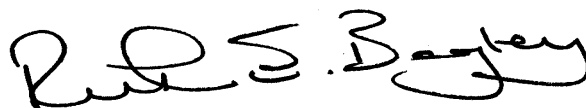


Date of issue: 14<sup>th</sup> January 2011

<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, 24TH JANUARY, 2011 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	<b>CATHERINE MEEK</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**

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**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 13th December 2010	1 - 6	
3.	Annual Audit Letter 2009/10	7 - 28	All
4.	Performance and Financial Reporting for 2010/11	29 - 70	All
5.	<b>Medium Term Financial Plan 2011/12 to 2014/15</b>	<b>71 - 80</b>	<b>All</b>
6.	<b>Housing Capital Programme - Future Strategy and Direction</b>	<b>81 - 92</b>	<b>All</b>
7.	<b>Accommodation Strategy Update</b>	<b>To Follow</b>	<b>All</b>
8.	<b>Heart of Slough - Compulsory Purchase of Land and Interests in Land - Proposed New Learning and Cultural Centre at Day Centre and Prudential Yard, William Street, Slough</b>	<b>93 - 132</b>	<b>Central</b>
9.	<b>Longcroft, 305 Langley Road, Langley (Former Elderly Persons Home)</b>	<b>To Follow</b>	<b>All; Kederminster</b>
10.	Proposed Appropriation of Land at Moray Drive, Slough, Berkshire	133 - 140	Wexham Lea
11.	Play Area Development	141 - 150	All
12.	Air Quality Update	151 - 156	All
13.	Primary Authority Business Support Scheme	157 - 160	All
14.	References from Overview and Scrutiny	To Follow	All
15.	Executive Forward Plan	161 - 168	All
16.	Members' Attendance	169 - 170	
17.	<b><u>EXCLUSION OF THE PRESS AND PUBLIC</u></b>		

It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely



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disclosure of exempt information relating to the financial or business affairs of any particular person (including the authority holding that information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

**PART II**

- |     |  |                      |                             |
|-----|--|----------------------|-----------------------------|
| 18. | <b>Longcroft, 305 Langley Road, Langley (Former Elderly Persons Home) - Part II report</b> | <b>To<br/>Follow</b> | <b>All;<br/>Kedermister</b> |
|-----|--|----------------------|-----------------------------|

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

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**Cabinet – Meeting held on Monday, 13th December, 2010.**

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

**Also present under Rule 30:-** Councillors Plimmer and MacIsaac

**PART I**

**68. Declarations of Interest**

None.

**69. Minutes of the Meetings held on 9th and 22nd November 2010**

The Minutes of the meetings of the Cabinet held on 9<sup>th</sup> and 22<sup>nd</sup> November, 2010 were taken as read and signed by the Chair as a correct record.

**70. Performance and Financial Reporting 2010/11**

The Cabinet received a report detailing the Council's overall performance from delivery of service to financial management covering the period up to and including October 2010 against the following key areas:-

- Performance monitoring against the Corporate Balanced Score Card and the LAA Balanced Score Card
- Revenue and Capital Monitoring position.

The report also highlighted the outcome of the Annual Performance Assessment for Adult Social Care 2009/10.

In addition to the main agenda a Supplementary Paper had been circulated detailing the findings of the Ofsted inspection of Adult Learning Services provided by the Council and the Annual Children's Services Assessment for 2010.

Members noted that for the Annual Performance Assessment Adult Social Care 2009/10 for the second year running Slough had achieved an overall rating Grade 3 – performing well (people who use services find that services consistently deliver above minimum requirements).

With regard to the Ofsted inspection Assessment of Adult Learning the Council had been assessed as achieving an overall effectiveness of service of "good" and with regard to the Children's services assessment the Council 's assessment for 2010 was that Children's Services in Slough perform well. The Commissioners welcomed the inspection outcomes and stated that they were a credit to Slough in the current environment of increasing demand and falling budgets.

## **Cabinet - 13.12.10**

The Leader confirmed that the financial settlement had been received by the Council that day, the outcome needed to be considered in detail and it was notably different to the settlement of other authorities in the Region. However the settlement appeared to be in line with what the Council had feared and what the Council had planned for. A full report on the details of settlement would be submitted to the next meeting of the Cabinet.

**Resolved** – That the following aspects of the report be noted:

- i. Performance and Project management
- ii. Financial performance – revenue and capital
- iii. Annual Performance Assessment for Adult Social Care 2009/10 and Adult Learning
- iv. Annual Performance Assessment for Children's Services.

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

The Cabinet considered a report setting out the latest projection of the Council's revenue budget for the period 2011/12 to 2014/15 following the previous Cabinet report on the 9<sup>th</sup> November 2010 and the Policy Performance and Review Group on 23<sup>rd</sup> November 2010.

The Chief Executive reported that a significant amount of the identified £6.9m savings target had been achieved and the Council was on target for achieving the remainder of the savings required by 1<sup>st</sup> April 2011. Commissioners asked for confirmation that employees' whose post might be at risk were aware of this. The Chief Executive advised that no formal consultation had been carried out at this stage pending a decision by the Cabinet. All teams affected had had a general briefing on the way forward and the Council was committed to redeploying people wherever possible.

In answer to a question the Chief Executive outlined two options with regard to the Print Service and indicated that both options would be part of the consultation that was undertaken with staff which would also invite any further suggestions.

In addition to the update on the support service savings Members were also provided with proposed areas for identifying the allocated savings from GBE and this was set out in full in Appendix B to the report.

**Resolved** -

- (a) That the current council projected revenue budget for 2011/12 to 2014/15 be noted.
- (b) That the savings plan for 2011/2012 as set out in Appendix A be confirmed and progress to date be noted.
- (c) That the areas of savings allocation for elements of support services as summarised in para 5.7, be considered and approved

## Cabinet - 13.12.10

and that officers be requested to implement them with immediate effect where possible.

- (d) That the proposed areas for allocated savings from GBE as set out in Appendix B approved.

### 72. Council Taxbases for 2011/12

The Cabinet considered a report presenting information on the properties in Slough and their categories of occupation for the purposes determining the Council Tax Base for the Borough for 2011/12 financial year.

The Council was required by law to set the Council Tax Base by 31<sup>st</sup> January prior to start of the financial year. The level of Council Tax Base would be used in the calculation of Slough Borough Council's council tax for 2011/12.

#### Resolved -

- (a) That the level of council tax discount in respect of second homes remains at 10%.
- (b) That the level of discount in respect of long-term empty properties remains at 0%.
- (c) That the collection rate for the council tax for 2011/12 be set at 98% which is at the same rate as the current year 2010-11.
- (d) That in accordance with the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 1992 the amount calculated by Slough Borough Council as its council taxbase for 2011/12 shall be:

(i) Parish of Britwell	1,805.6
(i) Parish of Colnbrook with Poyle	1,947.5
(ii) Parish of Wexham	1,499.5
(iii) Slough Town	<u>36,314.6</u>
<b>All areas</b>	<b>41,567.2</b>

### 73. Voluntary and Community Sector Funding Policy

The Cabinet considered a report seeking approval for a new Voluntary and Community Sector Funding Policy which set out principles for all future commissioning and grant funding support. Implementation of the Policy would ensure best use was made of limited resources to deliver agreed priorities and improve the outcomes by the local Voluntary and Community Sector (VCS) for Slough residents. Members were asked to approve the commissioning and/or grant funding of identified Voluntary and Community Sector related activities in line with procurement requirements and guidelines.

## **Cabinet - 13.12.10**

Members were also asked to approve the extension of existing funding arrangements to ensure continuity of service during the transition period. It was proposed that these funding arrangements would be terminated at the earliest possible date following implementation of the new funding policy.

Commissioners asked for clarification on the extension of the existing funding arrangements. Members were advised that it was anticipated that the commissioning work would be concluded within a four month period and the existing funding arrangements would be terminated as early as practically possible. Members were concerned at leaving the termination of the existing funding arrangements without a time limit. The report set out the two possible procurement routes that could be followed and the latest end date was the 29<sup>th</sup> June 2011. Members endorsed this as the end date for the latest possible termination of the existing funding arrangements.

Members acknowledged the significant amount of work that had gone into developing the Voluntary and Community Sector policy and welcomed it as a strategic approach to the Council's funding arrangements and relationship with the Voluntary and Community Sector.

### **Resolved -**

- (a) That the draft Voluntary and Community Sector Funding Policy be approved.
- (b) That identified voluntary and community sector activities be commissioned/grant funded in line with procurement requirements and guidelines.
- (c) That existing funding arrangements be extended as required and terminated at the earliest possible date following implementation of the new funding policy (and by the 29<sup>th</sup> June 2011 latest). No new arrangements are to be entered into during the extension period.

## **74. New Fairer Contributions Policy**

The Cabinet considered a report seeking approval in principle for a new Fairer Contributions Policy for Adult Social Care services in accordance with the Department of Health's Fairer Contributions guidance. The new policy did not propose any changes in the way the Council undertook financial assessments or how income or savings were treated. The driver for the policy was equity rather than income generation. The new policy would support the delivery of the "Putting Me First" programme and reflected the changing way in which social care support would be provided in the future.

### **Resolved -**

- (a) That the draft fairer contributions policy be approved in principle subject to consultation.

- (b) That Officers be authorised to implement the statutory consultation process on the new policy with users of existing services and stakeholder groups and prepare for implementation.
- (c) That the Health Scrutiny Panel be requested to review the outcome of the consultation and endorse the new policy at the meeting on 21 March 2011.
- (d) That the Strategic Director of Community and Wellbeing in consultation with the lead Commissioner be delegated to agree the most appropriate date for implementing the new policy following review of the outcome of consultation and presentation to Health Scrutiny Panel.

## **75. Review of Adult Social Care Day Services**

The Cabinet considered a report seeking approval for the recommendations of the Day Services review carried out during 2009/2010. Members noted that the review of Day Services had worked closely with service users, family members, staff and other stakeholders to identify new service models to meet the needs of adults of learning disabilities and physical disabilities. The recommendations arising from the review delivered improved outcomes for service users through increased use of community based facilities and also made best use of the resources and assets available to the Council. The consultation feedback had showed a general support for the recommendations.

Commissioners welcomed the outcome of the review. It had been appropriate to consolidate a high quality services acknowledging that buildings could not run under capacity. In answer to a question the Director of Community and Wellbeing advised that Mencap was currently looking at options for the future and the Council would be encouraging co-use of council buildings. Mencap would be housed in the West Wing until a longer term solution was identified.

### **Resolved -**

- (a) That the implementation of a hub and opportunities service model for day opportunities services for adults with physical disabilities and learning disabilities be approved.
- (b) That the integration of the Elliman and Langley Services for people with Learning Disabilities at the Elliman Resource Centre, to provide a service hub be approved.
- (c) That the re-location of the Phoenix Service for adults with physical disabilities to the current Learning Disability Langley Resource Centre at Spitfire Close, to provide a service hub be approved.
- (d) That the future options for the location of Slough Mencap be agreed.
- (e) That the staff and financial implications of the proposals and the full implementation date of January 2011 be approved.

**76. References from Overview and Scrutiny**

The Cabinet considered a reference from the Neighbourhoods and Renewal Scrutiny Panel on the Council's strategy for improving the thermal efficiency of its housing stock.

The recommendation had come as a result of the Panel considering a member call-in submitted by Councillor Plimmer with regard to the insulation of the council's supporting housing units and homes occupied by vulnerable tenants. Members noted that in order to maximise the benefit of the available grant funding the Council's strategy for improving the thermal efficiency of its housing stock currently focused on the needs of the property rather than the individual occupancy. Having considered the report and the strong concerns raised by several members the Panel had agreed that the future sequencing of the insulation programme should reflect a broader approach encompassing both the condition of the property and the impact of the work on the occupants with regard to elderly and vulnerable tenants. The Cabinet endorsed the views of the Scrutiny Committee, and

**Resolved** - That the Council's strategy for improving the thermal efficiency of its housing stock, which currently prioritised works based on the condition of the property, be reviewed and amended to include prioritisation for:

- (a) Those homes designated for the elderly and vulnerable.
- (b) Those homes that have fuel costs greater than 10% of their disposable income.

**77. Executive Forward Plan**

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

**78. Members' Attendance Record**

Noted.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.50 pm)

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24<sup>th</sup> January 2011

**CONTACT OFFICER:** Julie Evans, Strategic Director of Resources  
(for all enquiries) 01753 875300

**WARD(S):** All

**PORTFOLIO:** Leader, Finance and Strategy – Councillor Anderson  
Performance and Accountability – Councillor A S Dhaliwal

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

**ANNUAL AUDIT LETTER 2009/10**

**1 Purpose of Report**

This report submits the Audit Commission's Annual Audit Letter 2009/10.

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

Cabinet is requested to recommend subject to any comments of the Audit Committee that the report and the recommendations contained therein be accepted and that the Council's Corporate Plan and the appropriate service plans be amended to address the recommendations.

**3 Community Strategy priorities**

The Annual Audit Letter is an important element of external review which contributes to enabling the Council to achieve all the Community Strategy Priorities.

This report and the Annual Audit Letter have a direct impact on all the Council priorities given the fact that the documentation principally reports on the Authority's performance and financial standing.

**4 Other Implications**

The report and the Annual Audit Letter do not have any human rights or other legal implications. The financial and workforce implications are set out in the report and Annual Audit Letter.

**5 Background/Supporting Information**

The Authority's External Auditors have a duty to meet the audit objectives set by the Audit Commission and to summarise the conclusions and significant issues arising from their recent audit and inspection of the Council. The Appointed Auditor will be present at the Cabinet meeting.

**6**     **Comments of Other Committees**

The Audit Committee will be considering the Annual Audit Letter at its meeting on 25<sup>th</sup> January 2011.

**7**     **Conclusion**

The Annual Audit Letter is welcomed, particularly as it identifies key areas of continued improvement made by the Authority and assists Members and Officers alike in identifying other areas for development and further improvement.

**8**     **Appendices**

'Appendix A' - Annual Audit Letter 2009/10.



# Annual Audit Letter

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Slough Borough Council

Audit 2009/10

**The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.**

**Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.**

**As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.**

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# Key messages

**This report summarises my findings from the 2009/10 audit. My audit comprises two elements:**

- **the audit of your financial statements (pages 3 to 6); and**
- **my assessment of your arrangements to achieve value for money in your use of resources (pages 7 to 10).**

## **Audit opinion and financial statements**

**1** I issued my audit report on the 30 September 2010. The report included an unqualified opinion on the financial statements for the year ending 31 March 2010. The arrangements to produce your financial statements were good and the statements contained no material errors.

## **Value for money**

**2** I also issued an unqualified value for money conclusion stating that in all significant respects, Slough Borough Council had made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2010.

## **Current and future challenges**

**3** The economic climate and the public spending pressures are having a significant effect on councils and the services they provide. The Government's spending reviews will have an impact on the Council's financial plans over the medium term.

**4** It remains vital to ensure the Council is making best use of its resources, and is working closely with its partners and with other councils to deliver efficient and effective services for local people. The Council has started to develop detailed plans to make more effective use of its resources and to reduce overheads and back office costs. Under the Council's change programme, this will involve redesigning services so that they can deliver the required outcomes with fewer resources - both in staff numbers and from other savings, for example reducing office space.

**5** In this respect the Council is taking the necessary steps to meet the challenges to its financial stability over the coming years and to ensure it can continue to deliver key services for its residents. I intend to review the Council's financial resilience within my audit of the 2010/11 accounts.

# Financial statements and annual governance statement

**The Council's financial statements and annual governance statement are an important means by which the Council accounts for its stewardship of public funds.**

**I gave an unqualified opinion on the Council's 2009/10 financial statements on 30 September, meeting the statutory target date.**

## Overall conclusion from the audit

**6** The arrangements to produce your financial statements remain sound and I did not identify any material misstatements in the Council's accounts this year. I identified several non-material misstatements and officers adjusted most of them in the revised financial statements.

**7** Officers decided not to adjust one item, and the Council agreed that officers should account for this issue in 2010/11.

**8** During my audit planning process I raised a number of risks that I would need to review during my audit, including:

- whether there was sufficient capacity within the accountancy section to manage the closedown of accounts effectively;
- accounting for PFI assets and liabilities and changes in accounting for business rates and council tax;
- weaknesses in the internal control environment.

The Council has responded to these risks appropriately.

**9** The finance function was strengthened during the year and structural improvements introduced. As a consequence the Council achieved a better closedown of year end accounts in 2009/10 and this enabled a smoother year end audit.

**10** I identified opportunities to improve accounting practice and financial management and I am pleased to report that officers have acted on my recommendations.

**11** You re-approved your financial statements on 30 September 2010 and I then issued my audit report containing an unqualified opinion.

## Matters of internal control

**12** I identified some weaknesses in the design or operation of an internal control that could result in a material error in your financial statements. These related to your ability to be confident that; all income recorded in your accounts is actually due to the Council; information in your general ledger is complete on a month by month basis; and that the rents due for the year recorded on the new rent system and associated rent arrears are correctly stated.

**13** Since my work was completed the Council has carried out a review of its financial management arrangements and has introduced improvements that will re-align responsibilities and increase accountability for the operation of system controls.

**14** I am assured that the newly acquired rent system is now stabilised and that reconciliations have addressed, and rectified, all inaccuracies in the rent information transferred from the previous rent system.

**15** The Council needs to be satisfied that future significant system transfers and upgrades are planned and managed to secure internal control through the implementation lifecycle.

### Recommendation

**R1** The Council should ensure action is taken in response to the recommendations made in my Annual Governance Report.

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## The Pension Fund deficit

**16** The Statement of Accounts, prepared in accordance with FRS 17 – Retirement Benefits, show a net pension liability of £165 million. This has significantly increased from the 2008/09 liability of £84 million due to the significant reductions in bond yields which have increased the liabilities of the fund, offset by smaller increases in market values of assets.

**17** The 2010 triennial valuation will assess the scheme liabilities and funding position over the longer term, including the favourable impact of the change from using the Retail Price Index to the Consumer Price Index in calculating future pension liabilities. The actuarial review is also likely to take account of government pension policy changes in response to the Hutton report. Increased contributions may be required to ensure the pension scheme maintains an appropriate long-run funding level.

## The Council's Icelandic banks investments

**18** Early in October 2008, the Icelandic banks Landsbanki, Kaupthing and Glitnir collapsed and the UK subsidiaries of these banks, Heritable and Kaupthing Singer and Friedlander went into administration. The Council had £2.5 million deposited with Heritable Bank at that point. Based on the latest information available and, in accordance with accounting practice, the Council considered that it was appropriate to make an impairment adjustment for the deposits in its 2008/09 accounts.

**19** The impairment was reviewed during 2009/10 and the impairment charge reduced by £152,000 leaving an impairment provision in the accounts totalling £404,000. Information received from the Administrators indicates that the Council is likely to recover a total of 85 per cent by the end of 2012/13 and during 2009/10 the Council received three dividends totalling £902k from the Administrators representing 36% of the Council's investments.

**20** The Council has not taken advantage of government regulations which allow the impact of the impairment charge relating to this investment to be deferred until 2010/11. Therefore, impairment losses have already been charged to the general fund and any impact on future years' accounts should not be significant.

## Adoption of International Financial Reporting Standards

**21** From 2010/11, local government bodies have to prepare their financial statements to meet International Financial Reporting Standards (IFRS). This marks a significant change in the basis of reporting the figures in the annual accounts and the format of some of the core statements.

**22** The Audit Commission has undertaken a national study on the transition to IFRS in local government. This study aims to assess councils' progress towards preparing IFRS-based accounts in two phases.

**23** In October 2009 I completed the phase-one survey at the Council, and assessed the Council as 'green'. I concluded that the finance team were well aware of reporting requirements and were preparing for future developments including readiness for the implementation of International Financial Reporting Standards

**24** In July this year I carried out the phase-two survey to assess the Council's progress, and I decided the Council was an 'amber' risk. This was because, although the Council had made good progress in tackling challenging issues, member involvement was limited and at the date of my assessment substantial work remained to be done in relation to the treatment of non-current assets.

**25** The Audit Commission briefing paper ;Progress on the transition to IFRS; published in October 2010, which draws on the July survey shows that more than 50 per cent of other local authorities are in a similar position to the Council, assessed as having minor issues but being on track to complete key steps in IFRS transition by 31 December 2010.

**26** Whilst the task facing the Council remains challenging and there is more that needs to be done, I am confident that the Council will meet its statutory responsibilities for first time reporting under IFRS.

## Recommendation

**R2** Members should receive an update on progress in implementing changes associated with first time reporting under IFRS.

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# Value for money

**I considered whether the Council is managing and using its money, time and people to deliver value for money.**

**I assessed your performance against the criteria specified by the Audit Commission and have reported the outcome as the value for money (VFM) conclusion.**

## **2009/10 use of resources assessments**

**27** At the end of May 2010, the Commission wrote to all chief executives to inform them that following the government's announcement, work on CAA would cease with immediate effect and the Commission would no longer issue scores for its use of resources assessments.

**28** However, I am still required by the Code of Audit Practice to issue a value for money conclusion. I have therefore used the results of the work completed on the use of resources assessment up to the end of May to inform my 2009/10 conclusion.

**29** I report the significant findings from the work I have carried out to support the VFM conclusion.

## **VFM conclusion**

**30** I assessed your arrangements to achieve economy, efficiency and effectiveness in your use of money, time and people against criteria specified by the Audit Commission. The Audit Commission specifies each year, which Key Lines of Enquiry (KLOE) are the relevant criteria for the VFM conclusion at each type of audited body.

**31** Table 1 provides a summary of my findings at the Council in respect of these specified criteria.

Table 1: **Assessment for VFM conclusion**

The specified use of resources criteria were achieved

Criteria	Adequate arrangements?
<b>Managing finances</b>	
Planning for financial health	Yes
Understanding costs and achieving efficiencies	Yes
<b>Financial Reporting</b>	
Governing the business	Yes
Commissioning and procurement	Yes
Use of information	Yes
Risk management and internal control	Yes
<b>Managing resources</b>	
Strategic asset management	Yes
Workforce	Yes

32 Based on the above, I therefore issued an unqualified conclusion stating that the Council had adequate arrangements to secure economy, efficiency and effectiveness in its use of resources for the 2009/10 year.

## Assessment of arrangements

33 For the lines of enquiry that I considered, the Council delivered achievements and improvements in the 2009/10 year in that:

- The Council has extended its financial planning timescale to include a three year time horizon extending to five years from 2011/12.
- Links between financial and service planning have been strengthened and the Council is engaging with partners to improve financial planning.
- The use of benchmarking information has contributed to improved outcomes in key services.
- There has been good progress towards identifying specific efficiency savings to be delivered in each of the next three years.
- The Council has examined different options for securing and delivering services and can demonstrate improvements in the way it purchases and delivers services that have led to reduced costs and greater efficiency.
- There are productive working relationships between Members and officers and these are underpinned by an officer/member code of conduct and an updated employee code.

- The Council has an organisation-wide approach to managing assets as a corporate resource and is actively using its assets to invest in its priority area of regeneration.
- The Council has implemented its Job Evaluation and Harmonisation programme with new contracts in place for the majority of staff by April 2010.
- Senior management is supportive of organisational change and training programmes are in place to help line managers to deal with the change management agenda.

## Opportunities for further improvement

**34** I suggest the Council should focus further improvements in its arrangements to secure value for money in the use of resources in the following areas:

### Managing finances

- Develop a more systematic approach to benchmarking and the use of unit cost information in identifying cost savings that can be applied Council-wide.
- Draw upon the lessons learned from the shared services venture which the council withdrew from earlier this year and develop a strategic document which informs the direction for the management and delivery of future support service development projects as part of the Council's change agenda.

### Governance arrangements

- Achieve further economies in procurement through the greater use of procurement performance indicators to monitor progress and assess outcomes.
- Exploit opportunities to aggregate demand and reduce costs by setting up central contracts for commonly used items are fully exploited.
- Improve data quality arrangements by undertaking an assessment of systems and processes for data and performance information provided by external bodies to ensure compliance with the Council's standards for data quality.
- Ensure the Council's scrutiny processes operate efficiently and effectively in contributing to internal challenge and in holding the Cabinet to account.
- Develop the role of the Audit Committee and undertake a formal assessment of its effectiveness against the CIPFA statement on the role of Audit Committees in Local Government.
- Review existing risk management arrangements and the effectiveness of the current corporate structure.
- Address weaknesses in the Council's overall control environment identified by the work of Internal Audit and my review of financial systems and introduce standards of performance can be applied consistently across all departments and can be monitored at a corporate level.

- Review the Council's severance policy and delegated arrangements to ensure that these are clear and unambiguous and are reflective of best practice.

### **Managing resources**

- More effectively utilise the Council's workforce; focusing on the development of council wide workforce plan with partners so that resources can be optimised cross sectors and increasing the number of appraisals taking place so that staff are clear how their roles contribute to strategic objectives.

## **Recommendation**

- R3** The Council should consider the opportunities for improvement identified in my use of resources review and develop plans to address areas of corporate priority.
- 

## **Approach to local value for money work from 2010/11**

**35** Given the scale of pressures facing public bodies in the current economic climate, the Audit Commission has been reviewing its work programme for 2010/11 onwards. This review has included discussions with key stakeholders of possible options for a new approach to local value for money (VFM) audit work. The Commission aims to introduce a new, more targeted and better value approach to our local VFM audit work.

**36** My work will be based on a reduced number reporting criteria, specified by the Commission, concentrating on:

- securing financial resilience; and
- prioritising resources within tighter budgets.

**37** I will determine a local programme of VFM audit work based on my audit risk assessment, informed by these criteria and my statutory responsibilities. I will no longer be required to provide an annual scored judgement relating to my local VFM audit work. Instead I will report the results of all my local VFM audit work and the key messages for the Council in my annual report to those charged with governance and in my annual audit letter.

## Public rights of challenge

**38** During my audit I received questions and requests for audit action from two local electors these are outlined in the following paragraphs.

**39** One elector raised a query about the realisation of best value arising from the Council's decision to disposal of land at Upton Court Park. I was able to reassure the elector that I was satisfied from my enquiries that the Council had acted appropriately pursuant to its duties and responsibilities in relation to the disposal of this land.

**40** Another local elector raised queries about the award of early retirement payments to two senior Council officers. I obtained assurance that the severance payments made to both officers reflected their statutory entitlement under the Local Governance Pension Scheme and was a decision properly taken by officers and in accordance with the Council's internal procedures. However, I was of the view that existing policies and procedures could be improved to remove ambiguity and to clarify the respective roles of members and officers.

**41** There were no matters arising from my audit that required use of the special reporting powers set out in the Audit Commission Act. Accordingly I was able to certify completion of my audit on 30 September 2010.

# Current and future challenges

## The Council's Finances

**42** The Council faced sizeable cost pressures at the start of the 2009/10 financial year. In order to deliver a balanced budget the Council had to identify, implement and deliver cost reduction measures and efficiencies totalling £10.3 million.

**43** As the 2009/10 year progressed the Council faced further pressure from reductions in income as a result of the national economic climate. This was offset by a reduction in borrowing costs so the overall impact was minimised. Nevertheless, delivery of a balanced position still required sound financial management and the net outcome was that the Council achieved its efficiency targets for the year; reporting a small under-spend of £253,000 against its revised budget.

**44** As at 31 March 2010, General Fund reserves stood at £5.4 million. The Housing Revenue Account (HRA) overspent by £1.9 million against its approved net budget, leaving balances of £9.0 million as at 31 March 2010. The balances on both funds, notwithstanding the loss on the HRA remained at a prudent level at the year end.

**45** Capital resources remained under pressure in the year due to the reduction in capital receipts linked to the downturn in the property market and the high level of capital investment required to improve assets. The Council's strategy was a combination of re-profiling and reducing the size of the capital programme during the year to reflect these downward pressures.

**46** Looking ahead to 2010/11, I am assured that the Council took into account major potential financial risks, known growth pressures and quantified the efficiency savings required to deliver a balanced position including plans as to how these were to be delivered, at the inception of its original budget for the year. The Council was in a sound position at the start of 2010/11 but the government announcement in June 2010 that substantial grant funding reductions were to be imposed across the public sector, signalled an immediate financial impact for the Council of £3.3 million which meant that it had to find further savings in addition to those already built into the original budget.

**47** Since then, the Council has carried out an in depth review of the medium and longer term implications of the grant funding reductions and comprehensive spending review published in October 2010 and has considered what this means for its finances over the next four financial years; 2011/12 to 2014/15. The Council estimates that it will need to reduce its overall costs during this period by £23.9 million. Savings of £4.4 million have already been built into the 2011/12 budget thereby leaving the Council with a cumulative funding gap of £19.5 million.

**48** The Council recognises that the unprecedented level of change required to meet this scale of challenge will require significant planning and lead in times. This has driven a front loaded savings profile, targeting back office and corporate service areas. The Council has identified a range of initiatives covering six key areas of activity which it anticipates will generate £6.9 million per annum of savings opportunities by the 31 March 2011. Parallel to this short term savings realisation programme, the service transformation agenda in operational areas to deliver future years savings is underway with detail yet to be determined, to close the forecast funding gap of £12.6 million.

**49** The Council has already faced some difficult choices and taken difficult decisions in balancing the 2011/12 budget and in positioning itself for the future. Part of the Council's efficiency agenda involves major re-organisational reform which will see major changes in the way the Council operates.

**50** The full scale of the financial challenge facing the Council will not become clear until after the government publishes the grant determination in December. In this respect the Council continues to be concerned about the proper measurement of the Borough's population for the calculation of revenue support grant. Nevertheless it is unlikely that the announcement, when made, will make the scale of the task facing the Council any less demanding than the Council's current predictions.

**51** My preliminary assessment indicates the Council is taking the necessary steps to meet the challenges to its financial stability over the coming years and to ensure it can continue to deliver key services for its residents. I will further examine the Council's financial resilience within the scope of my 2010/11 audit.

## Closing remarks

**52** I have discussed and agreed this letter with the Chief Executive and the Strategic Director of Resources. I will present this letter at the Cabinet meeting on the 24 January 2011 and will provide copies to all Councillors.

