
20	All prospective social housing tenants and DGS tenants to have option of pre tenancy training	Information packs group training dates 121s	Mar 2010 Revised date to Mar 11	Model agreed by RSL forum	Review of scope of existing resettlement service seeking to include pre tenancy training	Hsg advice & resettlement mngr
21	Improve approval and sign up process for SBC and those of RSLs Harmonise the processes	New approval forms Sign up training for all relevant staff	April 09	Reduced refusals	Multiple viewing now implemented and take up improved and void time significantly reduced	Lettings Manager /void manager
22	Develop a joint process	Agree and train on a new protocol	March 2010	Reduced homelessness	July 10 Protocol in draft	Team Mgr

	for the housing and support of care leavers			amongst former relevant children	Policy pending to include accommodation needs	Education & Childrens Services ,Advice & Resettlement Manager

## Developing the Strategy: Monitoring and Review

Task no	Outcome	Methods	Target date	Measure	Performance to date	Lead officers/ resources
23	Corporate adoption of the strategy	Cabinet report seeking approval	April 2009	Cabinet approval	Achieved	Assistant director of housing
24	Regular agenda item on housing and neighbourhood scrutiny committee	Monitoring outcomes and impact on other corporate strategies	Sept 09		Achieved Presented to two committees to date	AD hsg
25	Adoption by all relevant strategic directors	Presented to staff teams and roles and responsibilities highlighted and monitored through team and 121 meetings	Sept 09	Children adult and education services willingly contributing to strategy both operationally and strategically	No current corporate input	Strategic directors of education and children's services and Adult social services
26	Establish a homelessness forum	Multi agency and representative meeting quarterly	Commenced July 2008	Terms of reference. Minutes. Information and data sharing informing the strategy	T of R agreed Next meeting Sept 2010	Housing Needs Manager Shelter mngr

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## APPENDIX 2

### Allocation of SBC & RSL homes upto March 2010

BAND	Studio / 1	2 Bed	3 Bed	4 Bed	5 + Bed	Total
A	47	13	16	1	1	78
B	119	54	24	4	0	201
C	52	44	25	2	0	123
D	6	0	0	0	0	6
<b>TOTAL</b>	<b>224</b>	<b>111</b>	<b>65</b>	<b>7</b>	<b>1</b>	<b>408</b>

ALL BY BI	WHITE	AFRICAN	ASIAN	OTHER	UNK	TOTAL
Elderly	96	11	21	2	1	131
1 Bed	45	25	14	8	2	94
2 Bed	72	12	22	0	4	110
3 Bed	18	14	29	2	2	65
4 Bed	3	0	4	0	0	7
5 + Bed	0	0	0	0	1	1
<b>TOTAL</b>	<b>234</b>	<b>62</b>	<b>90</b>	<b>12</b>	<b>10</b>	<b>408</b>

REG	WHITE	AFRICAN	ASIAN	OTHER	UNK	TOTAL
Elderly	67	10	18	2	1	98
1 Bed	31	18	12	8	2	71
2 Bed	62	11	18	0	2	93
3 Bed	9	11	24	2	2	48
4 Bed	1	0	3	0	0	4
5 + Bed	0	0	0	0	0	0
<b>TOTAL</b>	<b>170</b>	<b>50</b>	<b>75</b>	<b>12</b>	<b>7</b>	<b>314</b>

TRANSFE	WHITE	AFRICAN	ASIAN	OTHER	UNK	TOTAL
Elderly	29	1	3	0	0	33
1 Bed	6	3	1	0	0	10
2 Bed	8	1	3	0	2	14
3 Bed	9	0	2	0	0	11
4 Bed	1	0	1	0	0	2
5 Bed	0	0	0	0	0	0
<b>TOTAL</b>	<b>24</b>	<b>5</b>	<b>10</b>	<b>0</b>	<b>2</b>	<b>70</b>

HLESS	WHITE	AFRICAN	ASIAN	OTHER	UNK	TOTAL
1 Bed	8	4	1	0	0	13
2 Bed	2	1	0	0	0	3
3 Bed	0	3	3	0	0	6
4 Bed	1	0	0	0	0	1
5 + Bed	0	0	0	0	1	1
<b>TOTAL</b>	<b>11</b>	<b>8</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>24</b>