**53** Full detailed findings, conclusions and recommendations in the areas covered by our audit were included in the reports I issued to the Council during the year.

Report	Date issued
Audit Fee Letter	April 2009
Audit Plan Refresh	March 2010
Internal Audit Review	April 2010
Pre-statement Audit Memorandum	June 2010
Annual Governance Report	September 2010
Summary of VFM recommendations	September 2010
Shared Services Review	October 2010
Annual Audit Letter	November 2010

**54** I can confirm the audit has been carried out in accordance with the Audit Commission's policies on integrity, objectivity and independence. The fees for my audit are levied in accordance with guidance issued by the Audit Commission. The audit fees for 2009/10 are detailed in Appendix 1.

**55** The Council has taken a positive and helpful approach to my audit. I wish to thank the Council's staff for their support and cooperation during the audit.

Phil Sharman  
District Auditor

November 2010



## Appendix 1 Audit fees

	Actual £	Proposed £	Variance
Financial statements and annual governance statement	200,800	200,800	0
Value for money	123,300	123,300	0
Total audit fees	324,100	324,100	0
Non-audit work	0	0	0
Total	324,100	324,100	0

## Appendix 2 Glossary

### **Annual governance statement**

Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

It comprises the systems and processes, cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and where appropriate, lead their communities.

The annual governance statement is a public report by the Council on the extent to which it complies with its own local governance code, including how it has monitored the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period.

### **Audit opinion**

On completion of the audit of the accounts, auditors must give their opinion on the financial statements, including:

- whether they give a true and fair view of the financial position of the audited body and its spending and income for the year in question;
- whether they have been prepared properly, following the relevant accounting rules; and
- for local probation boards and trusts, on the regularity of their spending and income.

### **Financial statements**

The annual accounts and accompanying notes.

### **Unqualified**

The auditor does not have any reservations.

### **Value for money conclusion**

The auditor's conclusion on whether the audited body has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of money, people and time.

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November 2010

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24th January 2011

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

**WARD(S):** All

**PORTFOLIO:** All

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

**PERFORMANCE AND FINANCIAL REPORTING FOR 2010/11**

**1. Purpose of Report**

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

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

## 5. **Other Implications**

### (a) Financial

These are contained within the body of the report.

### (b) Risk Management

## 6. **Supporting Information**

### **Performance Monitoring Update**

6.1 The attached **SBC Corporate Scorecard** (Appendix A) provides Members with an update on performance during the period from 1st April to 30th November 2010, drawing attention to:

6.1.1. Areas of exception;

6.1.2. Areas of improved performance; and

6.1.3. An assessment of where improvement actions are needed for performance to achieve end of year targets.

6.2 The report comprises of exceptions from both:

6.2.1. The Balanced Score Card– which relates to performance indicators selected by CMT members to determine the organisation health of the Councils, and

6.2.2. The **LAA Score card** - which relates to indicators in the LAA.

6.2.3. Due to reporting cycles there have not been many performance indicator updates in November. Many of the performance indicators are scheduled to be updated at the end of December reporting quarter 3 outturns for 2010/11. These will be reported in future reports.

6.2.4. For a full list of indicators please visit the link mentioned below:

<http://sbcinsite.ad.slough.gov.uk/3709.aspx>

## 6.3 **Gold Project Update**

The summary below provides Members with an update on Councils Gold Project as at December 2010.

### **Monthly Period Summary**

- Ten highlight reports have been received this period.
- Of these, four projects have an overall Green status, five are Amber, one is Red.

**Culture, Learning & Library Service Transformation Programme**  
*(including Library Services Transformation, Cultural Offer and Olympic, Sports & Leisure Offer)*

**PROJECT  
MANAGER**

Jackie Menniss,  
(C&W)

**ALL WARDS**

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	10/12/10

**Key Points:**

- Projects are delivered, on track or have been revised to more realistic timescales and the overall status stays green.
- Roles and responsibilities have been reassigned to release capacity within the management team to prioritise the projects.
- All budgets agreed and in place.

**Adult Social Transformation Programme**

**PROJECT  
MANAGER**

Tracy Cartmell, (C&W)

**ALL WARDS**

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	03/12/10

**Key Points:**

Overall the project is moving well, however, these areas are amber:

- Mental Health pilot
- Learning Disability personal budget trial
- IAS upgrade: specification costings and timeline will be presented to the IT project board in December.
- The Information & Advice Strategy for the interim service directory and public information campaign: service specifications will go to the IAG project steering group in January
- PM working with Skills for Care regarding InLaws to produce workforce strategy which will be discussed at the next regional InLaws meeting (January 2011)

The establishment of at least one ULO by December 2010 is now red. However, the sign off of specification and budget will be at the Programme board in December with tenders to go out w/c 10<sup>th</sup> January.

**RECOMMENDATIONS:**

CMT agree to delegate corrective action to Project Board who are already taking steps to mitigate amber & red issues.

## School Places in Slough

PROJECT  
MANAGER

Robin Crofts (ECS)

### ALL WARDS

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
GREEN	AMBER	AMBER	GREEN	02/12/10

#### Key Points:

- The single revised PID is currently under review by Clair Pyper.
- The conversion of Town Hall to a school for 2012 was approved by Cabinet on 9th Nov 2010 and a PID prepared.
- A centrally located school has agreed in principle to expanding for 2011 – LA and GB still to finalise agreement.
- Funding arrangements to be finalised.

The current identified risks are:

- Funding at risk of claw back if not spent by Aug 11
- Demand rises further than anticipated before Sep 11
- Likely more than 3 new infant annexes required by Sep 11.
- Rok insolvency – Major delay with Parlaunt Primary Capital project (£4m project)

## Neighbourhood Working OF PARTICULAR INTEREST TO CHALVEY, MANOR PARK AND COLNBROOK & POYLE

PROJECT  
MANAGER

Keren Bailey, (GBE)

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
GREEN	GREEN	GREEN	GREEN	02/12/2010

#### Key Points:

- Project plan for Nov – March finalised and signed off by project board 30/11/10. Priorities include:
- Communications to broaden understanding and involvement;
- Development of opportunities for services to work with neighbourhood boards;
- Strengthening of Virtual Area Teams;
- Review of project governance arrangements – Ramesh Kukar from SCVS has now joined the board;
- Work with boards to understand accountability from their perspective;
- Actions to support and further develop existing pilots; and
- Development of a Community Engagement Strategy.
- Project has now been considered by Neighbourhood and Renewal, Community, Leisure and Environment panels, CMT, LSP board and the SSP PDG.
- Project board is keen to explore how the project can contribute to the Big Society and localism in Slough and to develop the relevant strategic links.

#### RECOMMENDATIONS:

CMT to consider options for Project Lead and membership of the Project Board post April 2011



## Housing Futures (ALMO move)

**PROJECT  
MANAGER**

Vijay McGuire (GBE)

### ALL WARDS

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
AMBER	GREEN	AMBER	AMBER	10/12/10

#### Key Points:

- 2nd Phase of Housing Services Consultation was launched; work completed includes:
  - Revised Job descriptions completed (Staff consultation P2)
  - Job evaluations completed (Staff consultation P2)
  - Matching completed (Staff consultation P2)
  - Staff 1-2-1s (Staff consultation P2)
  - Three Staff briefings held
  - Updated Financial Model to include Phase 2 of consultation
- The project remains within agreed budget – as key deliverables remain undetermined until recruitment is completed.
- Wider issues that are impacting the project include:
  - Clarity on corporate restructuring timetable/Service reviews will allow board and core project team to have clear understanding on what happens in relation to support staff from the former People 1st.
  - The Accommodation review will confirm the location of the housing service and how many staff from the housing services will be re-located.
  - Recruitment will enable appropriate project groups to be set up to deliver work stream relating to CAPITA

## 2011 Census

PROJECT  
MANAGER

Rob Wood (CE)

### ALL WARDS

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
AMBER	AMBER	AMBER	AMBER	08/11/10

#### Key Points:

- Comms and Marketing Strategy and Countdown Plan completed including PR and Media, Mobilisation and Social Marketing
- Continued awareness raising for members, parish councils and staff in the need to identify sheds and HMOs
- Continuation of GIS/mapping information to contribute to enumerator intelligence
- SBC has taken lead role in Community Plans for Black African, Black Caribbean Somali population groups after ONS changed their position on engagement roles and responsibilities at OMAG on 12th November (see Timeline Issue)
- Forster Session held on 17th November series of recommendations including testing key messages and building a set of case studies
- Recruitment of 2011 Census Ambassadors
- Completion of Census e-learning package – live on 2nd December
- Agreement of completion centres including: Thomas Grey; My Council, Wexham Court School, Colnbrook Primary, YMCA, Destiny Support, Sikh Temple, Slough and Langley Fire Stations on 27th March,
- Meetings with schools as a result of recent briefings to agree involvement
- Curriculum resources shared with schools through gatekeeper
- Shabnam Ali is leading on the development of comprehensive plan to get into the business community, Mars already have got involved, Slough Community Business Partnership Breakfast Meetings,
- CLPP Community Plans for Black African, Black Caribbean and Somali shared by Noreen Mian and Anita Jan
- Sam Hussain leading on ESOL and Thomas Gray as Completion and Assistance Centre
- Judeline Nicholas has led on embedding Census into all training and induction programmes

#### CMT Actions:

Support with mobilising front line staff to attend training and then cascade census messages to staff

Support for staff to complete Census Awareness training using E-Learning package , launched in Newsround this week

**REGENERATION: Britwell & Haymill OF PARTICULAR INTEREST TO BRITWELL & HAYMILL**

**PROJECT MANAGER**

Neil Aves (GBE)

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
RED	RED	RED	RED	17/11/10

**Key Points:**

- Following the Government's CSR announcement we are entering a critical phase regarding the future viability of the scheme. A recent meeting with the HCA has confirmed that they remain keen to pursue the project and indeed have offered the prospect of SBC receiving some funding this financial year out of other project slippages across the region. The figure they are considering is between £500,000 and £700,000 and of course comes from existing pre-CSR budgets. Funding may be obtained simply to reimburse the Council for fee expenditure to date which has been spent in consulting the residents and securing outline Planning Approval. This will not however deliver the scheme or significantly enhance the viability of the scheme as a whole.
- By receiving funding this year the project will then attain the highest level of priority with the HCA to secure future funding however even with the agencies best endeavours there may just not be the funding available to allow them to commit to the scheme.
- Best advice is that the retail element will deliver itself and possibly offer the council a capital receipt of around £300,000 which had always been earmarked for the Kennedy Park improvements agreed with the community in return for using part of the land for construction. The housing element might cost anywhere in the region of £7-£9 million to deliver and its delivery as council housing is fundamental to the scheme firstly because the Housing Revenue Account requires the future rental income to remain viable, having lost the rent for 71 homes and 30+ shop units and secondly that the tenants being decanted from Wentworth Avenue cannot be 'forced' into housing association properties and requirements to decant them into solely existing council homes across the borough would inevitably lead to further scheme delays and adverse publicity.
- Although the above sounds depressing, it does not sound the death knell of the project, rather it is a cash flow issue which needs to be resolved through either SBC borrowing or short term funding from the HCA. Just as soon as we can receive some certainty on the availability of grant funding from the HCA the council can start to explore options (if any) for borrowing the funds over a comparatively short period until phase 2 of the project which will see the development of significant amounts of market housing, the profits from the sale of which can pay off the borrowing.
- Clearly the new financial climate will mean that the design of the

scheme will have to change accordingly and current discussions with the council's advisors suggest that we need to re-engage with the local community early in the new year to start considering what might be built in Wentworth Avenue as part of phase 2. If HCA funding is not available then potentially the density of such market sale developments as part of phase 2 will need to be increased significantly. The public can be involved in these deliberations and asked to vote on the trade-off between the scale of development and the amount of money available for community benefits.

- On a more minor level the lease for the former petrol station and car show room in Wentworth Avenue expires on the 25<sup>th</sup> December 2010 and officers are initiating the legal process through which the site can be secured for future development. Being a petrol station there will be ground contamination remediation issues which may fall as a liability to the current leasee however one other option is to secure HCA funding to remediate the site if the leasee is prepared to vacate with almost immediate effect and waive his right to six months notice.

#### **RECOMMENDATIONS:**

- Officers continue to engage with the HCA and secure whatever funding is available within this financial year.
- Officers undertake soft marketing exercises to firm up the construction costs of the phase 1 housing on Kennedy Park
- Officers undertake soft marketing exercises to firm up the construction costs of the phase 1 retail development to determine the likelihood of a capital receipt
- Officers begin to plan for a possible consultation exercise with local residents early in 2011 to "begin to think about what phase 2 might look like"
- Officers secure possession of the garage site adjacent to the Britwell Library and land bank the site for future options appraisal

## REGENERATION: Chalvey

### OF PARTICULAR INTEREST TO CHALVEY

PROJECT  
MANAGER

Andrew Stevens (GBE)  
*Mike Coles (Phase 1  
development).*

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
GREEN	GREEN	GREEN	GREEN	07/12/10

#### Key Points:

- Phase 1 – On schedule for January opening .
- Stage 1b - Outline plans being discussed with Paragon. Intending, subject to agreement on proposal, to extend phase 1 contract to bring forward refurbishment of community space for existing users and implement satellite library by summer 2011.
- Positive discussion by Clair Pyper and Jane Wood with school head with a view to some shared use of early years facilities. Discussions will be followed up in December-January.
- Specification for Phase 2 – public consultation led by Chalvey Partnership is underway and further consultation with community and council partners is on track for January-March. Progress needs to be reviewed in early Jan to ensure public consultation is progressing - there are some concerns that cold weather is affecting delivery of leaflets.
- Project Support now in place and project documentation is being developed. Phase1b is being planned in detail and phase 2 plans are being prepared. All project documentation will be updated.

#### RECOMMENDATIONS:

- Comprehensive project plan and risk log require development
- Need to continue to encourage shared use of premises, including early years

## Planning for the Future

### ALL WARDS

PROJECT  
MANAGER

CMT

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
GREEN	AMBER	AMBER	AMBER	14/12/10

#### Key Points:

#### Accommodation Project

- Phase 1 completed.
- Meeting scheduled for phase 2 of SMP.
- A revised Accommodation report went to CMT earlier this month.
- More detailed plans with a timetable for the moves are now being produced.
- The move of servers has been slightly delayed until the end of January due to the inclement weather impacting cable work to external sites.

- Budget is on target.
- Project is rated AMBER overall.

a) Workforce Planning

- Consultation launched for Chief Executive and Improvement & Development Directorates.
- CMT to provide update on their service areas.

b) Income and Debt Management (incorporating RIO)

- External collection agencies have performed preliminary work on our aged debtors with a view of collecting debt on our behalf using enhanced collection methods and increased resources at no increased cost to the council.
- Draft debtors policy has been produced.
- Business cases to raise additional income of approximately £3m are in the process of being generated for sign off by CMT in the New Year.
- Reconsidering the way we provide for bad debt to ensure that provisions are risk based. This may release income to the council.
- Continue to review and write off aged debt that is not collectable.

c) Staff engagement and communications

- Staff are being kept updated on key issues via normal communications channels including all user emails and posting consultations on the intranet.
- Staff briefings and 1-2-1's offered to staff affected.
- Unions have been engaged and consulted with.
- Equality Impact Assessments have been completed.

d) Outplacement support

- A process has been put in place to support staff displaced under the restructures and expressions of interest. This includes offering support via the Information Advice and Guidance team, e-learning and potentially funding external suppliers.
- Letters are being sent to all staff in receipt of a redundancy letter or taking early retirement without a redundancy package providing information and outlining the support available.

**Customer Focus**  
(formerly Duty Desks)  
**ALL WARDS**

**PROJECT  
MANAGER**

Kevin Gordon  
Lisa Nuttall

Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	13/12/10

**Key Points:**

- Timetable for service areas to move to Landmark place and adopt the new model currently being developed with service areas
- Suggested 'Lend Out' approach will negate the need for formal HR deployment of my council staff.
- IT and Telephony issues being addressed
- Risks emerging around staff engagement as My Council staff are still to be briefed.

**7. Financial Reporting**

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

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

**8. Projected Outturn Position as at 30<sup>th</sup> November 2010**

8.1 There is currently a projected under spend position for the 2010/11 General Fund of £744k, although O&S should note that this reported position will change as work is underway to create a provision to mitigate an expected future liability in respect of Looked After Children. This compares to a reported overspend at this stage last year of £854k reported as at end November 2009. O&S members should also note the possible emerging issues and opportunities in sections 6 and 7 respectively.

8.2 For the Housing revenue account there is currently a projected under spend position of £1,142k from the budgeted surplus position of £213k agreed at the start of the year. This shows an adverse movement of £106k from that reported last month.

8.3 The position is summarised in Table 1, overleaf, and detailed in Appendix B.

Table 1 - Projected as at 30th November 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	36.994	0.004	0.018	(0.014)
Education and Childrens Services	180.555	(0.891)	179.664	24.533	24.461	(0.072)	0.010	(0.082)
Green and Built Environment	39.370	(0.646)	38.724	26.243	26.210	(0.033)	(0.033)	0.000
Central Directorates	87.857	(0.633)	87.224	22.679	22.375	(0.304)	0.007	(0.311)
Corporate	0.279	(0.140)	0.139	(0.083)	(0.083)	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>110.362</b>	<b>109.957</b>	<b>(0.405)</b>	<b>0.002</b>	<b>(0.407)</b>
<b>% of revenue budget over/(under) spent by Services</b>						<b>-0.37%</b>	<b>0.00%</b>	<b>-0.37%</b>
Treasury Management	3.334	0.000	3.334	3.334	2.995	(0.339)	0.000	(0.339)
Contingencies & earmarked reserves	2.274	0.000	2.274	1.383	1.383	0.000	0.000	0.000
Area Based grant *	(12.663)	1.609	(11.054)	(11.100)	(11.100)	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>103.235</b>	<b>(0.744)</b>	<b>0.002</b>	<b>(0.746)</b>
<b>% of revenue budget over/(under) spent in total</b>						<b>-0.72%</b>	<b>0.00%</b>	<b>-0.72%</b>
<b>Capital Reductions</b>		<b>(0.407)</b>						
<b>Add back ABG income adj</b>		<b>(1.609)</b>						
<b>Total Govt Reductions</b>		<b>(3.322)</b>						
<b>Housing Services</b>				<b>(0.213)</b>	<b>(1.355)</b>	<b>(1.142)</b>	<b>0.106</b>	<b>(1.248)</b>

## 9. Month on Month Movement in Variances

9.1 **Community and Wellbeing** are reporting an over spend position of £4k which is a adverse movement of £18k on the position reported last month. This small change is fundamentally due to an increase in costs across Community Services and Adult Social care due to an increase in staffing costs offset by savings in external care packages with a net reduction of 5 clients, 3 of which qualify for continuing health care. Further details can be seen in Appendix B.

9.2 **Education and Children's Services** are reporting an overall under spend position of £72k which is an adverse movement of £10k on last months reported position. As O&S will recall the background of the current ECS budget position and the mitigating action being adopted to alleviate the budget pressures being experienced is as follows;

There is continuing pressure on the budget in Children and Families due to the number of looked after children which has begun to stabilise, but is still subject to volatility. The budget pressure is due to a combination of placement costs rising because more younger children have been admitted to care, court fees, and contact visits. Work has already been undertaken to rigorously check all admissions to care and consider alternative arrangements where possible; to make savings to bring down the overspend in Children and Families; and use one-off savings in other areas of the Education and Children's Services budget to offset the projected overspend as a result of the rise in the number of looked after children. However, the department is anticipating to be able to mitigate the full year effect of the current position by using approximately £400K of grant funding from Surestart to fund front line child protection social worker posts. However this is dependent on the grant funding being available beyond March 2011.



This position is inevitably not sustainable and the department is looking at the creation of capacity on an annual basis by the implementation of weekly and monthly review meetings to ensure that every historic and potential placement is appropriately made. This strategy is obviously linked to meet the needs of individual clients and opportunities have been realised and clients have been re-directed to alternative services where specific needs can still be met and which provide increased value for money. Whilst this is producing some release of pressure the continued net increase in the overall client base and its associated cost is subsuming any savings that this strategy is currently providing. A specific area in which the strategy to create capacity is being pursued is the aim to increase the number of foster carers available to meet current client levels. This will be achieved from the remodelling of services to release resources to implement this increase.

The increase in spend since last month is primarily made up of an increase in Children Looked After activity resulting in additional costs of £82k. These are offset by one-off savings from agreed staff expressions of interest of £32k and a one-off increase in income from schools of £25k and Home to School Transport reductions of £17k following a recent change in provider. Details can be seen in Appendix B.

- 9.3 **Green and Built Environment** are reporting a small under spend of £33k which has arisen mainly from reductions in staffing costs and increased income. Staff cost reductions have arisen from delayed appointments and those arising in year from the expressions of interest made in the 'Planning for the Future' exercise. Additional income generation has come from an increase in Registrar's activities. Full detail can be seen in Appendix B. The department report a pressure arising 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.
- 9.4 **The Central Directorates** have reported an under spend position of £304k (£311k in October 2010). Further details can be seen in Appendix B.
- 9.5 **Treasury Management** continue to report an overall under spend position of £339k which is unchanged since last month. This comprises the following;
- 9.6 **Treasury Management - Refinancing** are reporting an under spend of £104k arising from the refinancing of debts in connection with two existing loans due to mature in September and November next year and £34k secured in interest savings following further debt refinancing via the PWLB.
- 9.7 **Treasury Management - Impact of Capital re-programming.** The re-profiling of the capital programme has identified revenue savings of £235k in the current year. However it is very important to bring to the attention of O&S and members that the overall size of the capital programme has not changed and this saving has only occurred because of the re-profiling of when schemes will be undertaken. This means that pressures will occur in latter years, e.g. 2013/14 and beyond when re-profiled schemes come on line and these pressures will need to be addressed as part of the 2011/12 budget build process covering these years. In addition further work is currently taking place at the moment on the Minimum Revenue Provision (MRP) position. CMT and members will be updated on the outcome of this in future budget monitoring reports.

## Treasury Management – Changes to Credit Ratings of Approved Counter Parties

9.8 Although Fitch Ratings agency has downgraded support ratings of 8 UK building societies from 3 to 5 (lowest), it has left the long term and short term deposit ratings unchanged. Support rating indicates the rating agency's view that the support from UK authorities cannot be relied upon in the event that these building societies need assistance in the form of additional credit and/or liquidity support. Moody's, the other rating agency used by the Council has not made any such announcement. Of the 8 building societies, the Council has outstanding deposits with 3 as follows:

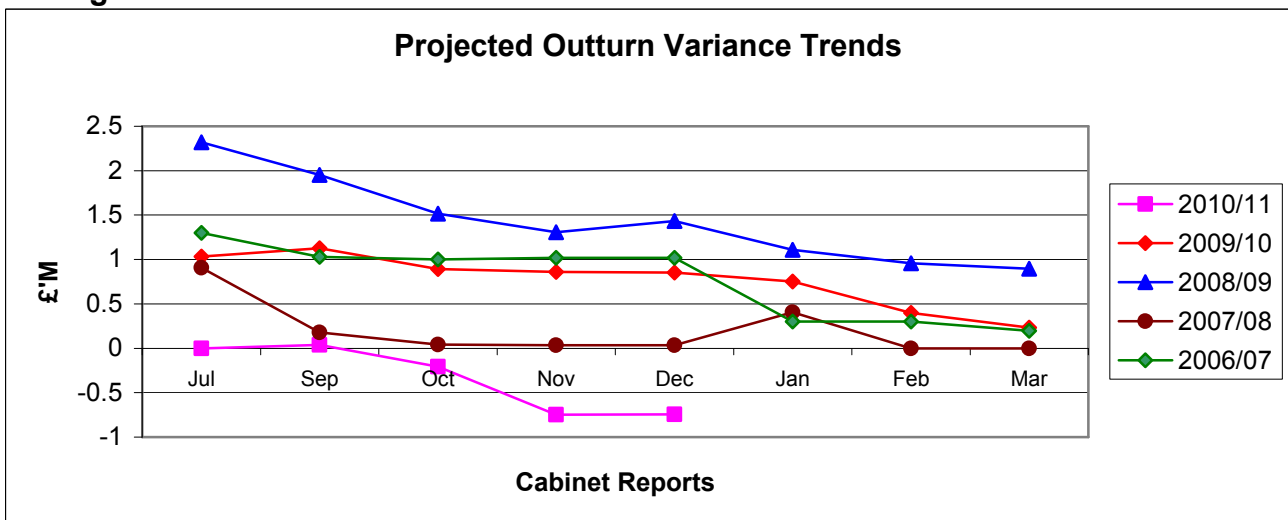
Building Society	Amount	Maturity Date
Coventry Building Soc	£4.00M	17/3/2011
Coventry Building Soc	£2.70M	25/7/2011
Leeds Building Society	£2.20M	21/1/2011
Yorkshire Building Society	£4.00M	22/3/2011
<b>Total</b>	<b>£12.90M</b>	

9.9 Although the long and short term credit ratings of the above building societies has remained unchanged and still within the Council's current approved limits, Coventry and Leeds building societies have been suspended from the lending list as a matter of prudence. Yorkshire building society was suspended from the lending list in June 2009. There are no forward deal commitments to any of the building societies.

9.10 The latest report from the Heritable bank Administrators indicate that the next dividend distribution is likely to take place in January 2011. To date £1.171M of original deposit of £2.579 has been repaid. The Council does not have any exposure to the Irish banks.

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

Figure 1



9.12 **The Housing Revenue Account** is showing an under spend of £1,142k. 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 surplus of £1,355k which is an under spend of £1,142k against budget compared to last months under spend position of £1,248k. This is the result of an increase in the revenue contribution to capital outlay (RCCO) to reflect the funding required to meet the current year's approved capital expenditure. Further details can be found in Appendix B. In overall terms, the new

working balance carried forward at 31<sup>st</sup> March 2011 on the HRA is projected to be £10.362M.

## 10. Emerging Issues / Risks

### Introduction

- 10.1 Although the headline position is showing a projected under spend position of £744k 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.
- 10.2 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 D details the areas of savings by directorate and their current status.
- 10.3 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. **Indeed Cabinet on 20<sup>th</sup> September 2010 have agreed the pre CSR 2011/12 savings and so departments should be implementing those identified areas now.**
- 10.4 A review of the allocation of support costs between the Housing Revenue Account and the General Fund is being undertaken. The outcome of any changes arising from this may have an impact on the overall budget monitoring position for each service.

### Directorate Specific

#### 10.5 Community and Wellbeing:

- A new establishment providing supported living accommodation for clients with Learning Disabilities opened earlier in this financial year. Potential pressures could arise from clients placed in this facility by Other Local Authorities (OLAs), and thereby qualifying for ordinary residence. To counter this, Adult Social Care negotiated with the service provider to ensure that Slough Borough Council has exclusive rights to placements at this service. This will require careful management of placements. Placements by the Council to this service are projected to commence from January 2011 onwards.
- There is one outstanding Employment Tribunal claim within the Adult Social Care division currently going through court proceedings. Current costs associated with this claim have now exceeded budget. The Legal team will be providing guidance on potential costs which the department expect to be included in next months budget report.
- In addition, a result of closures and other budget pressures in local health economy. It is expected that the local authority will come under increasing pressures in relation to increased demand for social care. This is being closely monitored and further updates will be provided as appropriate.
- The library service will be externalised in 2011/12 and will fall under the management of Essex County Council. The savings that will be achieved through the Expressions of Interest for the Library Service come to £22k, however the transfer of the service to Essex County Council will incur costs which have not yet been finalised and these may off-set any savings. This will be reported on in due course. This does not affect the agreed saving in the PPRG for 2011/12.

## 10.6 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.
- A relatively large cohort, of 12 children and young people, who are subject to Child Protection Plans in different Local Authorities, have transferred into Slough. These families have moved for their own personal reasons. However, there is a duty to convene 'Receiving In' child protection conferences in order to ensure that the children are appropriately safeguarded in Slough and this will result in the children becoming subject to CP plans with our C&F service. There is no way of knowing at this point, what stage of the Child Protection plan the children are at. It will take some weeks for staff here to assess whether these children can safely remain on CP plans or if their circumstances are such that they need to become 'looked after'. If this does prove to be the case, then this may impact on the foster placement budgets.
- Within the Youth Offending Team, an unexpected invoice was received at the end of last year for £18k in respect of an outstanding service charges for Connaught House relating to 2006. Provision for this was made but officers are in dispute with the landlord. YOT officers expect a possibility of further charges that could be made in respect of subsequent years. The departments long term plan is to vacate these premises when the break clause in the existing contract is reached.
- Further increases in levels of looked after children and referral and assessment activity will result in additional budget pressures although management are exploring mitigating strategies to combat this.

## 10.7 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.
- 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.
- Potential settlement from Employment Tribunal in Private Sector Housing
- A new/interim contract is still awaited from the Valuation team in respect of the bus station in order that a charge can be made. As a consequence no billing has taken place since November 2009. Currently it is estimated that income amounting to £60k is at risk.
- A number of highways properties that had been leased to Co-op Homes were handed back in December 2009. Details of the new management arrangements are still awaited from the Valuation team but there is concern that the income this generates is at risk unless this issue is quickly resolved. Currently it is estimated that income amounting to £30k is at risk.
- The cost of the new pest control contract is likely to result in an end of year budgetary pressure of approx £30k. Negotiations are being held with the contractor with a view to reducing the costs of the service. The disparity between the cost to the Council of rat treatments against the charges made to customers is causing this pressure.

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.

## 10.8 Central Directorates:

- The current economic situation with regards to increasing pressure on Housing Benefits.
- The data centre (server room) move out of the Town Hall to the Slough Trading Estate is due to take place in January. A full assessment of costs connected with the move are being undertaken

## 10.9 Housing Services:

- The proposed new structure for the Housing Services team has been finalised following a second consultation. The impact of this restructure in terms of efficiency savings and associated costs has been quantified and is factored into the projected outturn for the service. Estimated additional costs relating to recruitment and assessment centres have been collated and will be met from existing budget resources and these are already factored into the current outturn. It has been calculated that the new structure will create over £400k of efficiency savings from 2011/12.

## 11. Emerging Opportunities

### Introduction

- 11.1 Note the requirement in paragraph 6.2 to take 2011/12 agreed savings early in 2010/11.
- 11.2 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

#### 11.3 Community & Wellbeing

None identified at this stage.

#### 11.4 Education & Children's Services

As reported last month, an investigation is being carried out into the terms and conditions of Sure Start funding with a view to offsetting social care costs for children aged under 5 where appropriate. Work on this is almost complete and indicates potential savings in the region of £500k. It is expected that this work will be finalised and a savings figure included in the December budget report.

#### 11.5 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
- 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

## 11.6 Central Directorates

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

## 11.7 Housing Services

- The recent announcement regarding potential reforms to the Housing Revenue Account Subsidy system indicate potential flexibilities in how the Council may spend housing income and set rents. The Department will continue to monitor announcements in this area in order to quantify the effect on the HRA budget going forward.

## 12. Agreed Base Savings 2010/11

- 12.1 As CMT and members will be aware from the previous monitor to provide assurance that the recommendations around savings and growth agreed during the 2010/11 budget build process have been achieved a full list of growth and savings is attached as Appendix C to this report but an overall summary by department. Table 2 below indicates that overall the savings items are exceeding target for delivery. This is fundamentally as a result of increased income of £339k from Treasury Management as reported in paragraphs 5.5 to 5.7 and a saving of £25k within Community & Wellbeing as a result of a management action to mitigate a corresponding pressure against an in year savings target (this is identified in table 3, paragraph 9.1). These savings are partially offset by a £60k shortfall in income within Improvement & Development in respect of the recovery of court costs for council tax and rates.

**Table 2 – PPRG Growth & Savings  
Departmental Growth & Savings Analysis 2010-11**

Department	Growth Proposals				Savings Proposals			
	Target £'000	Estimated Outturn £'000	Variance £'000	Status	Target £'000	Estimated Outturn £'000	Variance £'000	Status
Community & Wellbeing	940	940	0	GREEN	-1,232	-1,257	-25	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	-595	60	RED
Chief Executive	0	0	0	GREEN	-89	-89	0	GREEN
Corporate	1,723	1,723	0	GREEN	-1,440	-1,779	-339	GREEN
<b>Total</b>	<b>3,925</b>	<b>3,925</b>	<b>0</b>	<b>GREEN</b>	<b>-5,491</b>	<b>-5,795</b>	<b>-304</b>	<b>GREEN</b>

## 13. In year savings 2010/11

- 13.1 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 D to this report but an overall summary by department is shown in table 3 below. Whilst there is a shortfall identified against Community & Wellbeing, this is mitigated by a management action to exceed a PPRG savings target (which is identified in table 2, paragraph 8.1 above).

13.2

**Table 3 – In year savings  
Departmental In Year Savings Analysis 2010-11**

Department	In Year Savings Targets			
	Target	Estimated Outturn	Variance	Status
	£'000	£'000	£'000	
Community & Wellbeing	-605	-580	25	RED
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>-2,890</b>	<b>25</b>	<b>RED</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>-3,297</b>	<b>25</b>	<b>RED</b>

## 14. Capital

- 14.1 The overall council capital programme is £126m for the period 2010/11 to 2016/17. The programmed spend for 2010/11 is £55.5m which is a reduction of £1.5m on that previously reported.
- 14.2 CMT will recall that the total capital spend for 2009/10 was £30m and in view of this it is highly unlikely that the programmed spend of £55.5m in the current year will be delivered. In preparing the proposed revised capital programme, departments and AMG have considered the overall capital strategy and service priorities to enable delivery of the Council's business plans and within projected resources available, at a prudent and sustainable level. The overall asset management strategy is currently being reviewed and is expected to be reported to the December 2010 Cabinet, following which, the capital programme will be further reviewed and revised and reported back as part of the 2011-12 budget process. The Council's future revenue business plans will also impact on the capital programme as any change/s to the service provision could result in either a capital asset being identified as surplus to requirement and therefore potential additional capital receipt or additional capital required to upgrade an asset to enhance the service provision. These will also be considered and reviewed as part of the budget build process.
- 14.3 The overall programmed spend for the HRA capital programme is £10.8m for 2010/11 which is unchanged from the position reported last month. Options of how to fund the

HRA capital programme have recently been presented to CMT. This outcome of this review will be presented to January Cabinet.

## 15. Planning for the future – Expressions of Interest

15.1 CMT will be aware that as part of the 'planning for the future' exercise a number of agreed business cases for voluntary redundancy, early retirements, reduced hours and other short term leave arrangements were agreed for implementation during 2010/11. The consequence of this after allowing for any back-fill costs where appropriate is that there are currently estimated net General Fund savings of £118k that will be delivered in the current financial year. However there are still some areas where cover or alternative arrangements with offsetting costs, where appropriate, are yet to be finalised and any savings in these areas have been excluded at this stage until a final position is determined. These areas will be under review and an update provided in future monitoring reports.

15.2 The Housing Revenue Account has also generated 2010/11 savings from this exercise of £30k which were included in previously reported variances. These figures are included within the latest estimate for each department but are also set out below for information;

15.3

**Table 5 – Planning for the future savings**

### **Planning for the future - 2010/11 savings**

Department	Total Saving £'000
Community & Wellbeing	-3
Education & Children's Services	-36
Green & Built Environment	-9
Resources	-33
Improvement & Development	-31
Chief Executive	-6
<b>Total General Fund</b>	<b>-118</b>
Housing Revenue Account	-30
<b>Total</b>	<b>-148</b>

## 16. Debt Monitoring

16.1 Between the period from 1 April 2010 and 30 November 2010 the Council has written off the following amounts of uncollectable debt:

Sundry Debtors	£79,242
Council Tax	£214,308
Housing Rents	£50,084
Housing Benefit overpayments	£15,336

## 17. Conclusion

17.1 The position as at the end of November 2010 leaves an overall headline under spend position of £744k against the General Fund revenue account. Against the Housing revenue Account the position as at the end of November 2010 leaves an overall headline under spend position of £1,355k. 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.



17.2 The General Fund capital programme is indicating a total programmed spend of £55.5m in the current year against £126m for the period 2010/11 to 2016/17. The Housing Capital Programme is showing a total programmed spend of £10.8m for 2010/11. The capital programme will be reviewed again as part of the budget build process for 2011/12.

18. **Appendices Attached**

Appendix A - Organisation Indicators and LAA Targets

Appendix B - Summary Variance Analysis

Appendix C - Growth and Savings Analysis

Appendix D - Departmental In-Year Reductions Analysis

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## Appendix A: ORGANISATION INDICATORS AND LAA TARGETS: PERFORMANCE STATUS AND IMPROVEMENT REPORT

This exception report provides an update on performance covering the period up to 30th November 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 organisational health of the council and those related to indicators in the LAA.

For a full list of indicators please visit: <http://sbcinsite.ad.slough.gov.uk/3709.aspx>

The LAA target set comprises of 48 indicators including 4 local targets on priority areas (based on NI's 124, 59, 32 and 187). These are linked to Slough's key local priorities. Below is a summary of the RAG status for the 48 National Indicators as at 30<sup>th</sup> November 2010.

	Rag Status			Awaiting Final Results/Target not set
	Green	Amber	Red	
Total*	14	6	9	19
Percentage	29%	13%	19%	40%

Currently a RAG status can only be assigned to 29 of the 48 indicators. The proportion of indicators categorised as Green is 29% whilst those classified as Amber is 13% and those classified as Red is 19%. There are currently 19 indicators where the RAG status could not be allocated due to awaiting data/results to be released or where targets were not set for 2009/10 which equates to 40%.

### EXCEPTION SUMMARY

#### INDICATORS WITH RED RAG STATUS

NI 157(A): Processing of planning applications

#### NI 157: Processing of Planning Applications

Figures for "Minor" and "Other" applications continue to be processed in a timely manner. Planning Delivery Grant now abolished. As a result there are no financial incentives for LA's to adhere to timescales for targets set by previous Government.

### **AREAS OF SIGNIFICANT IMPROVEMENT (GREEN RAG STATUS)**

**NI 75: Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths**

**NI 156:** Households in Temporary accommodation

**NI 191, 192 and 193:** Waste Management

**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 75: Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths [LAA Target]**

Slough's LA's provisional 2009/10 performance of 62.7% is a 3.4% improvement from the previous year's figure of 59.3% and marginally exceeds our 2009/10 target of 62%. Slough's performance is 7.8% above the England average of 54.9% and 5.6% above the South East average of 57.1%. Provisionally Slough LA is ranked 14th national placing Slough in the top quartile and 2nd out of 11 in our Statistical Neighbours Group.

**NI 156: Households in Temporary Accommodation**

Target for 2010/11 = 100. To date we have supported 97 households in temporary accommodation; this continues to reduce (down by two from the first quarter).

51

**NI 191, 192 and 193: Waste Management**

These show good results for the first quarter - (the most recent quarter for which data is available).

**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.

## Summary Variance Analysis

For the Period Ended: 30<sup>th</sup> November 2010

## Community &amp; Wellbeing

Service Area	Total Variance £'000	Explanation
Community Services and Adult Social Care	139	<p><b>New This month:</b> There is a projected overspend of £139k for this service area which is an overall adverse movement of £16k in November. This comprises a favourable movement in External Care Packages of £45k resulting from a net reduction of 5 clients, 3 of whom qualified for Continuing Health Care (CHC). This is offset by an increase in staffing costs of £51k with the appointment of a Reviewing Officer - agreed within the PPRG process, and an agency member of staff to cover vacancies within the CTPLD. In addition there has been a £10k increase in Internal Services primarily due to overtime costs.</p> <p><b>Previously Reported: +£123k</b> The main budget pressure remains overspends on residential and nursing homes placements. This is equivalent to 4 placements above those projected at the beginning of the financial year.</p>
Learning Skills and Cultural Engagement	(52)	<p><b>New This month:</b> No change.</p> <p><b>Previously Reported: (£52k)</b> Due mainly to increases in lettings income.</p>
Personalisation, Partnership and Commissioning	(3)	<p><b>New This month:</b> Minor revisions to staffing forecasts.</p> <p><b>Previously Reported: (£5k)</b></p>
Central Management	(80)	<p><b>New This month:</b> No change</p> <p><b>Previously Reported: (£80k)</b> Due to the anticipated underspends on non pay inflation provision.</p>
	+4	<b>Total Variance</b>

## Education &amp; Children's Services

Service Area	Total Variance £'000	Explanation
Children and Families	651	<p><b>Background / strategy:</b></p> <p>There is continuing pressure on the budget in Children and Families due to the number of looked after children which has begun to stabilise, but is still subject to volatility. The budget pressure is due to a combination of placement costs rising because more younger children have been admitted to care, court fees, and contact visits. Work has already been undertaken to rigorously check all admissions to care and consider alternative arrangements where possible; to make savings to bring down the overspend in Children and Families; and use one-off savings in other areas of the Education and Children's Services budget to offset the projected overspend as a result of the rise in the number of looked after children.</p> <p>This position is inevitably not sustainable and the department is looking at the creation of capacity on an annual basis by the implementation of weekly and monthly review meetings to ensure that every historic and potential placement is appropriately made. This strategy is obviously linked to meet the needs of individual clients and opportunities have been realised and clients have been re-directed to alternative services where specific needs can still be met and which provide increased value for money. Whilst this is producing some release of pressure the continued net increase in the overall client base and its associated cost is subsuming any savings that this strategy is currently providing. A specific area in which the strategy to create capacity is being pursued is the aim to increase the number of foster carers available to meet current client levels. This will be achieved from the remodelling of services to release resources to implement this increase.</p> <p>The department is anticipating to be able to mitigate the full year effect of the current position by using approximately £400K of additional grant funding from Surestart to fund front line child protection social worker posts. However this saving is dependent on the grant funding being available beyond March 2011.</p> <p><b>New This month:</b></p> <p>Across the Children Looked After placement budgets there has been an additional net pressure of £82k. This comprises 8 new placements costing £78k, a temporary client placement in secure accommodation costing £6k and 8 placement extensions costing £28k (a combined FYE £142k pressure), offset by 5 clients leaving fostering placements earlier than planned saving £30k.</p> <p>The impact of some of the extensions within Looked After Children has resulted in £6k savings within adoption allowances.</p> <p>The Planning for the Future exercise has provided a saving of £31k as the role is covered until the end of the financial year by an existing member of staff in an acting up arrangement.</p> <p>The estimated total cost for the joint arrangement for the Out of Hours service has increased by £8k based on the latest activity figures provided by Bracknell Forest Borough Council the host authority.</p> <p><b>Previously reported:</b></p> <p>Pressures of £1,032k mainly due to rising client numbers, extensions to placements and changes in the 'type' of placement across Looked After settings and £231k in respect of the Contact Service have been offset by an under spend of £416k 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 £50k in 2010-11. The full year effect of this saving in 2011-12 is expected to be £150k.</p>

		In addition, a reduction in the number of social workers in Children and Families by 9 posts (6 agency and 3 establishment), saving £200k in 2010-11 with a full year saving of £400k in 2011-12 was agreed. 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. Between November and March, Sure Start funding will be used to enhance the triage and social care duty systems focussing on vulnerable families with children under 5, with longer term plans being put in place following detailed information about Sure Start funding available in 2011-12.
<b>Youth</b>	<b>(95)</b>	<b>Previously reported:</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.
<b>Inclusion</b>	<b>(192)</b>	<b>New This month:</b> The Planning for the Future exercise has provided a saving of £1k due to the reduction of hours in 1 staff member.  <b>Previously reported:</b> Reduced client activity based upon need have been identified for children with disabilities saving £66k. 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. 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. A change in the commissioning arrangements for Home Care Support will generate a saving of £18k through the provision of service within existing resources which replaces an arrangement to purchase provision from a Voluntary Sector organisation. Within Young People's Substance misuse a targeted youth support worker post who left in October and the post will be held vacant until the end of the financial year saving £17k.
<b>Raising Achievement</b>	<b>(313)</b>	<b>New This Month:</b> An updated forecast of income generated by the school advisory service has identified additional one-off income of £25k to the end of the year. Within Home to School Transport a saving of £17k has been identified within the SEN element due to a small reduction in the daily rate. This is as a result of the retendering of one of the contracts due to the existing operator giving notice this term.  <b>Previously reported:</b> A one-off saving of £64k has been identified within Home to School Transport due to the renegotiation of contracts for the Autumn school term pupil requirements. 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 savings of £24k 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>Schools (ABG Services)</b>	<b>(43)</b>	<b>Previously reported:</b> The Excellence in Cluster Coordinator has been seconded to the vacant Head of Standards post from 1 <sup>st</sup> September until the end of the financial year; the Coordinator post will not be back filled saving a one-off £43k.
	<b>(72)</b>	<b>Total Variance</b>

## Green &amp; Built Environment

Service Area	Total Variance £'000	Explanation
Resources & Bus Support	0	No new variances reported
Env Services & Quality	+24	<p><b>New this month:</b> The use of agency staff covering the Senior Nursery Operatives post at Wexham Nursery has created a pressure of £18k, and a further pressure of £6k relating to the maintenance contract in respect of the sites alarm system has also been identified. These pressures are partially offset by additional income of £20k generated from within the Registrar's service due to a general increase in all service activities e.g. marriage licences, nationality checking and issuing certificates.</p> <p><b>Previously Reported:</b> The crematoriums previous gas supplier had identified that an incorrect multiplier was used when calculating gas usage. As a consequence E-On are now claiming a backdated amount of £40k. This pressure is partially offset by £20k additional income generated through the Citizenship service as a result of an increase in the number of applicants.</p> <p>Pressure at present still exists with the Environmental Services Contract although 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 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. This will be kept under constant review as part of the ongoing monitoring process and until appropriate compensating savings are found. Slough Enterprise invoices continue to be paid at last year's rate.</p>
Public Protection	(111)	<p><b>New this month:</b> A further £30k staff savings has been identified due to a delay in appointing temporary staff to the CCTV/Careline service and as an adjustment to the starting date for a neighbourhood enforcement officer. A number of small savings totalling £8k in respect of administration costs has also been identified within the Consumer Protection Support Team. These savings are partially offset by a further £10k pressure in respect of RSPCA fees due to an increase in the number of stray dogs not being claimed. It is possible that this pressure may decrease by the end of the financial year as the contract manager has been advised to invoice all owners, where they are known, regardless of whether the dog is claimed or not.</p> <p><b>Previously Reported:</b> A detailed review of staffing budgets including filling vacant posts with either permanent or temporary staff or the use of agency staff has been undertaken, and savings of £103k identified as a result. This is partially offset by two separate pressures each of £10k relating to outstanding fee invoices from the RSPCA for 2009/10, and expenditure incurred in dealing with the clearance of abandoned trailers.</p> <p>The Licensing Service has identified additional income of £21k across a range of its functions and this together with a projected under spend on CCTV/Careline employee costs mitigates the organic produce imports income pressure of £36k previously identified.</p> <p>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.</p>



Transport & Planning	+78	<p><b>New this month:</b> A small in year saving of £9k as a result of the recent 'Planning for The Future' process has been identified in respect of one member of staff going on a sabbatical and another accepting voluntary redundancy.</p> <p><b>Previously Reported:</b> Increased competition from private and illegal car parks coupled with the economic downturn has resulted in a predicted shortfall in income of £150k, although this can be mitigated by a reduction in the provision set aside for bad debts. In addition an invalid rent increase backdated to September 2009 relating to a Hatfield MSCP leaseholder has created a budget pressure of £30k. Planning fee income is also predicted to under achieve by £100k due to a lack of major planning applications although this position could improve. These pressures have been partially offset by a detailed review of staffing budgets which has identified in year savings of £43k.</p> <p>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>
Hsg Strategy & Renewal	(24)	<p><b>New this month:</b> No new variances reported.</p> <p><b>Previously Reported:</b> A detailed review of staffing budgets including filling vacant posts with either permanent or temporary staff or the use of agency staff has been undertaken, and savings of £24k identified as a result.</p> <p>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>(33)</b>	

## Central Directorates

Service Area	Total Variance £'000	Explanation
Improvement & Development	57	<p><b>New This month:</b> Additional future agency cost will be incurred between January and March 2011 to develop Business Objects software. This combined with a review of vacancies in the revenues service area will lead to an adverse movement of £12K since the previous month.</p> <p><b>Previously Reported:</b> The latest review of staffing has reduced the projection of savings previously given due to one member of staff returning from maternity leave 4 months earlier than previously expected costing approximately £12k and additional agency costs of approximately £5k relating to a CMT initiated project to review the way in which we approach Complaint and FOI's across the authority. The level of income from the recovery of court costs for council tax arrears is estimated to fall short of the budget requirement by £60k which indicates more people are paying outstanding debts before cases get taken to court. This situation is being monitored closely to assess the ongoing pressure for future years. This has been partially offset by reducing spend on equipment, computing costs, land registry fees and a reduction in costs for the production of Council Tax bills (£19k), increased income (£6k) and a review of staffing projections (£7k).</p> <p>The latest estimate of the level of recoverable court costs in respect of NNDR cases indicates that a reduction of income of £6k will occur against a total expectation of £46k. A review of court costs recoverable in respect of Council Tax cases is currently being undertaken. 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	(47)	<p><b>New This month:</b> Savings achieved by holding the Head of Marketing &amp; Communications post vacant from December 2010 until the end of the year and the Senior Marketing Officer post vacant whilst the occupant is acting up looks to save £57k. Other savings have been identified from car allowances and postage totalling £4k. This will be offset by the agency cost of backfilling the Media Officer post at c£11k for the rest of this financial year and agency cost incurred earlier in the year at c£6k.</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. An ongoing Corporate pressure relating to subscriptions is now reflected here £32k. This will need to be addressed as part of the 2011/12 budget build. This has been partially mitigated by vacancies in the Chief Executive's Office currently being held for the year equivalent to 0.6 FTE</p>
Resources	(314)	<p><b>New This month:</b> The latest estimate of Land Charge income due for 10/11 based on current activity levels indicates an improved position of c£11k. As part of the September budget monitoring exercise a forecast underspend of £318k was reported for Corporate Repairs. Information received as part of this month's budget monitoring exercise reduces projected underspend to £238k. This gives an adverse movement of £80k. This has been offset by: A review of the lease agreement by the appropriate service manager has identified that we have been able to offset the increased pressure against Age Concern reported last month by re-charging the cost of utilities to the tenant (£20k); Reduced costs relating to the industrial starter units (£7k); in-year saving on 2 posts due to be vacated during the final quarter of the year (£12k).</p> <p><b>Previously Reported:</b> Renegotiation of the 2010/11 contract for the on-line legal reference library is due to glean a reduction in spend of £17k from that originally quoted. Negotiations are ongoing for future years and therefore the financial impact is not yet known. A business rates revaluation on Landmark Place instigated for 2009/10 onwards has</p>

		<p>resulted in a one-off backdated credit for the years 2005/06 to 2008/09 to the value of £226k (net of fees). The increase in the annual cost for the Age Concern accommodation originally highlighted as a risk last month has now been confirmed as a £20k increase on the original estimate. This totals an on-going pressure of £60k that will need to be addressed as part of the budget build process. Other minor variances saving £2k make up the overall change. Extended unpaid leave agreed for a member of staff until the end of the year will save £13k.</p> <p>A refund for the overpayment of childcare vouchers during 09/10 has resulted in a one-off saving of £19k. In addition a favourable outcome in respect of an estimated accrual made at the end of 2009-10 for outstanding childcare voucher and recruitment advertising costs has resulted in a one-off saving of £31k; The latest estimate from RBWM in respect added years pensions liabilities for former employees indicates a potential overspend of £4k, this position will continue to be reviewed. The latest review of Corporate Repairs Schedule is showing a further reduction in spend of £77k. A reduction in training spend, saving £1k and income from meeting refreshments saving £11k. Increased one-off costs relating to the Asset Management Review will amount to £18k. Recognition of a £180k council wide procurement savings target will be offset by savings being identified across all directorates. To date reductions in energy costs already reflected in front line outturns will be further supplemented by other contractual reductions including postage and telephony. This is partially offset by the use one-off monies originally set aside to employ an Energy Manager £49k which will now be held vacant for the remainder of the year. A Budget realignment exercise in respect of procurement savings will take place as part of the 2011/12 Budget to ensure the ongoing savings are allocated across all directorates.</p> <p>Reduced staffing costs of £13k along with anticipated under spends on running costs of £74k are offset by a shortfall in budgeted income of £19k. 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:</p> <p>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;</p> <p>The latest estimated cost of accommodation and running costs for Age Concern in Slough is highlighting an overspend of £40k.</p> <p>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>(304)</b>	

## Appendix B (Cont.)

### Housing Services

Service Area	Total Variance £'000	Explanation
Ex People 1 <sup>st</sup> (Slough) - balances	(1,215)	Following the transfer of the People 1 <sup>st</sup> (Slough) ALMO back in-house, the cash balance from the ALMO has been transferred into the HRA. This variance represents the movement of this cash into HRA balances upon closure of the bank account. <b>Previously reported : (£1,215K)– No change from previous month</b>
Housing Repairs Fund	280	The allocation of the management element of the Council's repairs contract with Interserve - contractual commitment of £455k for 2010/11. Reduced requirement for the 'guaranteed sum' element of the contract (indexation and number of properties) (-£221K). Other minor increases (£46K). <b>Previously reported : + £280K – No change from previous month</b>
Dwelling Rents	(267)	Due to the late release of the Housing Subsidy determination, the increase in average rent of approximately 1% was not factored into the base budget. This variance represents the increase in dwelling rents expected due to this rise. <b>Previously reported : (£267K) – No change from previous month</b>
Non Dwelling Rents	(75)	A number of capital receipts below the council's de minimus relating to disposal of garage sites have been identified, giving rise to additional non dwelling income. <b>Previously reported : (£75K) – No change from previous month</b>
Staffing Costs (Housing Service; Lettings; Environmental/Grounds Maintenance/ Other Management General)	200	Details of the proposed new structure for Housing Services have been published. This variance represents the net effect of any termination costs that will be incurred in year, offset against savings from posts becoming or being held vacant throughout the year. The impact of these movements has been felt across a number of budget lines, with the majority of costs hitting Housing Services. <b>Previously reported : + £200K – No change from previous month</b>
Housing Subsidy	(44)	A net difference of £44K to the projected negative subsidy payable in the current year. This emanates largely from changes in stock nos. and the portfolio's archetype breakdown. The Council has to pay subsidy on the basis that housing income exceeds expenditure. <b>Previously reported : (£44K) – No change from previous month</b>
Interest on Balances	128	Reduced income from interest on internal funds due to interest rates remaining at a lower level than originally budgeted for. Economic indicators and the Bank of England Monetary Policy Committee suggest that there will be no upward movement of rates in the short term and therefore the forecast for this income has been reduced to reflect this trend. . <b>Previously reported : + £128K – No change from previous month</b>
Housing Service (excluding staffing costs)	(202)	Following a thorough review of the HRA. a number of budgets associated with the former People 1 <sup>st</sup> organisation and the reintegration into SBC are no longer required (e.g. External Audit Fees; Management Board Administration; and Housing Futures). In addition, the review has identified a number of other HRA budgets earmarked for general running costs which are not committed to be spent in year. These have therefore been removed. <b>Previously reported : (£202K) – No change from previous month</b>
Utilities	70	Budget correction required following the review of all HRA budgets. Actual utility costs in prior year were found to be higher than budgeted for in 2010/11 and, therefore, the budget has been increased to reflect this.

		<b>Previously reported : + £70K – No change from previous month</b>
Revenue Contribution to Capital Outlay (RCCO)	106	The HRA Capital Programme and associated financing has been reviewed in recent months to ensure that prudent financing is in place for all Capital schemes. The increase in RCCO represents the amount required to fund the scheme following the loss of ALMO Capital Funding in year. Given the level of balances held in the HRA it is deemed prudent to fund elements of the scheme from revenue as opposed to unsupported borrowing. <b>Previously reported : NIL £106K. Adverse movement in comparison to previous month</b>
Other variances under £50K (net)	(123)	Variance is the net of the following movements: <ul style="list-style-type: none"> <li>• -£36k variance against charges for services and facilities representing the actual income received for leasehold service charges. All charges have now been billed in full</li> <li>• (£65k) recharges, being the sum of £15K charges to capital schemes, and £50K reduction in recharges no longer required.</li> <li>• +£25k requirement for additional budget for cleansing of HRA shops</li> <li>• (£50k) additional running costs budgets found not be committed during budget review</li> <li>• +£3k interest receivable on Sale of Council Houses identified in previous months</li> </ul> <b>Previously reported : (£123K) – No change from previous month</b>
<b>Total Variance</b>	<b>(1,142)</b>	

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# Departmental Growth Analysis 2010-11

# Appendix C

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	25	(25)	0	GREEN
Joint Arrangement - Joint Legal Team	Demand Led	72	72	0	(72)	0	GREEN
Adoption Advisory Service	Demand Led	46	46	23	(23)	0	GREEN
Placement Budgets	Demand Led	580	580	290	(290)	0	GREEN
Building Schools for the Future	Demand Led	161	161	0	(161)	0	GREEN
Youth Service opening hours	Legislative	50	50	25	(25)	0	GREEN
<b>Total ECS</b>		<b>959</b>	<b>959</b>	<b>363</b>	<b>(596)</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	8	(8)	0	GREEN
<b>Total CWB</b>		<b>940</b>	<b>940</b>	<b>389</b>	<b>(551)</b>	<b>0</b>	
<b>GREEN &amp; BUILT ENVIRONMENT</b>							
Civil Parking Enforcement	Demand Led	30	30	20	(10)	0	GREEN
Animal warden	Demand Led	17	17	11	(6)	0	GREEN
Stray Dogs legislation( out of hours)	Demand Led	12	12	12	0	0	GREEN
Ongoing pressures from current year (net)	Demand Led	170	170	113	(57)	0	GREEN
Joint Arrangements - Registrars Service	Contractual	10	10	6	(4)	0	GREEN
Pest Control service	Contractual	5	5	3	(2)	0	GREEN
Neighbourhood coordination (NOTE A)	Policy Initiatives	30	30	20	(10)	0	GREEN
Licensing - Private Hire Operators Policy	Policy Initiatives	10	10	7	(3)	0	GREEN
Loss of Workstep Subsidy (Wexham Nursery)	Policy Initiatives	9	9	9	0	0	GREEN
Parks & Open Spaces	Demand	35	35	23	(12)	0	GREEN
Landfill Waste	Service Development	(325)	(325)	(217)	108	0	GREEN
Youth Transport Provision (NOTE A)	Service Development	100	100	67	(33)	0	GREEN
<b>Total GBE</b>		<b>103</b>	<b>103</b>	<b>74</b>	<b>(29)</b>	<b>0</b>	

**Departmental Growth Analysis 2010-11**

**Appendix C**

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>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>2,749</b>	<b>(1,176)</b>	<b>0</b>	



**Departmental Savings Analysis 2010-11**

**Appendix C**

Proposal Title	Savings Type	Saving Agreed £'000	Saving Expected to be Achieved £'000	Actual Savings Achieved to date £'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 Home To School Contract re-negotiation	Efficiency	(50)	(50)	(50)	0	0	GREEN
	Efficiency	(200)	(200)	(200)	0	0	GREEN
Utilise Extended Schools ABG grant	Efficiency	(93)	(93)	(93)	0	0	GREEN
Rationalisation of Adoption and Fostering Services	Efficiency	(55)	(55)	(55)	0	0	GREEN
Inclusion 2 % Efficiency	Efficiency	(61)	(61)	(41)	20	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)	(133)	67	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)	(75)	100	0	GREEN
Non devolvement of Standards Funds	Service Reduction	(40)	(40)	(40)	0	0	GREEN
Reduction in Admin Support	Service Reduction	(28)	(28)	(28)	0	0	GREEN
Primary School Admissions	Service Reduction	(30)	(30)	(20)	10	0	GREEN
<b>Total DECS</b>		<b>(1,333)</b>	<b>(1,333)</b>	<b>(1,136)</b>	<b>197</b>	<b>0</b>	