### WHERE THE SBC VACANCIES OCCURRED 2009/2010

AREA	0/1	2	3	4	6	TOTAL
BRITWELL	24	33	16			73
CENTRAL	9	1	5			15
CHALVEY	14	2	1			17

CIPPENHA	20	2	3			25
CIPPENHA	10	4	2	1		17
FOXBORC	26	4	3	1		34
HAYMILL		1				1
KEDERMIS	36	14	9	2		61
LOWER B	10	2	3	1		16
MANOR P	10	6	6	1	1	24
NORTHBO	10	8	5			23
PRIORY	15	10				25
STOKE BA	2	2				4
ST MARYS	7	7				14
SUTTON LANE		1				1
TOWN CE	13	6	2			21
UPTON	3					3
THE VILLA	6	3	1			10
WEXHAM	9	5	9	1		24
<b>TOTAL</b>	<b>190</b>	<b>111</b>	<b>65</b>	<b>7</b>	<b>1</b>	<b>408</b>

#### RSL / HA ALLOCATIONS BY ETHNICITY

BAND	1	2	3	4	5	TOTAL
A	28	4	6	5	1	44
B	52	62	33	12	4	163
C	26	38	18	1	1	84
D	15	1				16
<b>TOTAL</b>	<b>121</b>	<b>105</b>	<b>57</b>	<b>18</b>	<b>6</b>	<b>307</b>

ALL	WHITE	AFRICAN	ASIAN	OTHER	UNK	TOTAL
1 Bed	84	12	20	5		121
2 Bed	60	14	28	1	2	105
3 Bed	23	12	16	6		57
4 Bed	8	4	4	2		18
5 Bed	1	3	1	1		6
<b>TOTAL</b>	<b>176</b>	<b>45</b>	<b>69</b>	<b>15</b>	<b>2</b>	<b>307</b>

REG	WHITE	AFRICAN	ASIAN	OTHER	UNK	TOTAL
Elderly	24	3	5	0	0	32
1 Bed	21	8	12	5		46
2 Bed	55	12	25	1	2	95
3 Bed	12	11	11	3		37
4 Bed	3	3	3			9
5 Bed	1	1				2
<b>TOTAL</b>	<b>116</b>	<b>38</b>	<b>56</b>	<b>9</b>	<b>2</b>	<b>221</b>

TRANSFE	WHITE	AFRICAN	ASIAN	OTHER	UNK	TOTAL
Elderly	34	1	0	0	0	35
1 Bed	1	0	0	0	0	1
2 Bed	2	0	1	0	0	3
3 Bed	7	0	2	2	0	11
4 Bed	5	1	0	2	0	8
5 Bed	0	0	1	1	0	2
<b>TOTAL</b>	<b>49</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>60</b>



HLESS	WHITE	AFRiCAN	ASIAN	OTH	UNK	TOTAL
1 Bed	6	1	3		0	10
2 Bed	1	1	2		0	4
3 Bed	4	1	3	1	0	9
4 Bed			1		0	1
5 Bed		2			0	2
<b>TOTAL</b>	<b>11</b>	<b>5</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>26</b>

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**HOUSING APPLICATIONS Year Ending March 2010**

**APPENDIX 3**

**Application type by Band**

<b>APP. TYPES</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>TOTAL</b>
Housing Reg Eld	7	125	108	156	396
Housing Reg	27	2239	1736	597	4599
Transfer	18	241		157	416
Transfer Reg Eld	35	17		68	120
Homeless	4	62			66
<b>Total</b>	<b>91</b>	<b>2684</b>	<b>1844</b>	<b>978</b>	<b>5597</b>

**Ethnicity of households by Bands**

<b>ETHNICITY</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>TOTAL</b>
AFRICAN	3	281	231	64	579
BANGLADESHI		15	4	3	22
CARIBBEAN	3	112	60	51	226
CHINESE		4	1	1	6
INDIAN	4	129	92	62	287
MIXED WHITE ASIAN		19	9	2	30
MIXED WHITE BLACK AFRICAN		7	10	2	19
MIXED WHITE BLACK CARIBBEAN		50	35	13	98
NOT STATED	1	29	16	13	59
OTHER ASIAN	4	121	120	46	291
OTHER BLACK		26	16	11	53
OTHER MIXED		14	13	5	32
OTHER	1	21	24	8	54
OTHER WHITE	3	281	302	87	673
PAKISTANI	17	678	284	146	1125
WHITE BRITISH	53	878	616	450	1997
WHITE IRISH	2	19	11	14	46
<b>TOTAL</b>	<b>91</b>	<b>2684</b>	<b>1844</b>	<b>978</b>	<b>5597</b>

**Ethnicity of households by Bed size reqd**

<b>ETHNICITY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>TOTAL</b>
AFRICAN	207	134	153	53	32	579
BANGLADESHI	8	6	6	2		22
CARIBBEAN	143	52	25	5	1	226
CHINESE	4	1	1			6
INDIAN	140	85	53	9		287
MIXED WHITE ASIAN	18	10	2			30
MIXED WHITE BLACK AFRICAN	6	7	4	2		19
MIXED WHITE BLACK CARIBBEAN	52	34	9	2	1	98
NOT STATED	27	18	9	4	1	59
OTHER ASIAN	122	73	73	16	7	291
OTHER BLACK	23	14	13	3		53
OTHER MIXED	19	9	4			32
OTHER	19	14	18	2	1	54
OTHER WHITE	197	304	160	11	1	673
PAKISTANI	402	307	293	92	31	1125
WHITE BRITISH	1168	513	247	57	12	1997
WHITE IRISH	24	12	7	2	1	46
<b>TOTAL</b>	<b>2579</b>	<b>1593</b>	<b>1077</b>	<b>260</b>	<b>88</b>	<b>5597</b>

**Demand by property size & Bands (including transfer lists)**

<b>BEDS</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>TOTAL</b>
<b>1 Bed</b>	52	1396	623	508	<b>2579</b>
<b>2 Bed</b>	8	511	764	310	<b>1593</b>
<b>3 Bed</b>	9	565	381	122	<b>1077</b>
<b>4 Bed</b>	19	155	61	25	<b>260</b>
<b>5 + Bed</b>	3	57	15	13	<b>88</b>
<b>TOTAL</b>	<b>91</b>	<b>2684</b>	<b>1844</b>	<b>978</b>	<b>5597</b>

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> October 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, 18th October, 2010**

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><i>Performance and Financial Monitoring 2010/11</i></p> <p>To present to Cabinet information on:</p> <ul style="list-style-type: none"> <li>• GF position</li> <li>• GF balances</li> <li>• Prudential borrowing, lending &amp; Investments</li> <li>• Capital expenditure</li> <li>• Summary reports - 3 directorates + central</li> <li>• High risks expenditure/ income</li> <li>• Virements to date</li> <li>• Employee / agency</li> <li>• HR Statistics</li> <li>• Service Performance</li> <li>• Balance scorecard</li> </ul>	P&A, F&S	All	All	<p><i>Julie Evans, Strategic Director of Resources, Roger Parkin, Director of Improvement &amp; Development</i></p> <p><i>Tel: 01753 875300, Tel: (01753) 875207</i></p>		<p><i>Overview and Scrutiny 07/10/10</i></p>	None.	
<p><b><u>Adult Social Care Commissioning Priorities</u></b></p> <p>The adult social care commissioning strategy sets out the priorities for coming years. Cabinet will be asked to agree the identified priorities and the commissioning and tendering of these services.</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</p> <p>Tel: 875800</p>	Consultation with voluntary sector and other partner agencies	Health Scrutiny Panel 23/09/2010	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
<p><b><u>Gypsy and Traveller Review and Strategy</u></b></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</p> <p>Being safe, feeling safe</p>	<p>Gillian Ralphs, Assistant Director, Transport and Planning Tel: (01753) 875081</p>			None.	
<p><b><u>Results of the Feasibility Study for a New School in the Chalvey Area</u></b></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	<p>Clair Pyper, Strategic Director of Education and Children's Services Tel: (01753) 875704</p>		None	None.	
<p><b><u>BSF and Secondary School Places</u></b></p> <p>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.</p>	E&C	All	Prosperity for All;	<p>Clair Pyper, Strategic Director of Education and Children's Services Tel: (01753) 875704</p>			<p>Cabinet Papers from the meeting held on 14th June 2010</p> <p>Primary School Places Action Plan</p>	
<p><b><u>Homelessness Strategy</u></b></p> <p>To advise Cabinet on the progress of delivering the Homelessness Strategy and to request that Cabinet approve the changes to policy referred to at paragraph 9 of the report.</p>	N&R	All	<p>Adding Years to Life and Life to Years; Being Safe, Feeling Safe;</p>	<p>Anne Bateman, Housing Needs Manager Tel: 01753 875408</p>		Neighbourhoods and Renewal 15/09/10	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	