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<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)	(100)	0	0	GREEN
Reprovision of Central Library	Efficiency	(130)	(130)	(76)	54	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)	(320)	(337)	(17)	(120)	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)	(35)	0	0	GREEN
<b>Total CWB</b>		<b>(1,232)</b>	<b>(1,257)</b>	<b>(1,072)</b>	<b>186</b>	<b>(25)</b>	

<b>GREEN &amp; BUILT ENVIRONMENT</b>							
Parks Maintenance	Efficiency	(55)	(55)	(37)	18	0	GREEN
Recharges to HRA/Capital	Efficiency	(20)	(20)	(13)	7	0	GREEN
Recharge to HRA	Efficiency	(20)	(20)	(13)	7	0	GREEN
Grounds Maintenance (S.106 funds)	Efficiency	(50)	(50)	(33)	17	0	GREEN

Proposal Title	Savings Type	Saving Agreed £'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
Travel Plan	Efficiency	25	25	25	0	0	GREEN
Highways Maintenance	Efficiency	250	250	167	(83)	0	GREEN
Housing Lettings Scheme	Contractual Negotiation	(50)	(50)	(33)	17	0	GREEN
Concessionary Fares contract neg	Contractual Negotiation	(100)	(100)	(100)	0	0	GREEN
Traders in Parks Income	Additional Income	(10)	(10)	(10)	0	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)	(7)	3	0	GREEN
<b>Total GBE</b>		<b>(281)</b>	<b>(281)</b>	<b>(195)</b>	<b>86</b>	<b>0</b>	

**Total GBE** (281) (281) (195) 86 0

### RESOURCES

Reduction in Training / consultancy Budget	Efficiency	(29)	(29)	(7)	22	0	GREEN
Review of Property Services (should be a B saving)	Efficiency	(50)	(50)	(50)	0	0	GREEN
Elections - Follow 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)	(100)	0	0	GREEN
Value for Money review IST	Service Reduction	(50)	(50)	(50)	0	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>(393)</b>	<b>68</b>	<b>0</b>	

### IMPROVEMENT & DEVELOPMENT

Part time voluntary staff reduction within Comm'g, Procurement & LGSS	Efficiency	(20)	(20)	(20)	0	0	GREEN
Economic Development & Inclusion - reduction in voluntary sector contributions and increased grant utilisation	Efficiency	(52)	(52)	(13)	39	0	GREEN
Reduction in Admin within Corporate & Specialist Training Team-vacancy	Efficiency	(15)	(15)	(15)	0	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)	(20)	0	0	GREEN
Vacant Performance Officer post	Efficiency	(30)	(30)	(30)	0	0	GREEN
Econ Rev - Removal of grant	Efficiency	(40)	(40)	(10)	30	0	GREEN
Sustainability - reduce energy consumption	Efficiency	(25)	(25)	0	25	0	GREEN
Procurement Savings	Efficiency	(50)	(50)	0	50	0	GREEN
Housing Benefits improved accuracy	Additional Income	(50)	(50)	(29)	21	0	GREEN
Delete vacant post -Policy Officer	Service Reduction	(30)	(30)	(30)	0	0	GREEN
Benefits - Recovery of Overpayments (add'l income)	Additional Income	(20)	(20)	(12)	8	0	GREEN
Procurement /CSC - reduction in cost of Siebel Support	Contractual Negotiation	(105)	(105)	(56)	49	0	GREEN
Revenues (Increase in court cost charges)	Additional Income	(28)	32	32	0	60	RED
Revenues (restructure of service) fbc	Service Reduction	(57)	(57)	(14)	43	0	GREEN
Specialist Training	Service Reduction	(76)	(76)	(44)	32	0	GREEN

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>Total I &amp; D</b>		<b>(655)</b>	<b>(595)</b>	<b>(270)</b>	<b>325</b>	<b>60</b>	
<b>CHIEF EXECUTIVE</b>							
Executive's Office - Remodel service delivery-delete vacant post elsewhere	Efficiency	(16)	(16)	(16)	0	0	GREEN
Subscriptions Cancellations - LGA	Efficiency	(40)	(40)	(40)	0	0	GREEN
Comm citizen/ corp projects	Service Reduction	(5)	(5)	(5)	0	0	GREEN
Comms - reduce staffing	Service Reduction	(28)	(28)	(28)	0	0	GREEN
<b>Total CEX</b>		<b>(89)</b>	<b>(89)</b>	<b>(89)</b>	<b>0</b>	<b>0</b>	
<b>CORPORATE</b>							
Treasury Management / Capital Re-profiling / Other	Efficiency	(1,440)	(1,779)	(890)	889	(339)	GREEN
<b>Total Corporate</b>		<b>(1,440)</b>	<b>(1,779)</b>	<b>(890)</b>	<b>889</b>	<b>(339)</b>	
<b>TOTAL SAVINGS</b>		<b>(5,491)</b>	<b>(5,795)</b>	<b>(4,045)</b>	<b>1,751</b>	<b>(304)</b>	

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Departmental In Year Reductions Analysis 2010-11

Appendix D

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)	(6,831)	3,415	0	GREEN
Young Peoples Substance Misuse	ABG	(14,754)	(14,754)	(9,836)	4,918	0	GREEN
School Development Grant	ABG	(400,000)	(400,000)	(348,000)	52,000	0	GREEN
Positive Activities for Young People	ABG	(220,000)	(220,000)	(220,000)	0	0	GREEN
Teenage Pregnancy	ABG	(44,535)	(44,535)	(29,690)	14,845	0	GREEN
Children's Social Care Workforce	ABG	(13,950)	(13,950)	(13,950)	0	0	GREEN
Care Matters White Paper	ABG	(34,452)	(34,452)	(22,968)	11,484	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)	(22,933)	11,467	0	GREEN
Harnessing Technology Grant		(112,596)	(112,596)	(112,596)	0	0	GREEN
<b>Total Education &amp; Children's Services</b>		<b>(890,840)</b>	<b>(890,840)</b>	<b>(792,711)</b>	<b>98,129</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)	(62,000)	0	0	GREEN
Continuing Healthcare	Core Budget	(25,000)	0	0	0	25,000	RED
Grants to not-for-profit organisations	Core Budget	(75,000)	(75,000)	(75,000)	0	0	GREEN
Libraries strategy (stock, holding vacancies)	Core Budget	(35,000)	(35,000)	(35,000)	0	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	0	GREEN
Cultural Services (Reducing maternity cover).	Core Budget	(5,000)	(5,000)	(5,000)	0	0	GREEN
Community Services restructure	Core Budget	(10,000)	(10,000)	0	10,000	0	GREEN
Transport	Core Budget	(10,000)	(10,000)	(10,000)	0	0	GREEN
Sports Coaching programme	Core Budget	(10,000)	(10,000)	(10,000)	0	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>(580,064)</b>	<b>(493,189)</b>	<b>86,875</b>	<b>25,000</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>(2,889,738)</b>	<b>(2,704,734)</b>	<b>185,004</b>	<b>25,000</b>	

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

**Appendix D**

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>CAPITAL REDUCTIONS</b>							
<b>GREEN &amp; BUILT ENVIRONMENT</b>							
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>	
<b>TOTAL CAPITAL REDUCTIONS</b>		<b>(407,000)</b>	<b>(407,000)</b>	<b>(407,000)</b>	<b>0</b>	<b>0</b>	
<b>TOTAL REDUCTIONS</b>		<b>(3,321,739)</b>	<b>(3,296,738)</b>	<b>(3,111,734)</b>	<b>185,004</b>	<b>25,000</b>	

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24<sup>th</sup> January 2011

**CONTACT OFFICER:** Julie Evans, Strategic Director Resources  
**(for all enquires)** 01753 875300

**WARD(S):** All

**PORTFOLIO:** Leader, Finance and Strategy – Councillor Anderson

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

**MEDIUM TERM FINANCIAL PLAN 2011/12 TO 2014/15**

1. **Purpose of Report**

This report sets out the latest projections of the Council's Revenue budget for the period 2011/12 to 2014/15 following the previous Cabinet report of 13<sup>th</sup> December 2010 and the Policy, Performance and Review Group (PPRG) on 10th January 2011.

2. **Recommendations**

The Cabinet is requested to resolve:

- (a) That the current council projected revenue budget for 2011/12 to 2014/15 be noted.
- (b) That the savings plan for 2011/2012 as set out in Appendix A be confirmed and progress to date be noted.
- (c) That areas of savings allocation for elements of support services as summarised in para 5.7, be considered and agreed, and that officers be requested to implement them with immediate effect where possible.
- (d) That the adverse impact of the CSR settlement on some previously agreed ECS savings be noted.

3. **Community Strategy Priorities**

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

#### 4. **Other Implications**

##### Financial Implications

4.1 These are contained within the body of the report. The outcome of the comprehensive spending review has had a small adverse impact on previously reported forecasts in relation to the scale of the funding cuts. However, the impact is mitigated to some degree in the short term by greater than expected success in the agreed areas for savings. It was planned any additional savings secured would offset requirements of CSR in future years, therefore the significance of the scale of the public sector spending cuts will have an adverse impact in future years for Slough.

4.2 Further, some £270k savings agreed as part of the £4.423m previously committed in 2011/2012 as a result of the PPRG process in 2010/2011 have been compromised by unexpected funding cuts to specific areas of proposed savings in Education and Children's services. This provides total savings therefore of £4.153m for 2011/12

To date £5.962m of savings have been identified and agreed subject to consultation via a combination of cross cutting corporate initiatives, management reductions, and savings secured from back office functions and support service areas. Full details are provided in Appendix A. A further £1.166m savings are identified for consideration in para 5.7.

##### Human Rights Act & Other Legal Implications

4.3 The Council has various legal responsibilities around financial matters but, of primary importance: the Council must not plan to spend more than the resources it has available to it in any one year – the Council must set a 'balanced budget'.

4.4 The 2003 Local Government Bill places a duty on the Section 151 officer to consider the robustness of budget estimates, the adequacy of reserves and the affordability of its capital programme in preparing its budget for the year.

4.5 There are no other legal or Human Rights Act implications.

##### Workforce

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

#### 5. **Supporting Information**

5.1 Members will recall from the budget report presented to Cabinet on 9 November 2010 that the forecast outcome of the 2010 Comprehensive Spending Review (CSR) for local government did not alter the Councils 2011/12 – 2014/15 medium



term financial strategy of achieving savings of circa £19m over the next 4 years. The settlement has now been confirmed and overall the figure of cuts is marginally lower but with greater emphasis on the earlier years. These higher than expected cuts over the next 2 years are expected to be offset by higher than targeted savings in the key areas agreed (Appendix A).

- 5.2 The provisional grant settlement provides clarity on the levels of national grant we can expect to receive for the next 2 years, although some elements of funding (notably schools) provide only a one year settlement position. The model uses the four year national picture presented in the CSR in October as the basis for forecasting uncertainty in the future.
- 5.3 There remains some uncertainty with respect to elements of grant funding outside of the CSR and we currently await confirmation of allocation from a number of government departments (notably Home Office and DWP) Consequently this paper provides members with progress against the savings targets and estimates of savings requirements in the light of the information known to date.

**Table 1: SBC Revenue Budget Projection 2011/12 to 2014/15**

## Slough BC Medium Term Financial Model - 2010/11 to 2014/15

Details	Latest position post Finance Settlement				
	10/11 £'000	11/12 £'000	12/13 £'000	13/14 £'000	14/15 £'000
<b>Opening Budget</b>	102,39	103,97	108,09	102,39	102,97
<b>Inflation</b>	5	9	2	2	7
Pay (Freeze 10/11 and 11/12)	600	(600)	600	1,000	1,200
Low Pay Protection (£250 annual increase)	0	150	(150)	0	0
NI Increase (Government state impact will be minimised)	0	300	0	0	0
Prices	600	1,300	1,050	1,100	1,100
<b>Total Inflation</b>	<b>1,200</b>	<b>1,150</b>	<b>1,200</b>	<b>2,300</b>	<b>2,300</b>
Total Previously Agreed Growth	5,875	3,273	2,232	(211)	22
Total Previously Agreed Savings	(4,051)	(4,153)	(1,835)	(200)	0
Total New Savings mitigating cuts to Public Sector Spending	0	(5,962)	(1,436)	17	5

	Latest position post Finance Settlement				
	10/11	11/12	12/13	13/14	14/15
	£'000	£'000	£'000	£'000	£'000
Grants rolled in using Tailored Distribution	0	5,536			
	0	783	0	0	0
Schools Development Grant ending					
Total Pensions Adjustments	0	475	510	540	30
Capital Programme Adjustments	(1,440)	(508)	734	0	0
Specific Grant & Transfer Adjustments	0	3,344	1,099	272	877
Council Tax Freeze Grant	0	(1,187)	(1,187)	(1,187)	(1,187)
New Homes Bonus (estimate)	0	(130)	(260)	(390)	(520)
	<b>103,97</b>	<b>106,60</b>	<b>104,46</b>	<b>101,86</b>	<b>102,92</b>
<b>BUDGET REQUIREMENT</b>	<b>9</b>	<b>0</b>	<b>7</b>	<b>6</b>	<b>7</b>
COLLECTION FUND	0	0	0	0	0
SPECIFIC GRANTS ROLLING INTO FORMULA GRANT		5,536	5,488		
FORMULA GRANT	56,756	51,713	46,640	51,607	48,510
COUNCIL TAX REQUIREMENT	47,223	47,860	48,817	49,794	50,789
	<b>103,97</b>	<b>105,11</b>	<b>100,94</b>	<b>101,40</b>	
<b>TOTAL ESTIMATED FUNDING AVAILABLE</b>	<b>9</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>99,300</b>
<b>TOTAL BUDGET GAP</b>	<b>0</b>	<b>(1,491)</b>	<b>(5,522)</b>	<b>(486)</b>	<b>(3,628)</b>
Annual grant "CUTS" IMPACT		(7,483)	(6,958)	(469)	(3,623)
Cumulative grant Cuts Impact over period		<b>(18533)</b>			

### Reducing the future funding gap – progress to date

It can be seen that, primarily related to the CSR and other funding assumptions, there remains a substantial funding gap for the period 2011/12 to 2014/15 that will need to be managed. Securing these savings is critical in reducing the impact on services of the challenging cuts in future years.

- 5.4 Good progress has been made against the first tranche of savings representing an estimated savings value of £6.9million w.e.f. 1<sup>st</sup> April 2011 are set out in Appendix A. The focus of the savings in line with Members requirements is focussed away from customer facing front line services and requires reductions in corporate areas such as management costs, and support services.
- 5.5 Internal procurement savings of £255k have been secured to date and included on Appendices A as set out below.

Category	Saving
Gas	£100,000
Electricity	£100,000
Stationery	£45,000
Postal Services	£10,000

Procurement also provided services for a number of tenders during 10/11. The savings arising from these activities underpin the savings in operational areas of the Council enabling cost reduction whilst protecting and in many cases improving service delivery.

5.6 The following summarises the proposed additional elements of savings opportunities for 2 further support areas; Property Services (incorporating Facilities Management & Procurement) and Finance.

**(a) Finance estimated total saving value £383k**

**Key elements:** The Finance service will be remodelled to secure a more customer focussed commercial approach which reflects the needs of the business. 11 Vacant posts will be deleted and some elements of the service will transfer to the proposed transactional services centre.

**(b) Property Services total savings value £783k**

**Key elements:** The savings will be achieved by a combination of the deletion of current vacant posts alongside significant reductions in service operational costs as a result of the accommodation review. Resourcing the Housing Capital programme via internal resources will provide alternative work for some members of the internal team currently focussed primarily on corporate repairs and renewals projects (an area of significantly reduced expenditure in the light of accommodation changes and recent and planned capital investment in new community facilities). Property Services will be refocused to directly project manage the delivery of the capital programme and the council's asset management strategy.

**Analyses proposed savings**

Area of Activity	Overall Saving Year 1	Progress	Savings Proposed 2011/12		
			EOI's £'000	Other £'000	Total support £'000
Target	6,900				
agreed to date	(5,962)				
Service areas:					
Finance	383		0	383	<b>383</b>
Property Services Incorporating: Assets & Property Management Corporate Facilities Management Procurement	783		65	718	<b>783</b>
Annual Contribution if agreed	1101				
<b>Value 11/12</b>	<b>825</b>				
<b>Current target</b>	<b>6900</b>				
<b>Additional requirement CSR</b>	<b>583</b>				
<b>Revised Target 11/12</b>	<b>7483</b>				
<b>Remaining Requirement by 1/04/2011</b>	<b>1491</b>				

5.7 As can be seen in the table above the proposals presented for consideration represent total savings from these areas circa **£1.16million** and exceed the required minimum of 20% for these areas. In line with Members direction, wherever possible savings have been secured via voluntary expressions of interest, the

deletion of vacant posts and the removal of temporary staff. Taking into account expressions of interest already agreed in these areas (**£65k**), the total savings proposed reflect an additional annual contribution circa £1.1million savings on top of the £5.9m already secured with a part year effect of £825k in 11/12. After taking into account vacancies, fixed term contracts and temporary arrangements the proposal reflects no net reduction in permanently occupied posts, however the reconfiguration of services to meet current needs does carry an associated risk of potential redundancy for the affected post-holders in the current roles.

- 5.8 If agreed, prior to implementation the detail of the above proposals will be subject to the requisite consultation and impact assessment process.

#### Asset Management Review

- 5.9 The Council is currently undertaking a review of its Assets both land and premises and trading functions which will be reported to Cabinet in February 2011. Land and premises are being reviewed on the following basis:

- Community Benefit
- Revenue costs
- Revenue generating opportunities
- Alternative use to enhance community benefit
- Disposable opportunities

- 5.10 The asset management review will also cover the Council looking to re-profile and reduce the capital programme. In preparing the proposed revised capital programme, departments and AMG have considered the overall capital strategy and service priorities to enable delivery of the Council's business plans and within projected resources available, at a prudent and sustainable level. Council's future revenue business plans will also impact on the capital programme as any changes to the service provision could result in either a capital asset being identified as surplus to requirement and therefore potential additional capital receipt or additional capital required to upgrade an asset to enhance the service provision. These will also be considered and reviewed as part of the budget build process at the cabinet meeting on 7<sup>th</sup> February 2011 alongside the capital programme in order to ascertain the requisite savings in capital financing requirements.

#### Review of Trading Functions

- 5.11 Those functions which currently trade and/or could increase trading are being reviewed for;

- In house income generating opportunity
- Fees and charges review
- Arms length income generating opportunity – where this increases income to the Council

It is anticipated the outcome of any fees and charges review will contribute to the 12/13 forecast shortfall.

### Review Specific Grants

- 5.12 The Council receives a substantial amount of funding through specific grant regimes. The MTFs presented with this report reflects the current position in lost grant income known at this time. However, it should be noted that a number of significant grants (primarily education) have only been confirmed for a 12 month period.

### Reserves

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

### Inflation

- 5.14 The medium term financial plan includes provision for inflation based on government estimates for CPI adjusted for economic analyst's projections which assumes an annual rate of 2.6% for the financial year 2011/12. The latest published CPI rate for the year ending October 2010 indicates that CPI is currently running at 3.2% which is 0.6% above the estimated annual rate for 2011/12.
- 5.15 Whilst the latest rate of 3.2% is not necessarily reflective of the annual rate that will prevail in 2011/12 it is worth noting that it has some way to drop to align itself to the rate predicted by central government and economic analysts. Consequently the actual rate of inflation will continue to be reviewed over the coming months and should it remain higher than currently provided for in the budget any necessary adjustments will be reflected and reported to members as appropriate. It is worth noting that the current 'gap' of 0.6% equates to an additional cost of £300k.

Inflation Analysis	2011/12	2012/13	2013/14	2014/15
Estimated amended annual CPI inflation rate used in MTFP	2.6%	2.1%	2.2%	2.2%
Current annual CPI rate for year ending October 2010	3.2%			

### The Effect of the Decisions

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

### Risks

- 5.17 Budgets are necessarily based on assumptions about what will happen during the next financial year; and therefore there is an inevitable risk that these assumptions might be wrong.
- 5.18 The main foreseen risk is that the proposed savings are not delivered. In an attempt to reduce this risk the budget will be closely monitored via the monthly financial

management reports and updated budget information, including savings achieved, will be reported to Cabinet throughout the financial year.

6. **Comments of Other Committees**

This report will be considered by the Overview and Scrutiny Committee on 20<sup>th</sup> January 2011. Any comments from the Overview and Scrutiny Committee will be reported to Cabinet separately.

7. **Conclusion**

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

8. **Appendices**

Appendix A - Detail of £5.9m savings secured to date

9. **Background Papers**

'1' Agendas and Minutes from the Cabinet meetings held on 13<sup>th</sup> December and 9<sup>th</sup> November 2010

## Progress to date year 1 Savings

Area of Activity	Target Saving £'000	Notes	Progress	Savings Banked						2013/14 £'000	2014/15 £'000
				2011/12			2012/13				
				EOI's £'000	Other £'000	Total £'000	EOI's £'000	Other £'000	Total £'000		
1. Reviewing the Council's approach to income generation, cash and debt management.	(750)	3 elements : Management of Old Debt, Processes to improve collection rate (both of these enable us to reduce bad debt provision). 3rd element is an invest to save project (fixed investment costs of £40k) seeking to improve our revenue generating opportunities.	<b>Management of old debt:</b> Bad-debt write-off in progress to be completed by 31 December 2010. Recalculation of provision to take place in January 2011. Collection of public sector aged debt (fully provided for). Saving dependent on significant improvement in collection. <b>Processes to improve collection rate:</b> Draft one of bad debt policy currently under consultation. Processes being reviewed and changed. Exploring potential for an outside agency to collect debt on our behalf. Outside agencies will be conducting due diligence of our systems during December 2010. <b>Improve Revenue Generation:</b> Business cases for additional income collection currently being drafted for consideration by members prior to inclusion in 2011-12 budget.		(536)	(536)			0		
<b>Sub total - reviewing the Council's approach to income generation, cash and debt management</b>				0	(536)	(536)	0	0	0	0	0
2. Reshaping our support services, separating our transactional from professional/technical support services and realigning senior management in the process, securing a 20% overall cost reduction.	(2,500)	The EOI exercise has identified total savings of £1.878m. This comprises £1.7m against the general fund and £0.178m against the HRA. Of the £1.7m general fund saving £1.205m is attributable to support services over two years with the balance of £0.495m from front line services.  Management proposals currently under formal consultation indicate a reduction in the cost of senior management of £726k. The savings are reflected accross a number of departmental savings proposals. Taking into account the exprossions of interest, vacancies and the removal of temporary and fixed term posts the proposals result in 2 potential redundancies.	Underway								
<b>Service area detail</b>											
Audit Risk and Insurance				(102)	(132)	(234)	0	0	0		
Legal				0	(227)	(227)	0	0	0		
HR				(206)	(37)	(243)	(20)	0	(20)		
OTHER EOI - Support/Management				(897)	(115)	(1,012)			0		
Printing				0	(175)	(175)			0		
Policy, Performance & Learning Development				(100)	(198)	(298)			0		
Revenues & Payments				(42)	(65)	(107)			0		
Economic Development & Inclusion				(131)	(139)	(270)			0		
Customer Services				0	(397)	(397)			0		
IT				(306)	(253)	(559)			0		
Housing benefits				(111)	(190)	(301)			0		

Communications & Marketing				(22)	(131)	(153)				0		
Finance										0		
Property Services										0		
Democratic Services												
<b>Sub total - reshaping support services &amp; management savings</b>				<b>(1,917)</b>	<b>(2,059)</b>	<b>(3,976)</b>	<b>(20)</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>0</b>
3. Reviewing our assets. Reducing the cost of office accommodation requirements, ensuring value for money in running costs of all Council buildings.	(750)	NB £225k already included in £4.4m, not reallocated. Asset review currently underway and recommendations scheduled for January Cabinet meeting. (alongside capital programme reductions/property team savings).	The tender process for the demolition works of the annexe is underway. Separation of utilities is a positive position estimated cap cost £10k. Rateable value of the new building footprint provides estimated NNDR reduction of £202k pa. £633k pa revenue spend identified to date. Further analyses currently underway.			0				0		
4. Reviewing all major contracts and all commissioned services seeking a minimum 4% saving and securing a change to the basis of inflationary increases.	(1,000)	Includes all cross cutting corporate contract s negotiations and supplier e.g energy/utilities, telephony, catering.	Current year concluded, open book negotiation process for 11/12 savings involving changes to significant contracts underway.		(255)	(255)				0		
5. Reducing, reshaping and changing, where possible, the way we finance our capital programme to reduce borrowing costs.	(700)	Linked to capital programme, internal borrowings and repackaging of existing debt.	Awaiting the outcome of the asset review/cap programme review.		(700)	(700)		(31)	(31)		17	5
6. Taking other opportunities across the Council to reduce staffing arising from expressions of interest.	(1,200)	These rely on the business ability to continue ahead of transformational changes in next phase (2012/2013). The EOI exercise has identified total savings of £1.878m. This comprises £1.7m against the general fund and £0.178m against the HRA. Of the £1.7m general fund saving £1.205m is attributable to support services over two years with the balance of £0.495m from front line services.	Completed	(495)		(495)				0		
7. Review of the allocation of Voluntary Sector Grants with the intention of only procuring services required on a commissioning basis.								(385)	(385)			
8. Anticipated savings from the set up of the Transactional Services Centre.								(1,000)	(1,000)			
9. Review of Fees and Charges										0		
<b>Total</b>	<b>(6,900)</b>			<b>(2,412)</b>	<b>(3,550)</b>	<b>(5,962)</b>	<b>(20)</b>	<b>(1,416)</b>	<b>(1,436)</b>		<b>17</b>	<b>5</b>



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24<sup>th</sup> January 2011

**CONTACT OFFICER:** Trevor Roffe, Director of Property Services,  
Neil Aves, Assistant Director, Housing Services  
**(For all Enquiries)** (01753) 787594

**WARD(S):** All

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

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

**HOUSING CAPITAL PROGRAMME – FUTURE STRATEGY AND DIRECTION**

1. **Purpose of Report**

This report offers members the opportunity to review the priorities within the Housing Capital Investment Programme in light of the closure of the Council's ALMO and the loss of the final tranche of Decent Homes capital funding and to consider any strategic changes in the procurement or delivery of future work programmes.

2. **Recommendations**

The Cabinet is requested to resolve:

- (a) That the results of the Housing Capital Programme Option Appraisal process be noted
- (b) That the future housing capital programme be planned, procured and funded based upon option six (para 7.5 refers) and
- (c) That the additional funding requirement of £2.85M to fund the 2011-12 HRA capital programme be met from the Housing Revenue Account (HRA) revenue balances.(para 7.7 refers)

3. **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**

- 3.1 The council's housing capital programme can contribute to each of the strategic priorities as it continues to deliver decent homes for all and when considered together with the estate improvement programme can give tenants a warm, safe and clean home environment in which to prosper.

#### 4. **Other Implications**

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

The financial implications associated with the proposed changes to the Housing Capital Investment Strategy have been considered by the Housing Asset Strategy Group and the Corporate Management Team. The options appraisal report makes specific reference to the financial impact of each option against the sustainability of the Housing Revenue Account. If members support the approval of option six then the £2.85m funding requirement could be met from either the HRA revenue balances or through additional prudential borrowing.

It is proposed that the Cabinet consider that the capital funding requirement of this option be met from the HRA revenue balances. Through prudent management and savings accrued by returning to in-house service delivery, the HRA is forecasting a £10.5m surplus for 2010/11 and has identified funding of capital schemes as a key growth area to use this surplus. The Government has announced that no supported capital borrowing will be available for the majority of Councils, including Slough for HRA capital schemes. Therefore it is preferable to pursue financing options which reduces the need for unsupported borrowing. The ongoing costs of borrowing both in terms of interest payable and Minimum Revenue Provision (MRP) costs are estimated at £271K per annum and will continue to affect the HRA for the longer term (25 years) as well as having an impact on Prudential Indicators. Whilst the HRA has the capacity to meet these costs from revenue it appears both more prudent and affordable to fund capital investment from the HRA revenue balances.

##### (b) **Human Rights Act and other Legal Implications**

There are no Legal or Human Rights Act implications.

#### 5. **Background**

- 5.1 The Housing Investment Strategy over the past four years has primarily focused on meeting the requirements of the Government's Decent Homes standard through the delivery of optimum volumes of internal and external packaged improvement work across the Council's housing stock. The priority sequencing of this work was derived from the stock condition survey data based on property investment needs; in addition to this the geographical sequencing was also influenced by local priority considerations around the Indices of deprivation, crime statistics and welfare adaptation priorities.
- 5.2 The Council was able to draw down the Government's additional £45.4m funding allocation to meet the Decent Homes standard after the ALMO was awarded the Audit Commission's 2 star quality standard in October 2007. However by this time the Government had extended their original 2010 deadline for achieving the Decent Homes standard to 2012 and as such altered the council's funding profile over this period.
- 5.3 The impact of this extension to the deadline meant the Council had to deliver a larger programme of work than originally envisaged due to more properties requiring investment work to meet the Decent Homes standard during the 2010 to 2012 period. Had the original funding been available to complete the programme

by the end of 2010 the council would have made further savings against the project management and contractor overhead costs.

- 5.4 The Council has also had to re-prioritise some of its financial resources within the capital programme over and above the assumptions made by FD Savills Ltd (the Council's strategic advisors), in the original business plan, thus creating further demands on the overall funding available to deliver decent homes, for example an annual increase of £500k in aids and adaptation spend during 2006 to 2008 to reduce the Council's large waiting list, Housing IT project upgrade £700k, Digital TV upgrade £800k and Building Regulation changes around gas and electrical works, etc.)
- 5.5 A large scale Official Journal of the European Union (OJEU) procurement exercise was undertaken in 2006 with the award of long-term partnering contracts for 3 successful constructors: Apollo, United House and Ian Williams Ltd. Each constructor has been working across the borough in geographical areas, project managing optimum volumes of internal work packages (i.e. 8 to 10 homes per week) that were derived from the SCS to ensure maximum value for money from the programme.
- 5.6 The optimum sequencing of the work meant that a typical internal package of work could include elements that had already failed the Decent Homes standard (e.g. Kitchen and a bathroom) and other elements that were going to fail during the 5 year programme (e.g. boiler, electrics or windows, etc) or in some cases in subsequent years. Our assessment looked at the age, condition and cost of this additional work required in the near future to determine whether it should be brought forward. Thus optimising the use of resources to do the full volume of work per property at the same time.
- 5.7 The effect of packaging the work in this more holistic way has resulted in greater savings per property as well as enabling a greater volume of investment work to be completed in a shorter period of time. It could also be said that it has helped to minimise the disruption whilst maximising the benefit of the improvement work to tenants due to one package of work rather than several across a number of years.

## 6. **Impact of the Investment Strategy**

- 6.1. When the Council was requested to consider the Government changes to extending the decent homes deadline to 2012 and the funding profile that made up the £45.4m allocation, Savills carried out an assessment of the additional decent homes work required of the Council against the original business plan to establish the financial impact of this change. This resulted in a £4.95m deficit against the original Business Plan that had to be found through greater procurement efficiencies.

The procurement process and supply chain negotiations have clearly met the desired objectives as at the end of March 2010 The Housing Capital Programme had already delivered 196 kitchens, 375 bathrooms, 395 boilers and 1,057 minor electrical upgrades above and beyond the original business plan assumptions.

- 6.2 When comparing the effect the packaging investment strategy has had on the work required in the stock condition database it clearly demonstrates how it has reduced investment need in terms of catch-up but also in future years. As a result of this from 2012/13 the average funding requirement (for the subsequent 5 years)

to carry out all the elements of decent homes work reduces dramatically to £1.6m per annum. This average spend could be reduced further to £1.05m if only those elements of work that fail decency are undertaken.

- 6.4 Nevertheless statistically the database still shows the immediate pressure to meet decent homes compliance by 2012 remains the real priority. To a large extent the priority of the majority of the work required under the external packaged improvements programme (i.e. Bromycroft, Odencroft, Travic, etc on the Britwell estate and Brammas & Spackmans Way, on the Chalvey estate) relate to essential capital improvement works rather than specifically decent homes work. Some of the benefit of the decency works based on the external packaged approach often impact on funding required in future years rather than immediately.
- 6.5 There are a number of previously approved schemes that need to be re-assessed due to changes in terms of their priority or demand. An example of this is the 'Warden Call alarm system replacement'. This became a priority scheme for the council due to the national BT Network upgrading programme (CN21) that was due for completion this year effectively rendering our systems inoperative as there would not be compatible with the new network. BT subsequently announced this summer that the project had been abandoned until future years. Therefore any major investment to the Warden call system has now been deferred until the council has completed the wider review of the 'Supported Housing service that will determine the requirements of the future system.
- 6.6 Similar to this there are other capital investment projects within the 2010/11 capital programme that do not directly impact on decent homes compliance and as such should be considered for deferral into future programme years so that a greater reduction in the number of properties that still remain non-decent can be realised. Through the deferral of these projects a further £1.2m of funding within the current 2010/11 years allocation could be re-prioritised to target homes that fail the decency standard. (See appendix 2 for the full list of schemes recommended for deferral)
- 6.7 There is £1.85m of external 'wall finishes' and 'roof covering' decent homes work identified within the stock condition survey that requires completion by 2012. A programme of re-surveys has commenced and early indication supports the belief that the outcome of these verification surveys will confirm that the majority of these properties are not currently failing the DH standard and their condition is such that any investment work can be appropriately deferred over the next 3 to 5+ years.

## 7. Options appraisal of possible future investment strategies

- 7.1 In preparing this report officers have considered six potential options for future investment strategies and these are as follows

**OPTION 1** - Deliver all the previously approved Capital Investment Programme for 2010 to 2012 based on the originally approved strategy. Continue to deliver the programme to meet the Slough DH standard as per the Strategic Framework Contract, combining all elements of investment work into internal and external packages to obtain optimum price per property. Eg package including kitchen, bathroom, heating replacement, electrical upgrades and external door, etc.

**OPTION 2** - Continue to deliver packaged improvement as referenced in Option 1 but defer non-decent homes related work programmes into future years. i.e. Estate improvement schemes, Non-decent homes investment works, Re-survey some of the properties within the stock condition survey that have been identified as requiring external work to establish 'just in time' replacement dates.

**OPTION 3** - To include all the work identified under Option 1 but on an elemental basis. Rather than packaging all the internal work together, deliver a programme that specifically focuses on the replacement of those individual elements of work that mean the property fails the decent homes standard. The External Works projects would still be packaged together to achieve greater life cycle efficiencies, minimise access equipments/scaffolding costs and obtain improved product warranties, etc.

**OPTION 4** - As Option 3 but also defer the non-decent homes work identified in Option 2.

**OPTION 5** - As per Option 4 but also extend the deadline for achieving the decent homes standard until the end of 2012 rather than as previously reported to the HCA as the end of 2011.

**OPTION 6** - This option follows the same principle as option 5. In that it will deliver the decent homes standard on an elemental basis by the end of 2012. But it also includes £500k funding in the 2011/12 programme to commence the delivery of the councils 'Estate Improvement Programme'

7.2 In reviewing each option in turn, officers and the Council's Corporate Management Team had to considering each in the light of the over-riding question, 'What are the Council's key priorities going forward with regard to the delivery of the Housing Capital Investment Programme'?

- a. To deliver a programme that meets the customer priorities?
- b. To ensure that the Council's housing stock is adequately maintained to meet the Government's Decent Homes standard by 2012?
- c. To continue to deliver more holistic packages of internal work per property, over and above the Government standard?
- d. To ensure the council delivers a 'Decent Communities' programme as well as 'Decent Homes'.
- e. To ensure the Councils Housing Revenue Account remains sustainable in the medium to long term.

7.3 It is also important to note that, the existing Decent Homes Framework contracts will be time expired at the end of 2010/11. Therefore the decision making process around 'Internal packaged' versus 'Elemental' work programmes within the option appraisals will have a substantial impact on the future procurement strategy for this work.

7.4 The Council's commitment to its tenants as part of the return to in-house service provision was the continued delivery of the Decent Homes programme against the current timetable. This, in part, was a response to the fact that tenant representative groups were influential in the original procurement exercise which covered:

- The 'packaging' approach.
- An agreement on the Slough Decent Homes Standard.
- An element of product choice.
- Agreed Customer Service standards.

Tenants priorities still remain the delivery of internal decent homes work i.e. kitchens and bathrooms but with the installation of external 'secure by design' doors featuring more prominently than at the start of the programme. Tenants need to be consulted on any proposed changes to the strategy so that proposals can be considered and agreed by tenants as part of the Council's 'Local Offer' under the Tenant Services Authorities (TSA) 'Home Standard'. This process is already underway and there were a number of very positive comments from tenants about the possible move to an elemental investment programme approach in the future that came out of the council's 'local conversation' workshops that the housing service ran in last quarter of 2010.

7.5 Whilst there is an immediate financial pressure to deliver Decent Homes compliance by the Governments 2012 deadline, once the Council has achieved this, the level of financial resources required to maintain this standard across the borough over the following 5 years is affordable within the Government's current housing subsidy allowance. What also remains affordable is the Council's ability to deliver a number of substantial external and estate improvement work programmes, e.g.:

Roof coverings.	£3.75m
Wall finishes.	£2.25m
Gutters and rain water goods.	£2.3m
Estate improvement schemes.	£3.0m

7.6 Although six options were proposed and the levels of expenditure/funding required calculated accordingly, there was an obvious assumption that with reduce public expenditure forecast for future years, it would not be prudent to increase levels of borrowing as a means to fund the programme. Accordingly if the options were considered to be based upon additional funding from HRA balances then only option four onward remained viable, the first three options resulting in the HRA falling into deficit at varying points within the next eight years.

7.7 Based upon the above there is a strong recommendation to members from both the Housing Asset Strategy Group and the Council's Corporate Management Team (CMT) in support of option 6 as the preferred way forward based on the following reasons:

- a. Due to the uncertainty of the current economic climate and the substantial financial efficiencies the council needs to realise over the next four years, this option minimises the level of additional funding required to support the delivery of the housing capital programme. It also provides the council with sufficient time and opportunity to assess the impact of the proposed Government changes to the Housing Subsidy allowance if the new self-financing legislation comes into force as expected in April 2012.
- b. The option provides a clear procurement strategy for officers to maximise the benefits of the highly competitive construction market through the commissioning of short term contracts. (i.e.1 to 2 year max duration)
- c. It delivers the priorities of work within the programme that tenants hold as the most important. E.g. kitchen, bathroom and entrance door replacement.

- d. Ensures the condition of the Council's housing stock meets the Government's decent homes standard by the end of 2012.
  - e. Relies on additional funding of only £2.85M from HRA balances ensuring that the Council's Housing Revenue Account (HRA) remains sustainable in the medium to long term.
  - f. It supports the Council's wider strategic objectives as it delivers the equivalent of a 'Decent Communities' and 'Decent homes' programme in parallel through the commencement of a dedicated 'Estate Improvement' programme.
- 7.8 A revised five year housing capital programme has been produced to demonstrate the likely outcome of the proposed strategic changes associated with option six. (see appendix 1 attached) The programme estimates a projected final outturn of £7.95m for the 2010/11 year against the £10.9m budget. This is based on the re-prioritisation of schemes, deferral of non decent homes work and the timescales associated with the procurement of new contract as detailed in the enclosed report. It also reflects the current contract dispute claim with Ian Williams Ltd that has impacted on the continuation of the internal works scheme originally scheduled for delivery from April 2010. The original budget allocation of £1.3m has been set aside to mitigate any further financial risk until the negotiations are concluded.
- 7.9 The programme sets out the required funding to deliver a scheme of internal elemental improvements to meet decent homes compliance plus other essential capital investment works in line with the 30 year housing investment plan. An indication of the financial resources required to support the programme has been included to demonstrate whilst £2.85m of additional funding is required in the 2011/12 year, subsequent years remain affordable to meet the investment demand. If members approve this recommendation, the transfer from HRA balances will be reflected in the HRA budget report for 2011-12 due to be considered at the February meeting.

## 8. **Conclusion**

When the Council approved the proposal to end the contract with People 1st (Slough) Ltd and return to in-house service provision it did so in the knowledge that this would reduce the available funding to complete the decent homes investment work in line with the Government's 2012 deadline. Despite this a commitment was given to all tenants that the programme would continue to be delivered as originally planned. This report is final confirmation that through the short term use of available HRA balances this commitment to tenants can be achieved. In future years the Government's proposals on self financing could drastically alter how a Council plans the investment and maintenance of its stock and as details of these proposals emerge members will of course be fully appraised of their implications.

## 9. **Appendices**

- Appendix 1: Housing capital programme 2010/11
- Appendix 2: Housing capital programme 2010/11 to 2016/17

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## HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME 2010 / 2011 Thro' 2016/2017

Capital Code	EXPENDITURE	Current Budget 2010/2011 Jun 2010	ReProfiled Budget 2010/2011 Dec 2010	Revised Estimate 2011/2012 Dec 2010	Revised Estimate 2012/2013 Dec 2010	Revised Estimate 2013/14 Dec 2010	Revised Estimate 2014/15 Dec 2010	Revised Estimate 2015/16 Dec 2010	Revised Estimate 2016/17 Dec 2010	Revised Estimate 2010/17 Dec 2010
	<b>Stock Improvements</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
P544	Affordable Warmth / Central Heating	55	55	58	50	50	50	50	50	363
P562	Asbestos & Health & Safety Works	349	349	450	450	300	300	300	300	2,449
P563	Bromycroft & Odencroft External Refurbishments	1,515	1,515	0	0	0	0	0	0	1,515
P463	Broom & Poplar	250	250	0	0	0	0	0	0	250
P545	Capitalised Essential Repairs	165	200	166	150	150	150	150	150	1,116
P564	Darvills Lane - External Refurbs	0	0	300	0	0	0	0	0	300
P555	Digital Switchover	550	550	50	0	0	0	0	0	600
P546	Environmental Improvements (Allocated to Forum)	50	100	50	50	50	50	50	50	400
P565	Estate Improvements/Environmental Works	0	0	500	500	500	500	500	500	3,000
P541	Garage Improvements	50	50	50	50	50	50	50	50	350
P860	Housing Play Area Improvements	65	65							
P547	Major Aids & Adaptations (C.Tenants)	600	600	500	500	500	500	500	500	3,600
P548	Mechanical Systems Upgrading	350	350	250	100	100	100	100	100	1,100
P549	Misc Modernisations & Health & Safety	300	200	150	0	0	0	0	0	350
P567	Pantile Row - External Refurbs	0	158	0	0	0	0	0	0	158
P568	Parlaunt Road Flats - Refurbishment	293	0	0	0	0	0	0	0	0
P569	Replace Fascias, Soffits, Gutters & Down Pipes	258	0	0	0	450	700	700	450	2,300
P551	Security & Controlled Entry Modernisation	200	50	50	50	50	50	50	50	350
P570	Spackmans & Brammas External Refurbs	1,229	755	0	0	0	0	0	0	755
P543	Supported Housing DDA Assess - Essential Repairs	200	80	266	0	0	0	0	0	346
P573	Upgrade Landlords Lighting/Communal Areas	300	100	400	0	0	0	0	0	500
TBA	Wardens Call - Disbursement Alarms	500	20	180	0	0	0	0	0	200
P574	Weekes Drive - Summerlea Gutters, Downpipes	150	0	150	0	0	0	0	0	150
P552	Window Replacement Programme	354	54	300	110	0	0	0	0	464
P516	Winvale Refurbishment	125	125	1,195	0	0	0	0	0	1,320
P557	Integrated Housing IT System	81	81	0	0	0	0	0	0	81
P558	Internal Decent Homes Work	2,746	1,671	4,934	741	560	1,250	1,250	1,425	11,831
P559	External Decent Homes Work	0	0	132	2,000	2,000	1,000	1,000	1,052	7,184
P560	Parlaunt Shops-Flat Roof Replacement (Non-op Inv)	100	0	100	0	0	0	0	0	100
	<b>Total Stock Improvements</b>	<b>10,835</b>	<b>7,378</b>	<b>10,231</b>	<b>4,751</b>	<b>4,760</b>	<b>4,700</b>	<b>4,700</b>	<b>4,677</b>	<b>41,132</b>
	<b>Other Housing Revenue Account Expenditure</b>									
P440	Acquisition of C.P.O. Property	16	16	0	0	0	0	0	0	16
	Professional Fees @ 7.5%		553	700	356	357	353	353	351	3,022
	<b>TOTAL HOUSING REVENUE ACCOUNT CAPITAL</b>	<b>10,851</b>	<b>7,947</b>	<b>10,931</b>	<b>5,107</b>	<b>5,117</b>	<b>5,053</b>	<b>5,053</b>	<b>5,028</b>	<b>44,170</b>
	<b>ESTIMATED SOURCE OF FINANCING - HRA</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	Balances B/F	0	0	2,904	-0	-4	-31	7	44	
	Capital Grants	16	16							
	Revenue Contributions (RCCO)	356	356							
	Major Repairs Allowance - B/F	1,026	1,026							
	Major Repairs Allowance	4,924	4,924	4,977	4,904	4,890	4,890	4,890	4,890	
	ALMO Borrowing	1,538	1,538							
	Revenue Reserve	65	65							
	Prudential Borrowing/Balances			2,850						
	Capital Receipts - B/F	2,726	2,726							
	Estimated Capital Receipts - in year	200	200	200	200	200	200	200	200	
	<b>Total Resources</b>	<b>10,851</b>	<b>10,851</b>	<b>10,931</b>	<b>5,104</b>	<b>5,086</b>	<b>5,059</b>	<b>5,097</b>	<b>5,134</b>	

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HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME 2010/2011										
Capital Code	EXPENDITURE									
	Budget 2009/2010	Revised Budget 2009/2010	Revised Estimate 2010/2011	Budget Adjustment 2010/2011	Revised Estimate 2010/2011	DEFER PART OR ALL OF BUDGET	Revised Estimate 2010/2011	Revised Estimate 2011/2012		
	December	January	January	Carryfords	June 10		June 10	June 10		
	£'000	£'000	£'000	£'000	£'000		£'000	£'000		
<b>Stock Improvements</b>										
P544 Affordable Warmth / Central Heating	54	46	55	17	55		58	58		
P561 Allington Court - Internal Refurbishments	430	430	0	-48	0		0	0		
P562 Asbestos Works	170	145	329	144	349		351	351		
P563 Broom & Odencroft External Refurbishments	1,440	1,419	1,451	64	1,515		0	0		
P463 Broom & Poplar			200	-25	250		0	0		
P545 Capitalised Essential Repairs	165	260	165	344	165		166	166		
P564 Darvills Lane - External Refurbs	0	0	0	0	0		410	410		
P555 Digital Switchover	300	300	550	-7	550		0	0		
P546 Environmental Improvements (Allocated to Forum)	50	43	50	36	50		50	50		
P565 External Landscaping, Environmental	0	0	0	0	0		3,068	3,068		
P541 Garage Improvements	45	38	50	38	50		50	50		
P547 Major Aids & Adaptations (C.Tenants)	700	595	600	-177	600		600	600		
P548 Mechanical Systems Upgrading	157	27	290	27	350		157	157		
P549 Misc Modernisations & Health & Safety	271	230	225	109	300	100	150	150		
P502 New Projects	25	0	0	0	0		0	0		
P566 Non Traditional Dwellings	0	0	0	0	0		1,500	1,500		
P567 Pantile Row - External Refurbs	0	0	0	0	0		59	59		
P568 Parlaurt Road Flats - Refurbishment	109	1	274	1	293	293	274	274		
P569 Replace Fascias, Soffits, Gutters & Down Pipes	109	0	110	-1	258	258	109	109		
P550 Rewiring Improvements	2	2	0	-1	0		0	0		
P551 Security & Controlled Entry Modernisation	155	30	100	30	200	150	50	50		
P570 Spackmans & Brammas External Refurbs	0	0	0	-1	1,229		0	0		
P571 Structural Repairs - Roofs & Chimneys	0	0	0	0	0		351	351		
P543 Supported Housing DDA Assess - Essential Repairs	225	191	173	83	200		146	146		
P572 Travic & Maruden External Improvements	869	1,143	0	211	0		0	0		
P573 Upgrade Landlords Lighting/Communal Areas	180	51	213	51	300		200	200		
TBA Wardens Call - Disbursement Alarms			465	0	500	300	0	0		
P574 Weekes Drive - Summerlea Gutters, Downpipes	0	0	0	-7	150		0	0		
P552 Window Replacement Programme	543	437	109	108	354		110	110		
P516 Winvale Refurbishment	977	150	1,588	67	125		1,463	1,463		
P557 Integrated Housing IT System	250	250	250	-169	81		0	0		
P558 ALMO - Internal Package Improvements	15,782	15,782	1,205	1,324	2,746		1,054	1,054		
P559 ALMO - External Package Improvements	0	0	0	4	0		0	0		
P560 Parlaurt Shops-Flat Roof Replacement (Non-op Inv)	100	2	100	2	100	100	100	100		
<b>Total Stock Improvements</b>	23,108	21,572	8,552	2,218	10,770	1,201	10,476	10,476		
<b>Other Housing Revenue Account Expenditure</b>										
P440 Acquisition of C.P.O. Property	97	97	0	16	16		0	0		
<b>TOTAL HOUSING REVENUE ACCOUNT CAPITAL</b>	23,205	21,669	8,552	2,234	10,786		10,476	10,476		

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24<sup>th</sup> January 2011

**CONTACT OFFICER:** Julie Evans, Strategic Director of Resources / Steven Quayle  
**(For all enquiries)** Solicitor- Regeneration and Major Projects  
(01753) 875300 / (01753) 875748

**WARD(S):** Central

**PORTFOLIO:** Neighbourhood and Renewal - Councillor Swindlehurst

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

**HEART OF SLOUGH - COMPULSORY PURCHASE OF LAND AND INTERESTS IN LAND - PROPOSED NEW LEARNING AND CULTURAL CENTRE AT DAY CENTRE AND PRUDENTIAL YARD, WILLIAM STREET, SLOUGH**

**1 Purpose of Report**

- 1.1 This report is in respect of the Heart of Slough Regeneration Project (“the HoS Project”). The HoS Project concerns the land shown edged red on Plan 1.
- 1.2 The purpose of this report is to seek Cabinet authority to:-
- (a) appropriate land owned by the Council as shown hatched black on Plan 2 to planning purposes and,
  - (b) make a Compulsory Purchase Order under Section 226 (1) (a) of the Town and Country Planning Act 1990 (the 1990 Act) and Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of the land and interests in land shown coloured pink on Plan 3 and new rights in the land shown coloured blue on the said Plan 3 at the proposed new Learning and Cultural Centre which forms part of the HoS Project.

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

The Cabinet is requested to resolve:

- (a) That the progress on the Heart of Slough Project generally and the current position on how far negotiations have progressed on the acquisition of the land, interests in the land and new rights in the land which are the subject of this report be noted.
- (b) That the Council owned land hatched black on Plan 2 be appropriated to planning purposes pursuant to Section 122(1) of the Local Government Act 1972 in order to advance the development of the proposed new Learning and Cultural Centre.
- (c) That the Council make a Compulsory Purchase Order pursuant to Section 226 (1) (a) of the Town and Country Planning Act 1990 and Section 13 of the Local

Government (Miscellaneous Provisions) Act 1976 for the acquisition of the land and interests in the land which is shown coloured pink on Plan 3 and in respect of the acquisition of new rights over the land shown coloured blue on the said Plan 3, which is required for implementation of the proposed Learning and Cultural Centre.

(d) That the Strategic Director of Resources be authorised to:-

- (i) take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order including the publication and service of all notices and the presentation of the Council's case at any Public Inquiry.
- (ii) to acquire the land, the interests in the land and new rights within the Compulsory Purchase Order either by agreement or compulsorily.
- (iii) where appropriate agreement has been reached to reduce or delete the plots of land which are the subject of the Compulsory Purchase Order as shown on Plan 3.
- (iv) to approve agreements with land owners and other interested parties setting out the terms for the withdrawal of objections to the Compulsory Purchase Order.

(e) That the Acting Borough Secretary and Solicitor be authorised to prepare, approve and execute all the necessary documentation required throughout the CPO process including the transfer of the land and interests in the land to the Council and the settlement and litigation of any compensation claims.

(f) That in the event of a reorganisation of Council functions and the re-designation of posts the authorisations approved in paragraphs 2.2-2.5 (inclusive) will be transferred to those postholders who are responsible for the functions of Regeneration and Legal Services respectively.

### **3 Community Strategy Priorities**

The HoS Project will support through the construction of buildings or the provision of services and activities the following:-

- **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**

#### Financial

4.1 The HoS Project remains a complex matter but an outline of the scheme as shown on Plan 1 is set out in paragraphs 5 and 6 below. The Project has a number of significant implications for the Council and these include:-

- a) Funding and construction of a new Bus Station and Learning and Cultural Centre,

- b) Undertaking highway infrastructure and public realm works on behalf of the Homes and Communities Agency (HCA) including risks arising from those works,
- c) The transfer of funds from the HCA,
- d) The acquisition and sale of land to facilitate the development, including the payment of statutory compensation,
- e) The sale of surplus land at the TVU Site for residential and other purposes.
- f) The use of current and future capital receipts.

4.2 The report to Cabinet on 7<sup>th</sup> December 2009 (Agenda item 8) set out the Heart of Slough budget requirement of £45.204M for the financial years 2009/10 to 2012/13 (potential completion). The budget included provision for potential acquisition and compulsory acquisition of sites required for the implementation of the Heart of Slough Project. The Cabinet on 12<sup>th</sup> July 2010 (Agenda item 8) received and considered an update on the scheme progress including potential contingency sums that may be required in addition to the approved budget. The Cabinet resolved to note the potential contingency sum requirement and further resolved that any request for a contingency sum to be called on be referred to the Cabinet. In an agreement dated 23<sup>rd</sup> December 2009 between the Council and the HCA relating to the provision of infrastructure and development works at the HoS Project the Council has confirmed that it has budgeted to undertake the new library works (as defined in the agreement) during the period 1<sup>st</sup> April 2010 to 1<sup>st</sup> April 2013 which relates to the proposed Learning and Cultural Centre.

### Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
The Cabinet are requested to note the progress on the Heart of Slough Project generally and the current position on how far negotiations have progressed on the acquisition of the land, interests in the land and new rights in the land which are the subject of this report.	Lack of progress will threaten the viability of the Project.	The officers and the Council's Property Consultants will continue to seek acquisition of the Land, interests in the land, and new rights through negotiation and subsequent agreement.
That the Council owned land hatched black on <u>Plan 2</u> be appropriated to planning purposes pursuant to Section 122(1) of the Local Government Act 1972 in order to advance the development of the proposed new Learning and	If the Council land is not appropriated to planning purposes any easements and covenants (third party rights) may hinder or prevent the development.	Appropriation will override the third party rights subject to payment of statutory compensation.

Cultural Centre		
<p>That the Council make a Compulsory Purchase Order pursuant to Section 226 (1) (a) of the Town and Country Planning Act 1990 and Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of the land and interests in the land which is shown coloured pink on <u>Plan 3</u> and in respect of the acquisition of new rights over the land shown coloured blue on the said <u>Plan 3</u> to this report which is required for implementation of the proposed Learning and Cultural Centre.</p>	<p>Inability to acquire the land and any interests in the land together with new rights may cause delays and uncertainties</p>	<p>The use of CPO powers may assist in negotiations with landowners and third parties who may have legal interests/ rights over the land.</p>
<p>That the Strategic Director of Resources be authorised to :-</p> <p>(a) take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order including the publication and service of all notices and the presentation of the Council's case at any Public Inquiry.</p> <p>(b) to acquire the land, the interests in the land and the new rights within the Compulsory Purchase Order either by agreement or compulsorily.</p> <p>(c) to approve agreements with land owners and other interested parties setting out the terms for the withdrawal of objections to the Compulsory Purchase Order.</p>	<p>Delegation to the Director of the matters identified will enable officers to proceed without any delays inherent in referring such matters back to the Cabinet.</p>	<p>The matters identified may need urgent attention/ decisions and without such delegation the CPO process will be delayed.</p>



<p>2.5 That the Acting Borough Secretary and Solicitor be authorised to prepare and execute all the necessary documentation required throughout the CPO process including the transfer of the land and interests in the land to the Council and the settlement and litigation of any compensation claims.</p>		
<p>That in the event of a reorganisation of Council functions and the re-designation of posts the authorisations approved in paragraphs 2.2-2.5 (inclusive) will be transferred to those post holders who are responsible for the functions of regeneration and Legal Services respectively.</p>	<p>Lack of clarity of the decision making process will cause unnecessary delays to the Project.</p>	<p>This resolution will provide a smooth and clear authorisation process should there be changes to the Council's officer structure.</p>

#### Human Rights Act and Other Legal Implications

- 4.3 Section 122 (1) of the Local Government Act 1972 enables the Council to appropriate its own land for any purpose if it is no longer required for the current purpose. The Council's records are unclear as to the current purpose of the Council's land hatched black on Plan 2, and so for the sake of clarity it is considered best practice to formally appropriate it to planning purposes. Appropriation to planning purposes will invoke Section 237 of the 1990 Act so that the development will override any private rights that exist such as restrictive covenants and easements subject to payment of statutory compensation.
- 4.4 When acquisition is not practicable or agreement cannot be reached on acceptable terms, or for other reasons, a local authority may use its powers of compulsory acquisition, subject to Ministerial confirmation. The relevant power is provided by Section 226(1)(a) of the 1990 Act which authorises the acquisition of land, interests in land, including existing rights. Section 226(1) (a) gives a local authority power to acquire compulsorily any land in their area :-
- i. if the authority think that the acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land, and
  - ii. if they think the development, redevelopment or improvement is likely to contribute to the promotion or improvement of the economic or social or environmental well-being of their area.

An extract from the relevant government guidance in Circular 6/2004 which explains the use of the power is set out in Appendix A to this report.

- 4.5. In addition to the requirements of Section 226(1)(a) of the 1990 Act summarised in paragraph 4.4 above Members will also need to be satisfied as follows:-
- a. That the proposed development of the Learning and Cultural Centre will not be blocked by any planning problems.
  - b. That the proposed Learning and Cultural Centre is potentially viable and achievable.
  - c. That consideration has been given on how the use of a Compulsory Purchase Order (CPO) will impact on those whose human rights might be infringed if compulsory acquisition occurs.

The need and justification for a CPO under Section 226 (1) (a) of the 1990 Act is dealt with in paragraphs 5 and 6 below and the consideration of the human rights implications are specifically referred to in paragraphs 4.7 and 4.8 below.

- 4.6 Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 provides, in the context of the compulsory purchase of land, for the acquisition of such new rights in that land as are specified in the CPO which may be required for the construction and/or operation of the proposed development. In this case new rights may include, for example oversailing rights and construction of hoardings and works to neighbouring properties, together with rights of access and all other rights necessary for the construction, use and maintenance of the new development.
- 4.7 The use of compulsory purchase is the power of last resort where agreement has not been reached with the land owners or those with an interest in the land. Such a step will interfere with the land owners property rights which are protected by the European Convention on Human Rights. Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way that is incompatible with the European Convention on Human Rights. Various Convention rights are likely to be relevant to the CPO, including:
- **Entitlement to a fair and public hearing** in the determination of a person's civil and political rights (Convention Article 6). This includes property rights and can include opportunities to be heard in the consultation process.
  - **Peaceful enjoyment of possessions** (First Protocol Article 1). This right includes the right to peaceful enjoyment of property and is subject to the State's right to enforce such laws, as it deems necessary to control the use of property in accordance with the general interest.
  - **Right to respect for, private and family life**, in respect of which the likely health impacts of the proposals, will need to be taken into account in evaluating the scheme (Convention Article 8).

Both public and private interests are to be taken into account in the exercise of the Council's powers and duties as a local authority. Any interference with a Convention right must be necessary and proportionate. The Council is therefore required to consider whether its actions would infringe the human rights of anyone affected by the making of the CPO. The Council must carefully consider the balance to be struck

between individual rights and the wider public interest. It is considered that any interference with the Convention rights caused by the CPO will be justified in order to secure the social, physical and environmental regeneration that the project will bring. As well as the fairness of the procedures to be followed under the Acquisition of Land Act 1981, appropriate compensation will be available to those entitled to claim it under the relevant provisions of the statutory Compensation Code.