## SPECIAL CABINET - Tuesday, 9th November, 2010

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>Medium Term Financial Plan 2011/12 to 2014/15</u>	F&S	All	All	Julie Evans, Strategic Director of Resources, Annal Nayyar Tel: 01753 875300,			None.	√

# 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"> <li>• Update on financial systems</li> <li>• GF balances</li> <li>• Summary reports - 3 directorates + central</li> <li>• High risks expenditure/ income</li> <li>• Virements to date</li> <li>• Grants</li> <li>• Trading accounts</li> <li>• Debt recovery</li> <li>• GF position</li> <li>• Compliance</li> <li>• Service Performance</li> <li>• Balance scorecard</li> <li>• BV PIs and LAA targets</li> </ul>	P&A, F&S	All;	All	<p>Julie Evans, Strategic Director of Resources, Roger Parkin, Director of Improvement &amp; Development Tel: 01753 875300, Tel: (01753) 875207</p>		<p>Overview and Scrutiny Committee 10/11/10</p>	None.	
<p><b><u>Proposed Adoption: Local Development Framework – Site Allocations Development Plan Document.</u></b></p> <p>Promotes 22 sites for development and regeneration, plus 7 for nature conservation to help deliver the Core Strategy Spatial Strategy and Vision for Slough.</p>	N&R	All;	A Cleaner, Greener place to live, Work and Play	<p>Paul Stimpson, Head of Planning Policy &amp; Projects Tel: (01753) 875820</p>	<p>No consultation or participation required. Notification in accordance with statutory process. Responses to Paul Stimpson (see details to left).</p>	<p>Planning Committee 16/11/2010</p>	<p>Proposed Adoption: Local Development Framework – Site Allocations Development Plan Document. Site Allocations Development Plan Document (incorporating changes recommended by the Inspector)</p>	√

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><b><u>Proposed to start work and consult on draft: Local Development Framework – Sustainable Design Supplementary Planning Document</u></b></p> <p>Planning policies to help deliver sustainable development in Slough linked to the Core Strategy.</p>	N&R	All;	A Cleaner, Greener place to live, Work and Play;	Paul Stimpson, Head of Planning Policy & Projects Tel: (01753) 875820	In accordance with statutory process. Consultation expected early 2011. Responses to Paul Stimpson (see details to left).	Planning Committee 16/11/2010	Proposed to start work and consult on draft: Local Development Framework – Sustainable Design Supplementary Planning Document  Content Outline for Sustainable Design SPD	√
<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	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<p><u>Executive Forward Plan</u></p> <p>To present to Cabinet the latest published Executive Forward Plan.</p>	F&S	All;	All	Catherine Meek, Deputy Borough Secretary Tel: (01753) 875011			Slough Borough Council's Constitution	

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## CABINET - Monday, 13th December, 2010

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<i>Performance and Financial Monitoring 2010/11</i>  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 Committee 02/12/10	None.	
<b>Outcomes &amp; Recommendations from Review of Adult Social Care Day Services</b>	H&W	All	<b>Adding Years to Life and Life to Years</b>	<b>Mike Bibby, Assistant Director Personalisation, Commissioning and Partnership, Geoff Elford, Interim Day Services Project manager</b> Tel: 875800, Tel: 01753 875780	<b>Consultation with Service users, carers and staff.</b>	<b>Health Scrutiny Panel 25/10/10</b>	None.	
References from Overview and Scrutiny  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	

## CABINET - Monday, 24th January, 2011

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>Performance and Finance Monitoring 2010/11</u>  To present to Cabinet information on the latest financial and performance monitoring.	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 and Scrutiny Committee 13/01/2011		√
<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				√
<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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**MEMBERS' ATTENDANCE RECORD**  
**CABINET 2010 - 11**

<b>COUNCILLOR</b>	<b>MEETING DATES</b>										
	<b>14/06</b>	<b>12/07</b>	<b>20/09</b>	<b>18/10</b>	<b>09/11</b>	<b>22/11</b>	<b>13/12</b>	<b>24/01</b>	<b>07/02</b>	<b>14/03</b>	<b>11/04</b>
Anderson	P	P	P								
S Chaudhry	P	P	P								
AS Dhaliwal	P	P	P								
Matloob	P	P	P								
Pantelic	P	P	P								
Parmar	P	P	P								
Small	P	P	P								
Swindlehurst	P	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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