- 4.8 If the CPO is confirmed and the compulsory purchase powers are implemented, parties with a qualifying interest (including freeholders, owners of possessory title and owners of leasehold interests) whose land is acquired, will be entitled to submit a claim for compensation for items such as the market value of the land acquired and disturbance costs where applicable, to be assessed in accordance with the statutory Compensation Code.
- 4.9 Members attention is drawn to the potential for Blight Notices to be received by the Council. At any time after the CPO is made, qualifying landowners, (essentially residential owner-occupiers any owner-occupiers of commercial property with a rateable value below a prescribed limit, currently £34,800) can serve a Blight Notice on the Council. This procedure reflects the fact that a proposed CPO may have an impact on property values prior to the Order being implemented, and that qualifying landowners might suffer particular hardship as a result of this impact. If a Blight Notice is accepted by the Council it will be compelled to acquire the "blighted" property, at a timetable which suits the landowner, rather than the Council which is essentially compulsory purchase in reverse. This might require acquisition prior to the CPO being confirmed.
- 4.10 Members should note that none of the properties that may serve a Blight Notice fall within the land coloured pink on Plan 3 (i.e. that which is required to be permanently acquired) so the risk of blight is considered to be low.
- 4.11 The acquisition of land and interests in land through compulsory purchase is solely a matter for the Cabinet as it is an executive function by virtue of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) and Section 13 (2) of the Local Government Act 2000 ( as amended).

#### Staffing Implications

- 4.12 There are no staffing implications arising out of this report.

#### Equalities Impact Assessment

- 4.13 The overall HoS Project takes into account the Council's requirements relating to the impact for age, religion, sexual orientation and seeks to mitigate against any adverse impact.

### **5 Background/ Supporting Information**

#### Outline of Heart of Slough

- 5.1 The HoS Project is the Council's innovative, ambitious, and comprehensive regeneration of the town centre covering the following four sites immediately adjoining the Wellington Street/ William Street, roundabout:-

(a) Brunel Bus Station /Compair House ('Brunel')

- (b) Thames Valley University ('TVU')
- (c) The Learning and Cultural Centre (where the new library will be located) ('LCC')
- (d) The Existing Library ('Existing Library')

In addition major road improvement/infrastructure works form part of the HoS Project with the central improvement being the removal of the roundabout and subways at the junction of Wellington Street, and Windsor Road/ Stoke Road. Each of the four sites are shown on Plan 1.

- 5.2 The whole HoS Project has been supported by the Government through the Homes and Communities Agency who are providing overall support and funding through an agreement, dated 23<sup>rd</sup> December 2009. The funding of £11m provided by the HCA comprises a significant contribution to the road improvements/ infrastructure costs. The HCA applied for outline planning permission for the Heart of Slough regeneration scheme as a whole and planning permission was granted by the Planning Committee in July 2009.
- 5.3 Brunel -The development of the new Bus Station on the Compair House site is well advanced and Members will see that the frame of the structure is now in place and it is scheduled to be completed and operational by the end of April 2011. The existing bus operators will be relocated from the existing bus station which will, at the appropriate time, be demolished and redeveloped with offices through the Council's development partner Development Securities Ltd.
- 5.4 Infrastructure - The road improvement/infrastructure works contract is due to be let under the OJEU European Procurement regime through the competitive dialogue process in January 2011. The proposed road improvement/ infrastructure works are scheduled to commence immediately thereafter although there may be some early mobilisation on site. The majority of the funding of the road improvement/ infrastructure works is, as stated in paragraph 5.2, provided by the HCA and the proposed works are in budget.
- 5.5 TVU -Thames Valley University is proposing to relocate its educational facilities in Slough elsewhere and, as part of the HoS Project, the University has agreed with the Council to co-operate in the joint sale of the site (which is partly owned by the Council) for residential development and other purposes.
- 5.6 LCC - The LLC site is primarily in the ownership of the Council but in order to facilitate the development of the new public facility the acquisition of additional land is required. Further detail on progress is dealt with in paragraph 6 and Appendix C below.
- 5.7 Existing Library - The Existing Library Site is now owned by the HCA and has been leased back to the Council until January 2015 to enable the existing library facilities to continue to serve the public until the new Learning and Cultural Centre has been constructed and ready for use. Once that has occurred the HCA may redevelop or alternatively sell the site but no details of any proposals have been discussed at this early stage.

## 6. The Learning and Cultural Centre

### The Planning Position

- 6.1 The Local Plan for Slough 2004 recognised the inadequacy of the town centre and the potential for its redevelopment. The perceived problems within the town centre included:-
- a) Substantial areas of land being dominated by public highway including the wasted area of the sunken A4 / William Street roundabout.
  - b) Severe effect of the A4 with pedestrians forced to use subways and cyclists not catered for in a safe manner.
  - c) A lack of focus and identity or sense of entering the town centre.
  - d) Poor architecture and a lack of any landmark buildings at one of the principal gateways to the town.
  - e) Poor pedestrian cycle links between the railway station and the town centre/ shopping centre.
  - f) A bleak and unwelcoming environment outside Slough railway station with muddled usage patterns on forecourt areas.
  - g) A poor and unwelcoming environment in the bus station and the bus station stops outside the shopping centre.
  - h) A lack of integrated rail/bus/transport interchange.
- 6.2 As a result of this the Council and its partners promoted the HoS Project which is a comprehensive regeneration project designed to alleviate the problems identified in paragraph 6.1 above and regenerate the town centre. The Project as a whole was granted outline planning permission on 22<sup>nd</sup> December 2009 under reference P/14405/0000 (the Master Plan).
- 6.3 The LCC site falls within the “Church Square Quadrant” of the Heart of Slough Master Plan. Within this quadrant outline consent was secured for “The Learning Curve” building (as it was then known) which comprised a new public library; adult learning facility; café; together with a linked building comprising a church hall and several residential flats. The Learning Curve had a 5,192sqm floor area with a maximum height of 18 metres. A full environmental impact assessment was carried out as part of the Master Plan application which assessed the environmental affects of the Heart of Slough Master Plan proposal. This included an assessment of the environmental affects of the Church Square Quadrant development. This assessment concluded that the Heart of Slough proposal including the development of the nature and scale proposed on the LCC site would be acceptable and have a positive impact on the regeneration of Slough.
- 6.4 On the 5<sup>th</sup> August 2010 the Council secured full planning permission for the development of the LCC Site as follows:-

*“Redevelopment of the site for a new library and cultural centre including life long learning facilities , multi performance , council chamber, teaching*

*rooms, gallery space ,cafe, external reading room, new vehicular access, phased provision of enhanced pedestrian links, public realm and landscape improvements. The proposal involves the demolition of part of the rear 3-4 William St, the ramp and toilet block attached to the Queensmere Shopping Centre, and scope for the future demolition of 7-11 Mackenzie Square for enhanced public realm and pedestrian links.”*

- 6.5 The planning permission dated 5<sup>th</sup> August 2010 is annexed as Appendix B to this report.
- 6.6 In order to complete the planning position Members are advised that despite the fact that the Heart of Slough proposals are well advanced they have still been included in the Development Plan Document (DPD) in order to give added weight to the approved Master Plan and to help ensure that development takes place in accordance with it. The site allocations DPD was submitted to Cabinet at its meeting on the 22<sup>nd</sup> November 2010 and was recommended for approval. At the full Council meeting on the 30<sup>th</sup> November 2010, the document was formally adopted by the Council.

#### The Design of the Learning and Cultural Centre

- 6.7 The LCC site currently serves as an inhospitable space between Slough’s prime retail area and the developments taking place elsewhere within the HoS Project. The existing land uses are of low order, predominantly comprising surface car parking and servicing access. The current pedestrian links through the site are poorly defined and uninviting. In particular, the area between St Ethelbert’s Church and the Queensmere Shopping Centre is known to attract anti-social activity.
- 6.8 The LCC has been designed to respond to the principles contained within the Heart of Slough Masterplan. The LCC design has sought to improve pedestrian connections through the town centre, particularly in the context of links between the transport interchange and the High Street. The proposed building has been developed as a ‘community object’, which is both a landmark in its own right, whilst offering a sympathetic setting to St Ethelbert’s Church.
- 6.9 It is envisaged that the LCC will offer a wide range of direct and indirect public benefits. The learning and cultural offer to the local community will be significantly enhanced and the building itself should serve as a confident and striking landmark to visitors to Slough.
- 6.10 Since the external design was approved in August 2010, the public and staff have been consulted on the internal services, layout and design. This will be completed by the end of March 2011 and will inform an updated specification and internal design in the Summer of 2011.

#### Negotiations with Landowners/occupiers

- 6.11 Section 226 of the 1990 Act enables local authorities to acquire land compulsorily for ‘planning purposes’. The power provided in the amended section 226 (1) (a) enables acquiring authorities with planning powers to exercise their compulsory purchase powers if they think that acquiring the land and any interests in the land in question will facilitate the carrying out of development, redevelopment or improvement on, or in relation to, the land and it is not certain that they will be able to acquire it by agreement.

6.12 Government guidance contained within Circular 06/2004, advises that before embarking on compulsory purchase and throughout the preparation and procedural stages, acquiring authorities should seek to acquire land by agreement wherever practicable.

6.13 In this context, the Council has sought to identify, through a land referencing exercise, those parties who have legal interests in the land which is required to deliver the LCC. Wherever possible the Council through its Property Consultants Drivers Jonas Deloitte have entered into early negotiations. The parties who have land interests which have been identified as being required for the delivery of the LCC and the current state of negotiations to acquire such land and other interests in land are detailed in Appendix C to this report.

## 7. **Conclusion**

7.1 As Members will see the HoS Project has evolved over a considerable number of years to provide a comprehensive regeneration of the town centre and in relation to this report these issues are addressed in paragraph 6 above. Outline planning permission (which included the Master Plan) was granted in December 2009. Detailed planning consent for the Learning and Cultural Centre was granted on the 5<sup>th</sup> August 2010. It is considered that the scheme will not be blocked by planning problems as there are no identified planning impediments. The design of the building is now underway and the funds have been committed to the scheme which is viable and which will be managed and maintained by the Council.

Negotiations with landowners and those with an interest in the land which the Council require to complete the assembly of the LCC site have been ongoing for some time. These will continue even if Members approve the making of a CPO in an attempt to resolve outstanding issues and reach agreement. However such an Order is deemed essential at this stage in order to ensure that the regeneration of the town centre is achieved if agreement cannot be reached.

Members therefore can conclude that there is a genuine need, justification and a compelling case in the public interest to pursue the CPO at this time having taken into account the human rights implications referred to above.

7.2 Members are therefore requested to approve the recommendations set out in paragraph 2 above.

## 8. **Appendices**

Appendix A – Extract from Circular 06/2004

Appendix B – Planning Permission dated 5<sup>th</sup> August 2010

Appendix C – LCC Site – Parties and Current State of Negotiations

Plan 1 – Outline of Heart of Slough Project

Plan 2 – The Council's land required for appropriation to planning purposes

Plan 3 – The land, interests in land and new rights to be acquired by compulsory purchase, if necessary

9. **Background Papers.**

‘1’ DPD Site Allocation.

‘2’ Report to Planning Committee August 2010.



## Appendix A

## Orders made under section 226 of the Town and Country Planning Act 1990 (as amended by section 99 of the Planning and Compulsory Purchase Act 2004)

### APPROPRIATE ACQUIRING AUTHORITIES

1. Section 226 of the 1990 Act enables a local authority as defined in section 226(8) (i.e. county, district or London borough council), a joint planning board<sup>1</sup> or a national park authority<sup>2</sup> to acquire land compulsorily for 'planning purposes' as defined by section 246(1). These are the only bodies to which the powers in section 226 and, hence, the advice to acquiring authorities in this appendix, apply.

### THE POWERS

2. The powers in section 226 as amended by section 99 of the Planning and Compulsory Purchase Act are intended to provide a positive tool to help acquiring authorities with planning powers to assemble land where this is necessary to implement the proposals in their community strategies and Local Development Documents. These powers are expressed in wide terms and can therefore be used by such authorities to assemble land for regeneration and other schemes where the range of activities or purposes proposed mean that no other single specific compulsory purchase power would be appropriate. However, these powers should not otherwise be used in place of other more appropriate enabling powers<sup>3</sup>, and the statement of reasons should make clear the justification for using the Planning Act powers. In particular, the First Secretary of State ('the Secretary of State' in this Appendix) may refuse to confirm an order if he considers that this general power is or is to be used in a way intended to frustrate or overturn the intention of Parliament by attempting to acquire land for a purpose which had been explicitly excluded from a specific power.
3. In preparing and submitting compulsory purchase orders under section 226, acquiring authorities with planning powers will need to have regard to the general advice in paragraphs 13 to 57 of this Part, including the guidance about planning requirements and the justification of the order in paragraphs 16 to 23. Authorities proposing to acquire land under section 226 should also have regard to the procedural changes introduced in the Planning and Compulsory Purchase Act 2004 and described in the Annex to this Part of the Memorandum. They should submit their orders for confirmation via the relevant regional Government Office.

<sup>1</sup> section 244(1) of the 1990 Act.

<sup>2</sup> section 244A of the 1990 Act.

<sup>3</sup> eg. section 164 of the Public Health Act 1875, section 89 of the National Parks and Access to the Countryside Act 1949, section 19 of the Local Government (Miscellaneous Provisions) Act 1976, section 239 of the Highways Act 1980, or section 17 of the Housing Act 1985. See also paragraph 8 of Appendix E, which explains that when land for housing development is being assembled under planning powers, the Secretary of State will have regard to the policies set out in that Appendix.

4. The Secretary of State takes the view that an order made under subsection (1) of section 226 should be expressed in terms of *either* paragraph (a) *or* paragraph (b) of that subsection. As these are expressed as alternatives in the legislation, the order should clearly indicate which is being exercised, quoting the wording of paragraph (a) or (b) as appropriate as part of the description of what is proposed.

#### **Section 226(1)(a)**

5. The power provided in the amended section 226(1)(a) enables acquiring authorities with planning powers to exercise their compulsory acquisition powers if they think that acquiring the land in question will facilitate the carrying out of development<sup>4</sup>, redevelopment or improvement on, or in relation to, the land being acquired and it is not certain that they will be able to acquire it by agreement. The use of the words 'on, or in relation to' means that the scheme of development, redevelopment or improvement for which the land needs to be acquired does not necessarily have to be taking place on that land so long as its acquisition can be shown to be essential to the successful implementation of the scheme. This could be relevant, for example, in an area of low housing demand where property might be being removed to facilitate replacement housing elsewhere within the same neighbourhood.

#### *The well-being power*

6. The wide power in section 226(1)(a) is subject to subsection (1A) of section 226. This provides that the acquiring authority must not exercise the power unless they think that the proposed development, redevelopment or improvement is likely to contribute to achieving the promotion or improvement of the economic, social or environmental well-being of the area for which the acquiring authority has administrative responsibility. The amended power in section 226(1)(a) will assist those authorities to whom the provisions of section 2 of the Local Government Act 2000 apply to fulfil their duties under that section to promote the economic, social and environmental well-being of their area. Acquiring authorities who do not have powers under the Local Government Act 2000 can also make use of section 226(1)(a). They will also need to be able to show that the purpose for which the land is being acquired will contribute to the well-being of the area for which they are responsible. The benefit to be derived from exercising the power is also not restricted to the area subject to the compulsory purchase order, as the concept is applied to the well-being of the whole (or any part) of the acquiring authority's area.
7. In determining whether the purpose for which they propose to acquire land compulsorily under section 226(1)(a) can reasonably be expected to contribute to the achievement of the promotion or improvement of the economic, social or environmental well-being of their area, an acquiring authority may find it helpful to have regard to the statutory guidance issued by ODPM in 2001 concerning the interpretation of that power in the Local Government Act 2000<sup>5</sup>.

<sup>4</sup> Under section 336(1) of the 1990 Act, 'development' has the meaning given in section 55 (including any special controls given by direction in relation to demolition and redevelopment (see DoE Circular 10/95: *Planning Controls over Demolition*)).

<sup>5</sup> Entitled *Power to promote or improve economic, social or environmental well-being*, and accessible on the ODPM website at: [http://www.odpm.gov.uk/stellent/groups/odpm\\_localgov/documents/page/odpm\\_locgov\\_605709.hcsp](http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_605709.hcsp)

8. As that guidance explains, the Government's purpose in introducing the well-being power has been to relax the traditionally cautious approach adopted by many local authorities by encouraging innovation and closer joint working between local authorities and their partners to improve the quality of life of those living, working or otherwise involved in the community life of their area. As the guidance goes on to suggest, each authority will want to consider how the well-being power can be used to promote the sustainable development of its area by delivering the actions and improvements identified in its community strategy.
9. It is in this context that acquiring authorities may find the new section 226(1)(a) power useful. Section 39 of the 2004 Act requires regional and local plans to be prepared with a view to contributing to the achievement of sustainable development, and sections 1 and 17 require them to adopt a spatial planning approach. Further guidance on this is given in Planning Policy Statement 1: *Creating Sustainable Communities*<sup>6</sup>, which points out that spatial planning goes beyond traditional land use planning to bring together and integrate policies for the development and use of land with other policies and programmes which influence the nature of places and how they function.
10. That may well include policies relating to such issues as tackling social exclusion, promoting regeneration initiatives and improving local environmental quality. All such issues can have a significant impact on land use, for example by influencing the demands on or needs for development, but they are not necessarily capable of being delivered solely or mainly through the granting or refusal of planning permission. They may require a more proactive approach by the relevant planning authority including facilitating the assembly of suitable sites, for which the compulsory purchase powers in section 226(1)(a) may provide helpful support where such acquisitions can be justified in the public interest.
11. The re-creation of sustainable communities through better balanced housing markets is one regeneration objective for which the section 226(1)(a) power might be appropriate. For example, it is likely to be more appropriate than a Housing Act power if the need to acquire and demolish dwellings were to arise as a result of an oversupply of a particular house type and/or housing tenure in a particular locality. A greater diversity of housing provision may be needed to ensure that neighbourhoods are sustainable in the long term, and improved housing quality and choice may be necessary to meet demand. This may involve acquiring land to secure a change in land use, say, from residential to commercial/industrial or to ensure that new housing is located in a more suitable environment than that which it would replace. In urban areas experiencing market renewal problems, the outcome may be fewer homes in total.

#### *Planning matters*

12. Any programme of land assembly needs to be set within a clear strategic framework, and this will be particularly important when demonstrating the justification for acquiring land compulsorily under section 226(1)(a) powers as a means of furthering the well-being of the wider area. Such a framework will need to be founded on an appropriate evidence base, and to have been subjected to consultation processes including with

<sup>6</sup> Consultation draft published in February 2004 and accessible on the ODPM website at: [http://www.odpm.gov.uk/stellent/groups/odpm\\_planning/documents/page/odpm\\_plan\\_027494.pdf](http://www.odpm.gov.uk/stellent/groups/odpm_planning/documents/page/odpm_plan_027494.pdf)

those whose property is directly affected. The Regional Spatial Strategy provides the regional planning context with which local development documents have to be in general conformity under section 24 of the 2004 Act and which will set out more detailed proposals. Where there is a conflict between policies in any of these documents section 38 provides that the conflict must be resolved in favour of the document most recently adopted, approved or published.

13. The planning framework providing the justification for an order should be as detailed as possible in order to demonstrate that there are no planning or other impediments to the implementation of the scheme. Where the justification for a scheme is linked to proposals identified in a development plan document which has been through the consultation processes but has either not yet been examined or is awaiting the recommendations of the Inspector, this will be given due weight.
14. Where the local plan is out-of-date and local development documents are still in preparation, it may well be appropriate to take account of more detailed proposals being prepared on a non-statutory basis with the intention that they will be incorporated into the local development framework at the appropriate time. Such proposals may relate, for instance, to accommodating the need for further growth in an area. Or they might be in the form of detailed proposals for handling the consequences of low housing demand. Such proposals might, for example, be in the form of masterplans or other detailed delivery mechanism prepared by the relevant local authority and giving a spatial dimension to the prospectuses of market renewal pathfinders. Where such proposals are being used to provide additional justification and support for a particular order, there should be clear evidence that all those who might have objections to the underlying proposals in the supporting non-statutory plan have had an opportunity to have them taken into account by the body promoting that plan, whether or not that is the authority making the order.
15. It is also recognised that it may not always be feasible or sensible to wait until the full details of the scheme have been worked up, and planning permission obtained, before proceeding with the order. Furthermore, in cases where the proposed acquisitions form part of a longer-term strategy which needs to be able to cope with changing circumstances, it is acknowledged that it may not always be possible to demonstrate with absolute clarity or certainty the precise nature of the end-use proposed for the particular areas of land included in any particular CPO. In all such cases the responsibility will lie with the acquiring authority to put forward a compelling case for acquisition in advance of resolving all the uncertainties.

#### *Confirmation*

16. Any decision about whether to confirm an order made under section 226(1)(a) of the 1990 Act will be made on its own merits, but the factors which the Secretary of State can be expected to consider include:
  - (i) whether the purpose for which the land is being acquired fits in with the adopted planning framework for the area or, where no such up-to-date framework exists, with the core strategy and any relevant Area Action Plans in the process of preparation in full consultation with the community;

- (ii) the extent to which the proposed purpose will contribute to the achievement of the promotion or improvement of the economic, social or environmental well-being of the area;
- (iii) the potential financial viability of the scheme for which the land is being acquired. A general indication of funding intentions, and of any commitments from third parties, will usually suffice to reassure the Secretary of State that there is a reasonable prospect that the scheme will proceed. The greater the uncertainty about the financial viability of the scheme, however, the more compelling the other grounds for undertaking the compulsory purchase will need to be. The timing of any available funding may also be important. For example, a strict time-limit on the availability of the necessary funding may be an argument put forward by the acquiring authority to justify proceeding with the order before finalising the details of the replacement scheme and/or the statutory planning position;
- (iv) whether the purpose for which the acquiring authority is proposing to acquire the land could be achieved by any other means. This may include considering the appropriateness of any alternative proposals put forward by the owners of the land, or any other persons, for its re-use. It may also involve examining the suitability of any alternative locations for the purpose for which the land is being acquired.

**Section 226(1)(b)**

17. Section 226(1)(b) allows an authority, if authorised, to acquire land in their area which is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated. The potential scope of this power is broad. It is intended to be used primarily to acquire land which is not required for development, redevelopment or improvement, or as part of such a scheme.

**Section 226(3)**

18. In addition to land to which section 226(1) applies ('the primary land'), section 226(3) provides that an order made under section 226(1) may also provide for the compulsory purchase of
- (a) any adjoining land which is required for the purpose of executing works for facilitating the development or use of the primary land; or
  - (b) land to give in exchange for any of the primary land which forms part of a common or open space or fuel or field garden allotment.

An authority intending to acquire land for either of these purposes in connection with the acquisition of land under subsection (1) must therefore specify *in the same order*, the appropriate subsection (3) acquisition power and purpose.

**Section 226(4)**

19. This subsection provides that it is immaterial by whom the authority propose that any activity or purpose mentioned in subsections (1) or (3)(a) of section 226 should be

undertaken or achieved. In particular, the authority need not propose to undertake an activity or achieve a purpose themselves.

**Section 245 of the 1990 Act**

20. Section 245(1) provides the Secretary of State with the right to disregard objections to orders made under section 226 which, in his opinion, amount to an objection to the provisions of the development plan.
21. Sections 245(2) and (3) have been repealed and replaced by section 13C of the Acquisition of Land Act 1981 as inserted by section 100 of the Planning and Compulsory Purchase Act (see paragraphs 19 to 21 of the Annex to this Part).

**INTERESTS IN CROWN LAND**

22. Sections 293 and 296 of the 1990 Act apply where an acquiring authority with planning powers proposes to acquire land compulsorily under section 226 in which the Crown has an interest. The Crown's interest cannot be acquired compulsorily under section 226, but an interest in land held otherwise than by or on behalf of the Crown may be acquired with the agreement of the appropriate body. This might arise, for example, where a government department which holds the freehold interest in certain land may agree that a lesser interest, perhaps a lease or a right of way, may be acquired compulsorily and that that interest may, therefore, be included in the order. Further advice about the purchase of interests in Crown land is given in Appendix N.

Application No S/00533/001  
11141

Miss Claire Newbury,  
Turley Associates  
25, Savile Row  
London  
W1S 2ES

Town and Country Planning Act 1990 (as amended)  
The Town and Country Planning General Regulations 1992 (as amended)

IN pursuance of their powers under the above-mentioned Acts and Regulations, the Council of the Borough of Slough as the Local Planning Authority, **HEREBY GRANTS PLANNING PERMISSION** under Regulation 3 of the Town and Country Planning General Regulations 1992 and in accordance with your application dated 13th May 2010 and the accompanying plans and particulars, for:

<b>Proposal:</b>	<b>REDEVELOPMENT OF THE SITE FOR A NEW LIBRARY AND CULTURAL CENTRE INCLUDING LIFE LONG LEARNING FACILITIES, MULTI PERFORMANCE SPACE/COUNCIL CHAMBER, TEACHING ROOMS, GALLERY SPACE, CAFE, EXTERNAL READING GARDEN, NEW VEHICULAR ACCESSES, PHASED PROVISION OF ENHANCED PEDESTRIAN LINKS, PUBLIC REALM AND LANDSCAPE IMPROVEMENTS. THE PROPOSAL WILL INVOLVE THE DEMOLITION OF PART OF THE REAR OF 3-4 WILLIAM STREET, THE RAMP AND TOILET BLOCK ATTACHED TO QUEENSMERE SHOPPING CENTRE AND SCOPE FOR THE FUTURE DEMOLITION OF 7-11 MCKENZIE SQUARE FOR ENHANCED PUBLIC REALM AND PEDESTRIAN LINKS.</b>
<b>Location:</b>	<b>DAY CENTRE AND PRUDENTIAL YARD, WILLIAM STREET, SLOUGH, BERKSHIRE</b>

**Dated this 5th August 2010**

**SUBJECT TO THE FOLLOWING CONDITION(S):**

1. The development hereby permitted shall be commenced within five years from the date of this permission.

**REASON** To prevent the accumulation of planning permissions, and to enable the Council to review the suitability of the development in the light of altered circumstances and to comply with the provisions of Section 91 of the Town and Country Planning Act 1990.

2. The development hereby approved shall be implemented only in accordance with the following plans and drawings hereby approved unless otherwise agreed in writing by the Local Planning Authority.

- (a) Drawing No. 09018-C-015, Heart of Slough Master plan, Rev A, Received 19.07.10;
- (b) Drawing No. 09018-C-011, Site Plan, Rev A, Received 19.07.10;
- (c) Drawing No. 09018-C-001, Ground Floor Plan, Rev A, Received 19.07.10;
- (d) Drawing No. 09018-C-016, Interim Phase Site Plan, Received 24.05.10;
- (e) Drawing No. 09018-C-003, First Floor Plan, Received 17.05.10;
- (f) Drawing No. 08004-D-P-007A, Dated 27.01.09, Roof Plan - Phase 1;
- (g) Drawing No. 08004-D-P-008A, Dated 27.01.09, Roof Plan - Phase 1 & 2;
- (h) Drawing No. 08004-D-P-011, Dated 15.10.08, Location Plan;
- (i) Drawing No. 08004-D-E-051A, Dated 27.01.09, West Elevation;
- (j) Drawing No. 08004-D-E-052, Dated 10.10.08, East, South and North Elevation;
- (k) Drawing No. 08004-DP-0010A, Dated 27.01.09, Site Service Plan;
- (l) Drawing No. 08004-D-P-009C, Dated 02.02.09, Context Plans Pre HoS;
- (m) Drawing No. 08004-D-P-002C, Dated 02.02.09, Context Plans HoS;
- (n) Drawing No. 08004-D-S-101A, Dated 27.01.09, Longitudanal Sections 1 & 2;
- (o) Drawing No. 08004-D-S-102A, Dated 27.01.09, Cross Sections 3 & 4;
- (p) Drawing No. 08004-D-S-103A, Dated 27.01.09, Cross Section 5;
- (q) Drawing No. BBL-SK300610-02\_rev A, Dated 27.07.10, Plan of Visibility Splays.

REASON To ensure that the site is developed in accordance with the submitted application and to ensure that the proposed development does not prejudice the amenity of the area in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006 - 2026, Development Plan Document, December 2008 and Policies within The Adopted Local Plan for Slough 2004.

3. Samples of external materials and design details of external materials to be used on the development hereby approved shall be submitted to and approved in writing by the Local Planning Authority before the scheme is commenced on site.

REASON To ensure the satisfactory appearance of the development and to protect the amenities of the area in accordance with Core policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

4. Prior to the commencement of any part of the development a detailed scheme for the installation of CCTV cameras to monitor the public realm within site and its immediate surrounds, shall be submitted to and agreed in writing by the Local Planning Authority. This scheme shall include details of the provision of CCTV both during construction and once the development is operational. It shall also include details of:

- The number and location of the CCTV cameras to be installed;
- The specification, transmission and monitoring of the CCTV cameras to be installed;
- The method of connecting the CCTV cameras to the existing Slough CCTV Network;
- and
- The ongoing maintenance of the CCTV cameras.

REASON To ensure the public's safety throughout all stages of the development in accordance with Core Policy 12 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

5. No development shall take place within the application site until a programme of archaeological work in accordance with a written scheme of investigation has first been secured and implemented. The written scheme of investigation shall have first been submitted to and approved in writing by the Local Planning Authority.



The written scheme of investigation shall include phasing of the investigation, project design and provision for further investigation work or phase of work to be implemented if archaeology is found or if construction details change. The provision for further work shall include mitigation in the form of preservation by record or preservation in situ as appropriate. Any further work shall be carried out in accordance with details that have first been approved in writing by the local planning authority.

**REASON** To ensure that any archaeological remains within the site are adequately investigated and recorded or preserved in situ in the interest of protecting the archaeological heritage of the borough in accordance with Core Policy 9 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

6. Prior to the commencement of development approved by this planning permission (or such other date or stage in development as may be agreed in writing with the Local Planning Authority), the following components of a scheme to deal with the risks associated with contamination of the site shall each be submitted to and approved, in writing, by the Local Planning Authority:
  1. A site investigation scheme, based on Contaminated Land Preliminary Risk Assessment (Buro Happold April 2010), to provide information for a detailed assessment of the risk to all receptors that may be affected, including those off site.
  2. The site investigation results and the detailed risk assessment (1) and, based on these, an options appraisal and remediation strategy giving full details of the remediation measures required and how they are to be undertaken.
  3. A verification plan providing details of the data that will be collected in order to demonstrate that the works set out in (2) are complete and identifying any requirements for longer-term monitoring of pollutant linkages, maintenance and arrangements for contingency action.

Any changes to these components require the express consent of the local planning authority. The scheme shall be implemented as approved.

**REASON** The site is in a sensitive location regarding groundwater protection. The Environment Agency have reviewed the Contaminated Land Preliminary Risk Assessment Report prepared by Buro Happold (April 2010). Potential contaminant sources were identified on site and the risk to groundwater was assessed as Moderate/Low and we concur with the recommendations proposed in the report. Therefore, further investigation of the land with respect to its former use is required to fulfil the condition and the objectives of PPS23. If the construction of the Library complex will include soft landscaping and SUDs, leachate test will be required in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

7. Prior to occupation of any part of the permitted development, a verification report demonstrating completion of the works set out in the approved remediation strategy and the effectiveness of the remediation shall be submitted to and approved, in writing, by the Local Planning Authority. The report shall include results of sampling and monitoring carried out in accordance with the approved verification plan to demonstrate that the site remediation criteria have been met. It shall also include any plan (a 'long-term monitoring

and maintenance plan') for longer-term monitoring of pollutant linkages, maintenance and arrangements for contingency action, as identified in the verification plan, and for the reporting of this to the Local Planning Authority.

REASON Depending on the outcome of any ground investigation and subsequent risk assessment, it may be necessary for remediation to be carried out. If this is the case, it will be necessary to demonstrate that any work has been carried out effectively and the environmental risks have been satisfactorily managed in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

8. If, during development, contamination not previously identified is found to be present at the site then no further development (unless otherwise agreed in writing with the Local Planning Authority) shall be carried out until the developer has submitted, and obtained written approval from the Local Planning Authority for, an amendment to the remediation strategy detailing how this unsuspected contamination shall be dealt with.

REASON Previous activities on site points to a variety of potential contaminants. This site sits on top of a Secondary Aquifer and groundwater quality needs to be protected in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

9. Prior to the commencement of demolition of the service ramp and the Queensmere Toilet Block (identified on Drawing: 09018-SK-260710-Rev A, received on the 28.07.10) a detailed strategy shall be provided with further details in respect of:

- phasing of demolition and continuance of servicing to the Prudential Yard;
- suitable alternative public toilets;
- details of the phasing and delivery of the development, including details of temporary and permanent pedestrian routes to be provided between Wellington Street and McKenzie Square.

REASON To ensure quality of the development, visual amenity of the area, continued public access from Wellington Street to Mackenzie Square in accordance with Core Policies 6 and 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

10. Prior to the commencement of development a Construction Traffic Strategy and Management Plan will be submitted to and approved in writing by the Local Planning Authority. This shall include details of loading/unloading and turning areas of construction vehicles. The development shall be carried out in accordance with the details approved.

REASON In the interests of highway safety and operation in accordance with Core Policy 7 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

11. No demolition or construction work shall take place outside the hours of 08:00 - 18:00 hrs Monday to Friday, 08:00 - 13:00 hrs on a Saturday and there shall be no working at all on Sundays or public holidays.

REASON To ensure that there is limited impact from construction noise on the Church

services and Presbytery in accordance with Core Policies 6 and 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

12. The development shall not commence until a Construction Method Statement has been submitted to and approved by the Local Planning Authority. This shall include measures to:
- (a) Minimise, re-use and re-cycle waste, including materials and waste arising from demolition;
  - (b) Minimise the pollution potential of unavoidable waste; and
  - (c) Dispose of unavoidable waste in an environmentally acceptable manner.

The approved details shall be implemented during the course of building operations.

REASON In the interests of highway safety and operation in accordance with Core Policy 7 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

13. No occupation of the development shall take place until details of all external site lighting have been submitted to and approved in writing by the Local Planning Authority. Details of the external site lighting shall include details of the lighting units, levels of illumination and hours of use. No lighting shall be provided at the site other than in accordance with the approved scheme.

REASON In the interests of visual amenity in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

14. No building or development approved by this permission, shall commence until a surface water drainage scheme, based on sustainable drainage principles and an assessment of the hydrological and hydrogeological context of the development, has been submitted to and approved in writing by the Local Planning Authority. The scheme shall subsequently be implemented in accordance with the approved details before the development is completed. The scheme shall also include a detailed surface water strategy including full pipe network and supporting calculations to demonstrate that the system is able to cope with a variety of storm events up to and including the 1 in 100 year plus allowance for climate change event.

REASON To prevent the increased risk of flooding, and ensure future maintenance of the surface water drainage system in accordance with Core Policy 7 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

15. No building or development shall take place until details of the drainage works have been submitted to and approved in writing by the Local Planning Authority. The details are to comply with the following requirements:
- Discharge to surface water sewer to be a maximum of 20 litres/second/hectare;
  - Measures to reduce the overall volume of discharge by 5 %. eg. Green roofs, reuse, etc; and
  - The developer must demonstrate that a competent management system is

in place for the drainage maintenance. The developer should demonstrate that failure of his drainage system will not prejudice adjoining property.

**REASON** To ensure that foul and surface water discharge from the site is satisfactory and shall not prejudice the existing sewerage systems in accordance with Core Policy 8 and 9 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

16. The proposed development shall be designed and constructed to meet a BREEAM standard of 'very good' with an aspiration for 'excellent' unless it can be demonstrated that this is not technically feasible and has been agreed in writing by the local authority.

**REASON** To ensure the sustainability of the development in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

17. The proposed development shall obtain at least ten percent of the total predicted energy requirements of the Development from renewable energy sources, in accordance with the principles set out in the planning Statement. The details of the proposed roof mounted solar photovoltaic panels or alternatives to achieve the ten percent renewable energy will be submitted to the Local Planning Authority and approved in writing prior to a Material Operation being carried out on the Site.

**REASON** To ensure the sustainability of the development in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

18. Details of the Public Realm within the application site shall be designed in accordance with the principles set out in the approved Heart of Slough Public Realm Strategy. The details of the Public Realm shall be consistent with the 'Illustrative Landscape Masterplan' (submitted in the Landscape Strategy, Drawing Number: 0918-KD-100510-O-1, recorded on 17 May 2010) submitted and approved in writing by the Local Planning Authority prior to the commencement of construction on the application site. The development shall be carried out in accordance with the approved details.

**REASON** In the interests of visual amenity and the interests of the amenities of adjacent occupiers in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

19. No building or development shall take place until the applicant has demonstrated to the Local Planning Authority that any areas intended for A3 (Restaurants and Cafes) use is suitable for the installation of the necessary ventilation equipment and ducting works.

**REASON** In the interests of the amenities of the area in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

20. Piling or any other foundation designs using penetrative methods shall not be permitted other than with the express written consent of the Local Planning Authority, which may be given for those parts of the site where it has been demonstrated that there is no resultant unacceptable risk to groundwater. The development shall be carried out in accordance with the approved details.

REASON Piling or other penetrative methods of foundation design on contaminated sites can cause unacceptable risks to the groundwater in accordance with Core Policies 8 and 9 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

21. No occupation of the development shall take place a Delivery and Servicing Plan has been submitted to and approved in writing by the Local Planning Authority, in consultation with the Highway Authority. In addition to information on the management of deliveries and servicing, it should contain explain how the car park will be managed and contain a risk assessment of the safety of locating disabled parking within the service yard. The development shall be undertaken in accordance with the approved Delivery and Servicing Plan.

REASON In the interests of highway safety and to ensure that deliveries and servicing can be undertaken away from the adjoining highway in accordance with Core Policy 7 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

22. No occupation of the development shall take place until a management plan for landscaping (including boundary treatments) and the public realm has been submitted and approved in writing by the Council. The development shall be carried out in accordance with the approved details.

REASON In the interests of visual amenity, the amenities of adjacent occupiers and to ensure the setting of listed buildings is protected in accordance with Core Policies 8 and 9 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

23. No infiltration of surface water drainage into the ground is permitted at any stage of development other than with the express written consent of the Local Planning Authority, which may be given for those parts of the site where it has been demonstrated that there is no resultant unacceptable risk to controlled waters.

REASON To prevent contamination of the water environment in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

24. Prior to occupation of any buildings any machinery, plant or equipment including ventilation systems and extractor fans must be so enclosed and/or attenuated that noise there from does not, at any time, increase the pre-existing background noise levels. Where such units are in the vicinity of residential dwellings, noise levels from machinery, plant or equipment must not cause an increase of pre-existing noise levels as measured according to B.S. 4142: 1997.

REASON To ensure that plant/machinery/building is adequately soundproofed in the interests of the amenities of the occupiers of adjacent residential property or the occupiers of nearby premises in accordance with Core Policy 8 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

25. A detailed design for the new access onto William Street is required to be submitted to and approved in writing by the Local Planning Authority, in consultation with the Local Highway Authority. No development shall commence until the approved junction design has been constructed and a provisional certificate issued by the Highway Authority.

REASON In the interests of highway safety in accordance with Core Policy 7 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

26. No part of the development shall be occupied until the pedestrian visibility splays of 2.4 x 2.4 metres (measured from the back of footway) have been provided on both sides of the access and the area contained within the splays shall be kept free of any obstruction exceeding 600 mm in height above the nearside channel level of the carriageway.

REASON To provide adequate intervisibility between the access and the existing public highway for the safety and convenience of users of the highway and of the access in accordance with Core Policy 7 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

27. The development shall not be occupied until visibility splays have been provided to the north of the access between a point 2.4 metres along the centre line of the access measured from the back line of footway and a point 70 metres along the back line of footway measured from the intersection of the centre line of the access. The area contained within the splays and shown in drawing number 09018 - Plan of Visibility Splays\_BBL-SK300610-02\_rev A shall be kept free of any obstruction exceeding 0.6 metres in height above the nearside channel level of the carriageway.

REASON To provide adequate inter-visibility between the access and the existing public highway for the safety and convenience of users of the highway in accordance with Core Policy 7 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

28. The development shall not commence until a detailed scheme for the provision of a secure cycle storage/parking (including location, housing and cycle stand details) and access arrangements has been submitted to and agreed in writing by the Local Planning Authority / Highway Authority. Unless otherwise agreed in writing the provision of a secure cycle store and an unobstructed footway shall be provided in accordance with the Local Planning Authority's 'Cycle Parking Standards'. No part of the development shall then be occupied until the cycle store and access links have been laid out and constructed in accordance with the approved details and that area shall not thereafter be used for any other purpose other than cycle storage.

REASON To ensure that adequate and convenient cycle storage is provided to accord with the adopted cycle parking standards, T2 of The Adopted Local Plan for Slough 2004 and Core Policy 7 of The Slough Local Development Framework, Development Plan Document, December 200 and the Slough Integrated Transport Strategy.

29. Within six months of first occupation a Travel Plan to be submitted to and approved in writing by the Local Planning Authority, in consultation with the Highway Authority. The Travel Plan shall be produced in accordance with the adopted Slough Borough Council Travel Plan Guidance and contain, but not limited to, the following:

- Travel survey results for staff and visitor travel;
- Initiatives and measures to encourage access to the site by a variety of non-car modes;
- Short, medium and long-term targets for increasing the modal share of non-car modes;
- Set out a monitoring and reporting procedure to ensure compliance with the Travel Plan objectives;

- Set out a strategy for marketing and implementing the Travel Plan;
- Identify the Travel Plan Coordinator and outline their responsibilities in delivering the objectives of the Travel Plan; and,
- Set out what budget is being made available to implement the Travel Plan.

The operator of the Travel Plan shall use their best endeavours to ensure that the agreed targets within the plan are achieved. The Annual Report shall be sent to the Local Planning Authority on the anniversary of the implementation of the Travel Plan.

REASON In order to reduce travel by car in accordance with Policy T15 of The Adopted Slough Local Plan 2004, Core Policy 7 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008 and to meet the objectives of the Slough Integrated Transport Strategy.

30. The development shall not commence development until a revised plan is submitted showing the location of the roller shutter door or gate/barrier is set back a minimum of 18m from the edge of the adjoining carriageway.

REASON In the interests of highway safety in accordance with Core Policy 7 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

#### INFORMATIVE(S):

1. This decision has been taken having regard to the policies and proposals in the Adopted Local Plan for Slough 2004, the Slough Local Development Framework, Core Strategy 2006 - 2026, Development Plan Document, December 2008, as set out below, Supplementary Planning Guidance and to all relevant material considerations.

Policies:- PPS1, PPS5, PPS6, PPG13, Policies, EN1, EN3, EN5, EN9, EN17, T2 and T8 of The Adopted Local Plan for Slough 2004, Core Policies, 1, 6, 7, 8, 9, 10, 11 and 12 of The Slough Local Development Framework, Core Strategy 2006-2026, Development Plan Document, December 2008.

This informative is only intended as a summary of the reasons for the grant of planning permission. For further detail on the decision please see the application report by contacting the Development Control Section on 01753 477340.

2. There is a Thames water main crossing the development site which may/will need to be diverted at the developers cost, or necessitate amendments to the proposed development design so that the aforementioned main can be retained. Thames Water will not allow any building within 3 metres of water mains. Unrestricted access must be available at all times for maintenance and repair. Please contact Thames Water Developer Services, Contact Centre on Telephone No: 08458502777 for further information.
3. Thames Water requires details on the historical flows (both foul and surface water) to enable them to carry out a desk top study. If it is identified that increased flows from the site are identified, impact studies of the existing infrastructure will be necessary to determine the magnitude of any new capacity required in the system and a suitable connection point. The developer may be required to fund this and early contact with Thames Water is recommended.

4. Under the terms of the Water Resources Act 1991, the prior written consent of the Environment Agency is required for any discharge of sewage or trade effluent into controlled waters (eg watercourses and underground waters), and may be required for any discharge of surface water to such controlled waters or for any discharge of sewage or trade effluent from buildings or fixed plant into or onto ground or into waters which are not controlled waters. Such consent may be withheld. Contact our Permitting Support Centre on 08708 506506 for further details.

SUDS should conform to the Groundwater Regulations 1998 to prevent the introduction of substances in List 1 of the regulations, such as hydrocarbons, and pollution from contaminants in List 2.

The developer should refer to the Interim Code of Practice for Sustainable Drainage Systems, which can be downloaded from [www.ciria.org.uk](http://www.ciria.org.uk). They should also refer to CIRIA Report C609 'Sustainable Urban Drainage Systems - Hydraulic, Structural and Water Quality Advice'.

5. The discharge of clean roof water to ground is acceptable. However, all roof water down-pipes should be connected to the drainage system directly, or by means of back inlet gullies sealed to stop pollutants entering the system from surface run-off, disposal or other forms of discharge.

Roof water should preferably not discharge to soakaways used to drain road and vehicle parking areas. Drainage from covered car parking floors should be connected to the foul sewer. Where roof parking is proposed surface water may need to pass through an approved oil separator before connecting to the surface water system. Guidance on the use and design of oil separators in surface water drainage systems (PPG 03) may be found on the Environment Agency website: [www.environment-agency.gov.uk/business/444251/444731/ppg](http://www.environment-agency.gov.uk/business/444251/444731/ppg).

6. The Environment Agency has provided the the following advice on Soakaway Design:
- Soakaways should be constructed as shallow as practicable and should, under no circumstances, intersect the water table. Where the surface water is potentially contaminated (e.g. road / car park run-off), this is particularly important and it is essential to maintain the maximum distance possible between the base of the soakaway and the water table to allow the attenuation and biodegradation of pollutants.
  - No soakaways shall be constructed in contaminated ground, unless an appropriate risk assessment has shown that the disposal complies with the Groundwater Regulations 2009 or site-specific environmental quality standards agreed with the Environment Agency.
  - If a petrol / oil separator is required in areas where a fuel spill is possible, clean roof water should not pass through the separator and, preferably, should not discharge to soakaways used to drain road and vehicle parking areas. The separator will be more effective if it only has to deal with the most contaminated water. Regular maintenance will be essential. For more information on this, refer to PPG3, although be aware that this guidance is more applicable for discharges to watercourses / sewers

7. The applicant will need to apply to the Council's Local Land Charges on 01753 875039 or email to [0350SN&N@slough.gov.uk](mailto:0350SN&N@slough.gov.uk) for street naming and/or numbering of the unit/s.



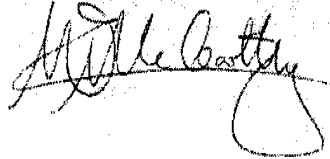
8. The development must be so designed and constructed to ensure that surface water from the development does not drain onto the highway or into the highway drainage system.
9. The permission hereby granted shall not be construed as authority to obstruct the public highway by the erection of scaffolding, hoarding, skip or any other device or apparatus for which a license must be sought from the Highway Authority.
10. The applicant will need to take the appropriate protective measures to ensure the highway and statutory undertakers apparatus are not damaged during the construction of the development.
11. This permission shall not be deemed to confer any right to obstruct the Public Right of Way crossing or abutting the site which shall be kept open and unobstructed until legally stopped up or diverted under section 257 of the Town and Country Planning Act 1990.
12. The applicant is advised that advisory signs denoting the presence of the public footpath or bridleway crossing the site are required. Please contact the Rights of Way Officer at Slough Borough Council in this respect.
13. The applicant must enter into an agreement under s177 of the Highways Act 1980 to allow the building/ to oversail the highway (once dedicated).

#### Informatives

The applicant is hereby informed that commencing development without first having complied with the pre-commencement conditions as set out in this decision notice may mean that the decision notice will expire and render the development to be unlawful.

This notice DOES NOT convey any consent that you may require for Building Regulations. If you are unsure whether you need Building Regulations approval and before you start any work please contact Building Control Services independently on (01753) 875810 to check whether they require an application.

This approval does not convey any approval or consent under the Building Regulations or any enactment other than the Town and Country Planning Act 1990.



Wesley McCarthy  
On behalf of  
Head of Planning and Strategic Policy

*DEC3r3faci*

**LCC Site – Parties and Current State of Negotiations**

This list may be subject to amendment after a further detailed review of the scheme design and finalisation of the land referencing exercise.

The Council, via its agents Drivers Jonas Deloitte, has sought to engage with all parties whose land or interests in land are required to assemble the LCC Site, in order to seek the acquisition of the land/interests in land by agreement. A summary of the current status of these negotiations is provided below.

**1. Equistates**

*Equistates Investments Limited (Equistates) – in respect of the rear of 2-6 Prudential Buildings, William Street (former Code Nightclub)*

Equistates hold a long leasehold interest in the Prudential Buildings from the Council, which expires in December 2036. Equistates in turn sub-let the Prudential Buildings to various parties, including the former Code nightclub which is held on an under-lease by Broadway Inns until June 2021.

In order to deliver the LCC, it is necessary to remove a rear section of the former Code nightclub, to provide a new vehicular access to the Prudential yard from William Street. This in turn will facilitate the removal of the service ramp from the Queensmere Shopping Centre, which at present provides the sole means of access to the service yard for larger vehicles.

Equistates have been kept informed of the Heart of Slough proposals as they have developed over recent years. A number of meetings have been held between the project team and Equistates and negotiations continue.

**2. Broadway Inns**

*Broadway Inns Limited – in respect of the rear of 2-6 Prudential Buildings, William Street (former Code Nightclub)*

Broadway Inns are not currently in occupation of the former Code nightclub but hold an underlease expiring in June 2021.

The Council has not yet entered into direct negotiations with Broadway Inns on the basis that an agreement should first be reached with their landlord Equistates.

**3. Criterion Capital**

*Slough Shopping Centre LLP (Criterion Capital) – in respect of part of the Prudential Yard, the ramp leading to the Prudential Yard from the*

*Queensmere Shopping Centre, public conveniences, landscaping, pedestrian walkways and fire exits*

It is necessary to remove the service yard ramp, relocate a toilet block and amend servicing and fire escape provisions at the Queensmere Shopping Centre. It is also necessary to acquire land between the Queensmere Shopping Centre and the Church, which is required for public realm works.

At present, the ramp is the only means of vehicular access to the High Street/William Street properties which back on to the Prudential Yard. Consequently various parties, including the Council, retain rights to use the ramp for the purposes of accessing the Prudential Yard. The ramp is understood to be regarded as an impediment to realising potential redevelopment of the western end of the Queensmere Shopping Centre and its removal is therefore considered to offer potential benefits to Criterion Capital.

Criterion Capital were initially approached in November 2008 and a meeting held with Drivers Jonas Deloitte. Following the design development work which has generated the current LCC proposal, Criterion were invited to re-engage in negotiations in July 2010. The Council has made a number of attempts to advance discussions with Criterion but no progress has been made to date.

#### **4. Scottish and Southern Energy**

*Scottish and Southern Energy plc – in respect of an electricity sub-station*

Scottish and Southern Energy (SSE) control an electricity sub-station located underneath the Queensmere Shopping Centre service ramp.

For the purposes of compulsory purchase orders, utility operators are deemed to be statutory undertakers. Whilst a statutory undertaker can be included within a compulsory purchase order, if the statutory undertaker objects, the order can only be confirmed if the minister responsible for that utility deems that the land can be acquired without detriment to the service being provided.

In practice this means that agreement needs to be reached with the statutory undertaker to relocate or reprovide its apparatus in order to allow a CPO to be confirmed. Accordingly, the project team is working with SSE to identify suitable alternative locations for the sub-station.

#### **5. The Northampton Roman Catholic Diocese Trustee**

*The Northampton Roman Catholic Diocese Trustee – in respect of a small grassed area and footway*

One of the key considerations in developing the design for the LCC has been to respect the setting of St Ethelbert's Church and minimise the level of disturbance caused.

The Learning Curve proposal would have required the relocation of the St Ethelburt's Church Hall, as well as works to the gardens to the rear of the church. In contrast, the LCC design has sought to minimise the land required from the Church. Despite these efforts, a small wedge of the Church's land is shown on the Title Register to fall within the area required for public realm works (as shown on [Plan 3](#)). Subject to verifying the Church's ownership of this land, agreement between the Church and the Council will need to be reached for its transfer and/or future management.

The Council's Property Consultants will continue to engage in discussions with the Church to reach agreement on how best to manage the boundary with the LCC.

## **6 Other Rights**

In addition to the parties who have interests in land required for the scheme, there are over 200 existing rights which will potentially be interfered with by the LCC proposal. These interests are predominantly in the form of rights of way for access, servicing and fire escape routes. These rights and their owners will be identified in the land referencing process which is underway.

As part of the planning application process, a survey of the Prudential Yard operation was undertaken to review how servicing could be accommodated post development of the LCC. It is intended that a Delivery and Servicing Plan will shortly be developed once the review of existing rights has been completed, with the intention of providing appropriate alternative means of servicing and access where required.

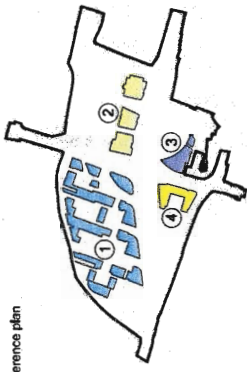
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PLAN 1

# Reference & Ground Floor Footprint Plan

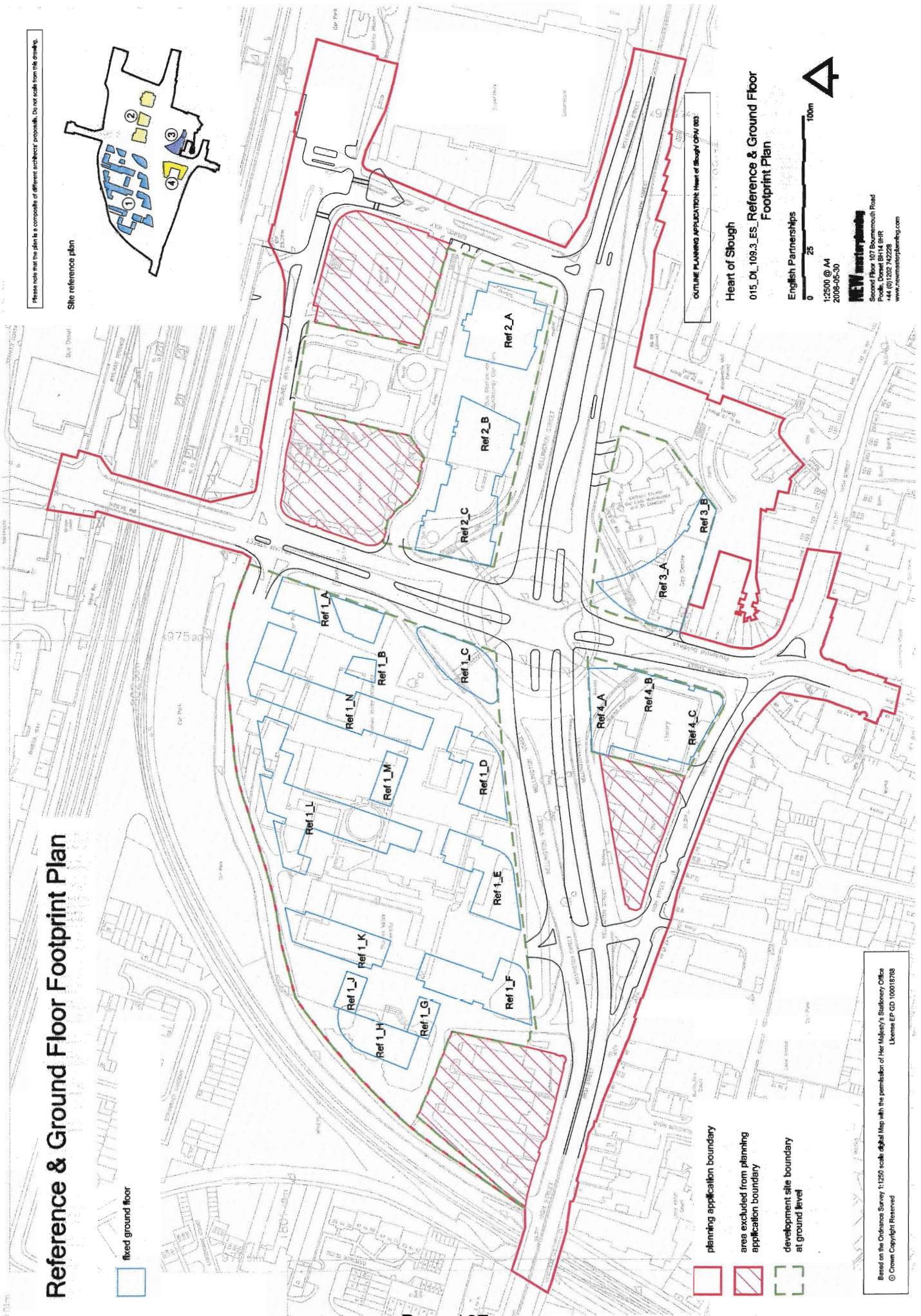
fixed ground floor

Site reference plan



Please note that this plan is a composite of different architect proposals. Do not scale from this drawing.

- planning application boundary
- area excluded from planning application boundary
- development site boundary at ground level



OUTLINE PLANNING APPLICATION: Heart of Slough CPV4 003

Heart of Slough  
015\_DL\_109.3\_ES\_Reference & Ground Floor Footprint Plan

English Partnerships  
1:2500 @ A4  
2008-05-30



**NEW master planning**  
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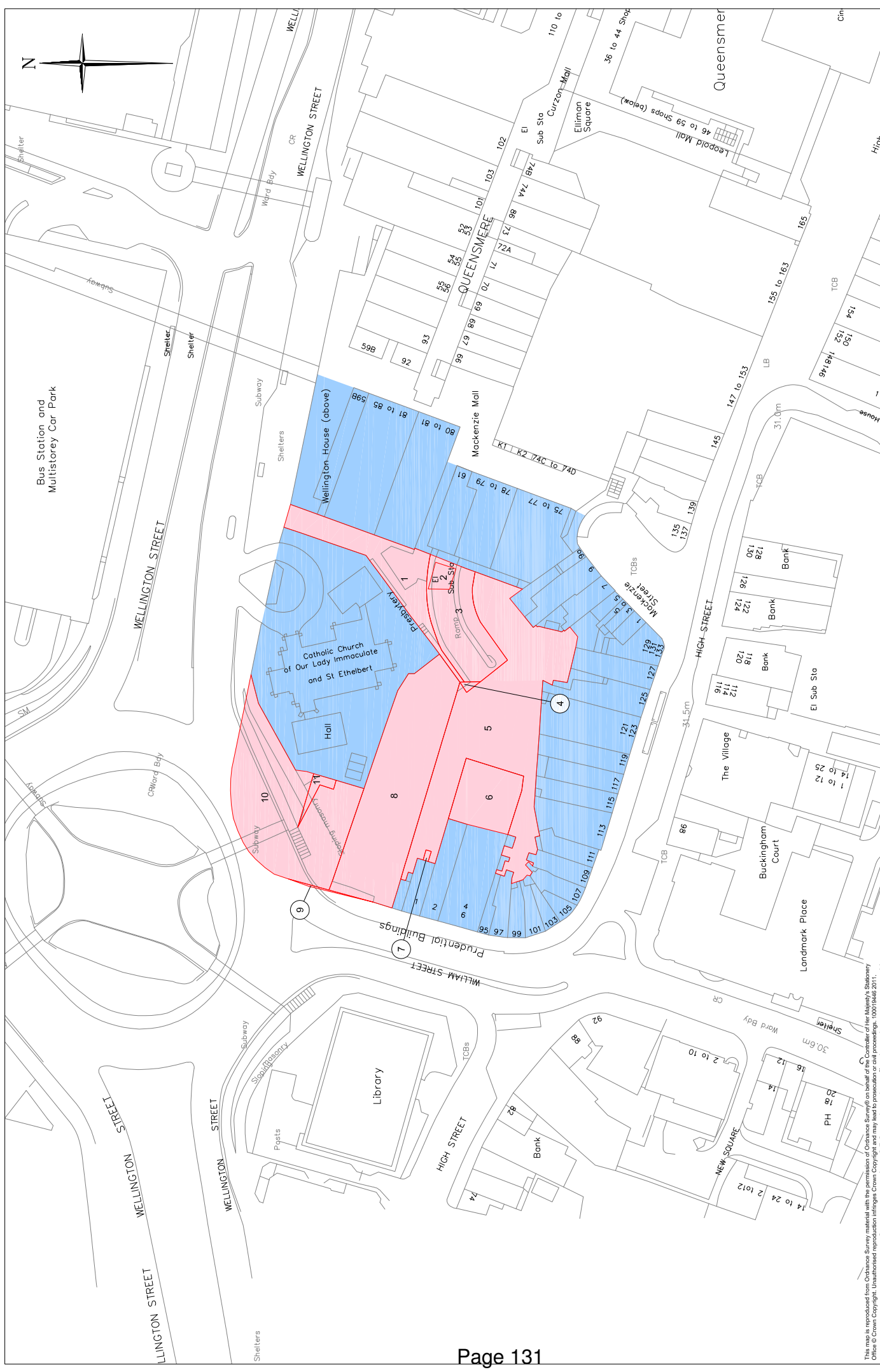


Plan 2  
Outline of the Council's land required for appropriation to planning purposes



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Getmapping plc 2011. Plotted Scale - 1:1250

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Bus Station and  
Multistorey Car Park

SCALE:	1:500 @ A1
DATE:	JANUARY 2011
DATE:	SC
FILE NUMBER:	GIS/COMMISSION DIRECTOR/RES/SLough/SG/01/2444
DRAWN BY:	CAJ/GM/ML
PROJECT NO.:	PA-2444-PLAN-01
REVISION:	R2
DRAWING UNITS ARE METRES	© 2011 PERSONA ASSOCIATES

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- CPO PLOTS
- POTENTIAL NEW RIGHTS REQUIRED

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REV	DESCRIPTION	ISSUED BY	DATE
R2	Final CPO plan for submission to the Council for consideration		
R1	Interim CPO plan for submission to the Council for consideration		
R0	First Issue		

**PERSONA ASSOCIATES**  
SOUTH WEST  
5 FISHBOROUGH SUITE  
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Tel: 01403 217799  
Fax: 01403 217790  
www.personaassociates.co.uk

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24<sup>th</sup> January 2011

**CONTACT OFFICERS:** Elizabeth Jenkins, Acting Head of Legal Services  
(For all enquiries) 01753 875033

**WARD (S):** Wexham

**PORTFOLIO:** Leader, Finance Strategy - Councillor Anderson

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

**APPROPRIATION OF LAND AT MORAY DRIVE, SLOUGH , BERKSHIRE**

1. **Purpose of Report**

The purpose of this report is to seek Cabinet approval to publicise the Council's intention to appropriate open space land at Moray Drive, Slough, Berkshire from open space to planning purposes as set out in paragraph 2.1 below.

2. **Recommendations/ Proposed Actions**

The Cabinet is requested to resolve that notice be given of the Council's intention to appropriate the land shown edged red on the Plan annexed to this report at Appendix A, which forms part of the Moray Drive playground ("the Land"), from open space to planning purposes under the provisions of Section 122 of the Local Government Act 1972 (as amended) (the "1972 Act") and to consider any objections to the proposed appropriation at its meeting in March 2011.

3. **Community Strategy Priorities**

- **Being Safe, Feeling Safe**

The installation of new play equipment in the play area will contribute to the safety of children using the play area.

- **A Cleaner, Greener Place to Live, Work and Play**

The provision of 2 x four bedroom family homes will provide 2 much needed larger clean, new family homes which will also reduce the housing waiting list.

4. **Other Implications**

4.1 **Financial:**

The recommendation contained in this report does not have any significant implications although there will be a small cost of publicising the Council's intention to appropriate the Land from open space to planning purposes should the Cabinet follow the recommendation in paragraph 2.1 above.

## 4.2 **Human Rights Act & Other Legal Implications:**

A local authority as a landowner may hold its land for a variety of statutory purposes eg housing, planning or open space. Section 122 of the 1972 Act permits a local authority to appropriate (transfer) its land from one statutory purpose to another where it concludes that the land is no longer required for the former purpose. However, where the land is currently open space a local authority cannot appropriate it for another purpose until its intention has been publicised in a notice and any objections received to the proposed appropriation have been considered. The relevant statutory provisions are contained in Appendix C to this report.

- 4.3 A local authority, acting in good faith, is a sole judge of the question whether or not any land is still required for the purpose it is held immediately before the appropriation and this decision cannot be challenged in the absence of bad faith.

## 5. **Background/ Supporting Information**

- 5.1 On the 15<sup>th</sup> March 2010, the Council, as Local Planning Authority, granted conditional planning permission for the erection of a pair of separate semi-detached two story four bedroom houses with access and parking on land adjacent to 53 Moray Drive and rear of 47-53 Moray Drive, Slough, Berkshire. The area of the Land is shown edged red on the Plan. The proposed development is to be carried out by the Thames Valley Housing Association and is illustrated on Plan 2 annexed to this report as Appendix B.
- 5.2 As Members will see the Land that is the subject of the planning permission comprises part of the playground at Moray Drive, Slough but the retained open space shown edged blue on the Plan and which comprises 1,353 square metres will form part of a new play area. The play area is to be constructed by the developer with Slough Borough Council approval and this will therefore, add a new play area to this sit in addition to the social housing.
- 5.3 Once the Council has publicised its intention to appropriate the open space land for planning purposes the Cabinet will need to consider any objections that are received and apply the legal test as set out in this report (including Appendix C), before any decision is made.

## 6. **Conclusion**

Members are requested to authorise the publication of the Council's intention to appropriate the area of land shown edged red on the Plan from open space to planning purposes to facilitate the proposed housing development of the Thames Valley Housing Association.

### **Appendices**

Appendix A - Plan of the Land

Appendix B - Plan 2 of the housing proposal.

Appendix C - Section 122, Local Government Act 1972 (as amended).

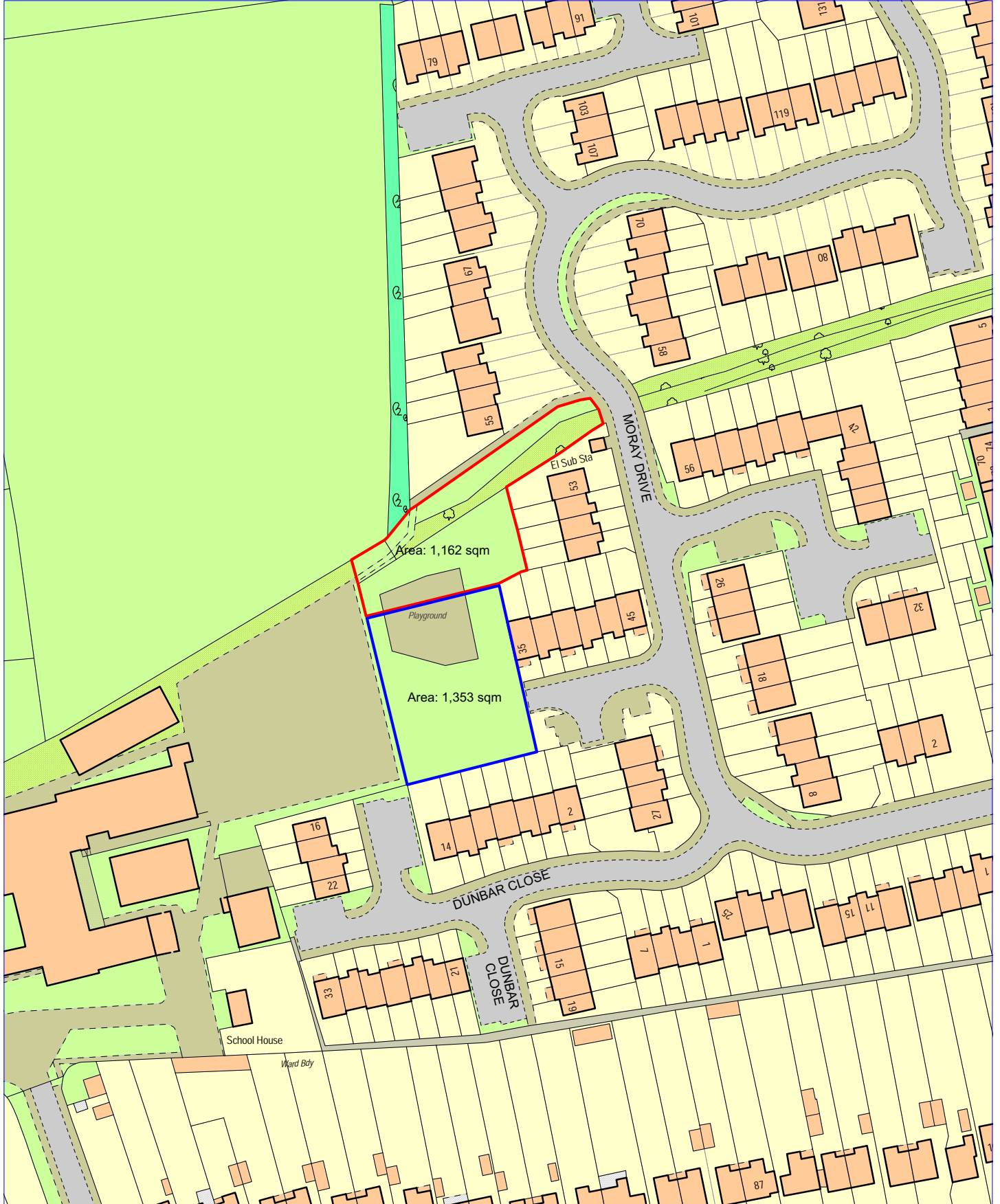
# Asset Management Resources

Scale 1: 1,250



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## Moray Drive, Slough



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## BOUNDARY TREATMENT:

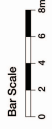
(SUBJECT TO PLANNING & SECURE BY DESIGN)

- A-B** EXISTING 3000mm IRON RAILING AND 3000mm NEW 1800mm CLOSE BOARDED FENCE
- B-C** EXISTING 1800mm CLOSE BOARDED FENCE
- C-D** EXISTING 1800mm CLOSE BOARDED FENCE
- D** NEW ACCESS ROAD
- E-F** EXISTING 1800mm CLOSE BOARDED FENCE
- F-G** NEW 2000mm BRICK WALL WITH 450mm TRELLIS
- G** EXISTING 1700mm Wall
- H** NEW 1800mm CLOSE BOARDED FENCE
- I** NEW 600mm RAILINGS

EXISTING BOUNDARY TREATMENTS REPLACED WHERE NECESSARY

## ACCOMMODATION SCHEDULE:

- 2 NO. 4B / 6P HOUSES @ 108.8SQM
- 2 DWELLINGS TOTAL 112 PEOPLE / 12 HABITABLE ROOMS
- PARKING: 6 SPACES (1:3)
- SITE AREA: 1181SQM OR 0.19 HECTARES
- DENSITY: 14 DWS/HECTARE
- 10 HABITABLE ROOMS/HECTARE



NOTE: THIS IS AN EARLY PRELIMINARY CONSULTATION SITE PLAN. A TOPOGRAPHICAL SURVEY/ DACT POSITION TO BE COMPLETED.

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**RELEVANT EXTRACTS FROM SECTION 122 LOCAL GOVERNMENT ACT  
(1972) (AS AMENDED)**

(1) Subject to the following provisions of this section, a principal council may appropriate for any purpose for which the council are authorised by this or any other enactment to acquire land by agreement any land which belongs to the council and is no longer required for the purpose for which it is held immediately before the appropriation; but the appropriation of land by a council by virtue of this subsection shall be subject to the rights of other persons in, over or in respect of the land concerned.

(2A) A principal council may not appropriate under subsection (1) above any land consisting or forming part of an open space unless before appropriating the land they cause notice of their intention to do so, specifying the land in question, to be advertised in two consecutive weeks in a newspaper circulating in the area in which the land is situated, and consider any objections to the proposed appropriation which may be made to them.

(2B) Where land appropriated by virtue of subsection (2A) above is held-

- (a) for the purposes of S.164 of the Public Health Act 1875 (pleasure grounds); or
- (b) in accordance with S.10 of the Open Spaces Act 1906 (duty of local authority to maintain open spaces and burial grounds)

the land shall by virtue of the appropriation be freed from any trust arising solely by virtue of its being held in trust for enjoyment by the public in accordance with the said S.164 or, as the case may be, the said S.10.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24<sup>th</sup> January 2011

**CONTACT OFFICER:** Alison Hibbert, Head of Culture and Sports Delivery  
**(For all enquiries)** (01753) 875896

**WARD(S):** All

**PORTFOLIO:** Cultural and Leisure – Councillor Chaudhry  
Education and Children – Councillor Pantelic  
Environment and Open Spaces – Councillor Parmar

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

**PLAY AREA DEVELOPMENT**

1 **Purpose of Report**

To inform Members of the Cabinet of progress on the development and improvement of Slough's play areas and play development programme and seek approval to develop a Play Strategy for the next three to five years.

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

The Cabinet is requested to resolve:

- (a) That the achievements over the two years in the provision of play and in the improvements made to the Council's play areas across the borough be noted.
- (b) That officers develop a new play strategy which will detail the strategic approach to be adopted for play area maintenance and development over the next three to five years.

3 **Community Strategy Priorities**

**Celebrating Diversity, Enabling inclusion**

The provision of new play opportunities for all children and young people in Slough will enable them to enjoy their younger years and to play in harmony.

**Adding years to Life and Life to years**

Children and young people who get the opportunity to be really active in their formative years will live longer.

**Being Safe, Feeling Safe**

All the new play areas enable children and young people to play in a safe environment whilst being able to explore and develop important skills vital to successful child development. All installations meet British Standards.

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

All the new play areas fully endorse the principles of a green environment with the majority of the facilities being laid to turf or surfacing which promotes grass growth.

Areas surrounding new play developments have been fully landscaped or returned to grass.

#### 4 **Other Implications**

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

£52K of additional revenue funding has been allocated from within existing departmental budgets to this year's parks and open spaces maintenance budget to carryout essential health & safety works and improvements works to a number of play areas, detailed in appendix 1.

The future play strategy will identify resource implications and source to include capital investment contributions through effective use of the HRA for housing sites.

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

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Note progress on capital development programme	Delays due to adverse weather affecting sites, identified for Department of Education funding that as a result take the work past 31 <sup>st</sup> March 2011 and would not receive DofE funding.	Revise implementation programme and prioritise all DofE schemes over others for completion by mid March

##### (b) **Human Rights Act and Other Legal Implications**

There are no Human Rights or other legal implications in regard of this report

##### (c) **Equalities Impact Assessment**

The current programme of play development and refurbishment is supported by a comprehensive equalities impact assessment. This highlighted a need to ensure all play areas were accessible for children and young people with disabilities. The new strategy will revise this EIA.

##### (d) **Workforce**

Funding for the Play Co-ordinator post ceases in March 2011. Through the Culture and Sports Delivery Team re-structuring, proposed for April 2011, proposals will incorporate play development functions into the revised service structure. There will be no cost implication to the Council.

#### 5. **Supporting Information**

- 5.1 There are 86 designated play area sites in the borough. The Council owns and manages 80 of these, the remainder being Parish Council or privately owned. Slough in relation to neighbouring boroughs is well served for play areas. In contrasts the Royal Borough of Windsor and Maidenhead only manages 31 play areas and Bracknell Forest Council manages 26 play areas, with an additional 50 sites being managed directly by its parish and town councils.

## **5.2 Play Area Capital Programme**

- 5.2.1 Over the past two years, up to May 2011, the Council will have successfully developed and upgraded 35 of its play areas. This equates to 41%.
- 5.2.2 27 of these are complete replacements of older outdated play equipment with new creative designs offering children and young people a range of new play experiences such as safe area water features, trampolines, climbing and 'aerial runways'.
- 5.2.3 Slough has secured over £1,400,000 in capital funding since 2008 to contribute to these improvements. This funding was initially earmarked for the upgrading of 24 play areas, including 2 flag ship areas based in Salt Hill and Upton Court Park. The use of section 106 and HRA capital has added a further three.
- 5.2.4 The capital funding has been supported by a £120,000 revenue grant to employ two specialist play development workers over a 3 year period.
- 5.2.5 In June during the final phase of the programme, the Department for Education announced that Playbuilder (DofE) funding would be frozen, leaving Slough with eight play areas short of its target. A further announcement on 20<sup>th</sup> October 2010 reversed this decision, enabling Slough to complete Phase 3, the development of a further eight play areas across the borough.
- 5.2.6 The revenue funding for the play development workers has not been re-instated and therefore funding for the Play Co-ordinators post will cease in March 2011.

## **5.3 Improvement Programme**

In addition to the funding secured through the DofE the Council has been successful in securing a BIG Lottery bid, to the value of £322,000, which combined with Section 106 and HRA capital contributions has provided further investment delivering improvements to another 11 play areas, bringing the total to 35 by spring 2011. (See appendix 1)

## **5.4 Play Development Programme**

- 5.4.1 In May 2009 the play development team was established using revenue grant funding from the BIG Lottery and the Department for Education. The Play Co-ordinator has been responsible for the delivery and project management of the capital programme alongside a community play programme, run at venues across the borough. They are supported by the Play Ranger.
- 5.4.2 Since July 2009 over 3,500 children have used the play ranger service in indoor and outdoor venues including parks, libraries and schools. The play ranger service has also hosted the following events:
- National Outdoor Play Week
  - Easter Egg Hunt and a family sports day linking in with National Family Week
  - Play Day – held on the 4<sup>th</sup> August in Salt Hill Park, attracting over 1,000 children and parents/carers.

- Mini Beasts event
- Willow weaving event with professional artists

Alongside this the team has joined in with a number of local events supporting community development and children's play.

## **5.5 Tellus4 Survey 2010**

5.5.1 The Tellus national survey gathers the satisfaction levels and views of children and young people in Years 6, 8 and 10, on their life, their school and their local area. This includes satisfaction on play areas and parks.

5.5.2 Findings from the survey are used to inform policy development and to measure progress and performance, at a local and national level, across the five Every Child Matters (ECM) outcomes. The survey supported five key national indicators including NI 199 'children's and young people's satisfaction with parks and play areas'.

5.5.3 Tellus4 results were published in February 2010 and there was substantial progress on the NI 199 indicator from the previous year, coinciding with the capital development programme. Slough results:

- Improved by 12.6% from 43.8% (Tellus3) to 56.4% (Tellus4).
- Improved at a faster rate than our comparators.
- The England average increased by 7.7% and the South East average by 7.2%.
- Slough's Tellus4 figure of 56.4% was 2.3% above the England average of 54.1%.
- Place Slough in the 3rd quartile of satisfaction

5.5.4 In June 2010 the Government announced its decision to stop the Tellus Survey as part of its commitment to reduce the burdens which data collection imposes on schools and local authorities.

## **5.6 Future Strategy**

5.6.1 To ensure that we maintain the upgraded play areas and continue to improve provision across the borough the benefits of developing a new play strategy is recognised.

5.6.2 During October 2010 the Council undertook an audit of the remaining play areas across the town to gather background information to inform the future strategy. This identified the accessibility of play areas, the proximity of plays areas within neighbourhoods and the condition of the equipment and immediate surrounding.

5.6.3 Work is also underway to establish the true cost of play provision in the borough; including the annual costs of inspection, maintenance and repairs and future improvements and developments of play sites. This work is of particular importance in the context of financial pressures facing the Council and combined with the audit will inform and shape the future strategy.

5.6.4 It is proposed that a new play strategy for the town is presented to Cabinet in July 2011, following consultation, and sets out the Council's strategic direction for future



play provision. It will be a corporate strategy and will ensure that play provision is delivered in a way which integrates with other related functions of the Council; notably town planning, housing, parks and open spaces, sport and recreation provision and sports and arts development.

5.6.5 The strategy will aim to:

- Provide quality, appropriately located play opportunities which meet with local need identified by consultation with children, young people, parents and the community.
- Provide facilities accessible to all children and young people within a maximum of 10 minutes by foot.
- Provide facilities that are value for money, affordable and for which annual maintenance costs can be sustained
- Leverage where possible, additional capital and revenue funding into the Council to deliver the strategy

6 **Comments of Other Committees**

During the past two years a number of reports have been received by the Education and Children's Scrutiny Panel. Officer's recommendations have always received support.

7 **Conclusion**

Much work has been undertaken to improve the town's play provision using both external and Council funding. Over the last two years and up to May 2011, over thirty play areas, 41%, across all wards, will have received investment to improve the quality of play provision.

It is acknowledged that Slough is well served for play provision as compared to neighbouring authorities, and that Slough has high customer satisfaction rates as a direct result of the play improvement programme.

A new strategy is required in order to build upon this work and ensure that recent improvements and those agreed in the future are sustainable; particularly in the face of fiscal challenges facing the public sector, and provide play provision of quality to children and young people within a maximum ten minute walk of their home.

8 **Appendices Attached**

'Appendix A' Slough Play Areas - Scheme of work programme

9. **Background Papers**

'1' - Minutes and Agenda from the Education and Children's Services Scrutiny Panels held on 1<sup>st</sup> September 2008, 16<sup>th</sup> March 2009, 24<sup>th</sup> June 2009 and 1<sup>st</sup> February 2010

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**Play Areas –Scheme of Works**

<b>Scheme</b>	<b>Ward</b>	<b>Description</b>	<b>Value of works £000</b>	<b>Completion date</b>
<b>Major Capital Schemes</b>				
Salt Hill Park	Chalvey	BIG Lottery funded project. New flagship play area installed with water feature, equipment and landscaping on old bowling green site. Destination play area.	125	December 2009
Upton Court Park	Upton	BIG Lottery funded project. Major new flagship play area installed with theme of evolution. Destination play area.	165	December 2010
Spackmans Way	Chalvey	Play Builder funded. Natural wooden play equipment installed including landscaping. Concrete site taken back to grass.	64	March 2009
Rochfords	Wexham	Play Builder funded. Natural wooden play equipment installed including landscaping.	50	March 2009
Bloom Park	Langley St Marys	Play Builder funded. Natural wooden play equipment installed including landscaping.	58	March 2009
Faraday Road	Farnham	Play Builder funded. Natural wooden play equipment installed including landscaping.	73	March 2009
Manor Park Field	Baylis & Stoke	Play Builder funded. Natural wooden play equipment installed including landscaping.	52	March 2009
Granville Rec.	Baylis & Stoke	Play Builder funded. Natural wooden play equipment installed including landscaping.	35	March 2009
Buttermere	Haymill	Play Builder funded. Traditional and natural elements included in design.	55	December 2010
Grampian Way	Foxborough	Play Builder funded. Traditional and natural elements included in design.	90	December 2010
Tower House	Chalvey	Play Builder funded. Traditional and natural elements included in design.	45	December 2010
Deerwood Park	Cippenham Meadows	Play Builder funded. Traditional and natural elements included in design.	50	December 2010

Goldsworthy Way	Haymill	Play Builder funded. Traditional and natural elements included in design.	45	December 2010
Bowyer Rec	Central	Play Builder funded. Traditional and natural elements included in design.	45	March 2011
Weekes Drive	Cippenham Meadows	Play Builder funded. Traditional and natural elements included in design.	35	March 2011
Concorde Way	Cippenham Meadows	Play Builder funded. Traditional and natural elements included in design.	45	January 2011
Kedermister Park	Kedermister	Play Builder funded. Zip line installed to increase play opportunities alongside existing equipment.	15	December 2010
Cardigan Close	Cippenham Green	Play Builder funded. Traditional and natural elements included in design.	45	January 2011
Maplin Park	Langley St Marys	Play Builder funded. Traditional and natural elements included in design.	40	December 2011
Marescroft	Haymill	Play Builder funded. Traditional and natural elements included in design.	30	January 2011
Bridport Spur	Britwell	Consultation in January	50 (allocated)	March 2011
Stornaway	Foxborough	Consultation in January	50 (allocated)	March 2011
Westfield Hall	Colnbrook & Poyle	Consultation in January	25 (allocated)	March 2011
Colnbrook Rec.	Colnbrook & Poyle	Zipline to be installed alongside Parish Council upgrade	10	March 2011
Moray Drive	Wexham	Designs to be received in January	40	March 2011
Upper Lees	Britwell	Designs to be received in January	40	February 2011
Newchurch Road	Haymill	Designs to be received in January	20	March 2011
<b>Improvement Works</b>				
Bowyer Recreation Ground	Central	'Wobbly Petal' to be installed over existing empty pad. Swing to be painted.	9	March 2011

Granville Road	Baylis & Stoke	Safer surfacing to be installed under zip line H+S repairs	6	March 2011
Bloom Park	Langley St Marys	Safer surfacing to be installed under zip line	6	March 2011
Rochfords Gardens	Wexham	Safer surfacing to be installed under zip line	6	March 2011
Mercian Rec	Cippenham Meadows	H+S repairs Repaint of old climbing unit.	3	March 2011
Two Mile Drive	Cippenham Meadows	H+S repairs Repaint of toddler unit and swings	3	March 2011
Longwood Park	Foxborough	Grass reinforcement	2	May 2011
Hurworth Avenue	Upton	H+S repairs Jet wash safer surfacing. Removal of fencing	2	May 2011
Rochfords Gardens (juniors)	Wexham	H+S repairs Repaint fencing.	2	May 2011
Cromwell Drive	Baylis & Stoke	Repaint old equipment	3	March 2011
Godolphin Rec.	Baylis & Stoke	Graffiti removal. Re-seed over old swing bases.	2	May 2011
Spackmans Way (juniors)	Chalvey	H+S repairs Repaint old equipment.	2	March 2011
Manor Park Field	Baylis & Stoke	Roundabout resurfacing. Repaint old equipment and benches.	1	March 2011
Maryside	Langley St Marys	Landscape back to grass	3	March 2011
Bloom Park (juniors)	Langley St Marys	Removal of old climbing unit replace with new equipment. H+S repairs.	3	May 2011

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24<sup>th</sup> January 2011

**CONTACT OFFICERS:** Nigel Dicker, Assistant Director Environmental Services & Quality & Monica Wilsch, Head of Environmental Quality.

**(For all enquiries)** 01753 875218

**WARD(S):** All

**PORTFOLIO:** Environment and Open Spaces – Councillor Parmar

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

**AIR QUALITY UPDATE**

1. **Purpose Of Report**

1. To advise Cabinet of two Air Quality Management Areas (AQMAs) to be declared in the Town Centre, caused by a likely breach of health based standards for nitrogen dioxide. The areas in question are:
  - (a) A4 Bath Road from the junction with Ledgers Road/Stoke Poges Lane, in an easterly direction, along Wellington Street, up to the Sussex Place junction.
  - (b) A355 Tuns Lane from junction 6 of the M4 motorway in a northerly direction to just past its junction with the A4 Bath Road and A355 Farnham Road, known as the “Three Tuns”.
2. To advise Cabinet that the breaches of the health based standards are caused by road traffic, and that any action plan to address the breaches will therefore be part of the next revision of the Local Transport Plan (LTP) for Slough.

2. **Recommendations**

Cabinet is requested to resolve:

- (a) That the declaration of the two AQMAs be noted.
- (b) That continued air quality monitoring in the town centre area be endorsed, so that information is available to determine progress in mitigation of the AQMAs.
- (c) That officers be instructed to lobby for air quality to continue to be a key consideration when long term infrastructure projects are discussed or consulted upon.

3. **Community Strategy Priorities**

A cleaner, greener place to live, work and play

The UK Air Quality Strategy requires declarations of AQMAs where the health-based standards are breached. Air Quality action plans are a statutory requirement

if AQMAs are declared. Poor air quality can exacerbate respiratory or cardiovascular conditions in some people.

Introducing measures to control or reduce traffic will reduce air pollution, traffic related congestion and also potentially noise, making for a better quality of life for those in affected areas.

#### 4 **Other Implications**

##### (a) Risk Management

The declaration is mandatory once it has been determined that the exceedences of the air quality standard are being breached. Continuation of monitoring will provide data that tracks progress with mitigation actions and once nitrogen dioxide levels fall below the health based standard for an extended period, allow the removal of the declaration order.

##### (b) Financial

None to this report, but existing budgets will be used to allow essential monitoring activity to continue as per the recommendations.

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

There are no direct Human Rights Act implications to this report. The actual declaration of Air Quality Management Areas is a designated process and requires the production of sealed documents by Legal Services, following this report.

#### 5 **Supporting Information**

- 5.1 Under Part IV of the Environment Act 1995 all local authorities must review and assess the current, and likely future air quality in their areas. Where a local authority considers that one or more of the air quality objectives as prescribed in regulations is not likely to be met, it must declare an AQMA, covering the area(s) concerned.
- 5.2 The Local Authority must then draw up an action plan setting out the measures it intends to take in pursuit of the air quality objectives in the area. The air quality objectives are health based and were advised by two committees (Expert Panel on Air Quality Standards and Committee on the Medical Effects of Air Pollutants).
- 5.3 Two air quality management areas are to be declared, and an action plan will be included in the next revision of the LTP as road transport has been identified as the primary source of the air quality problem. The possible need for these air quality management areas was foreseen and first mooted in 2005, when the Brands Hill and M4 AQMAs were declared, and the opportunity was then taken by the Council to include measures to also help improve or at least control town centre air quality, in LTP2.

#### 7. **Conclusion**

- 7.1 AQMAs in the places described above are a legal requirement because the health-based limits have been monitored and breaches have been recorded. The breaches



are caused by congestion on the town centre road network. At Tuns Lane, Junction 6 of the M4 is also a significant factor in terms of queuing and congestion, although measures to control or manage traffic on the Highways Agency's roads lie with that organisation.

8. **Appendices**

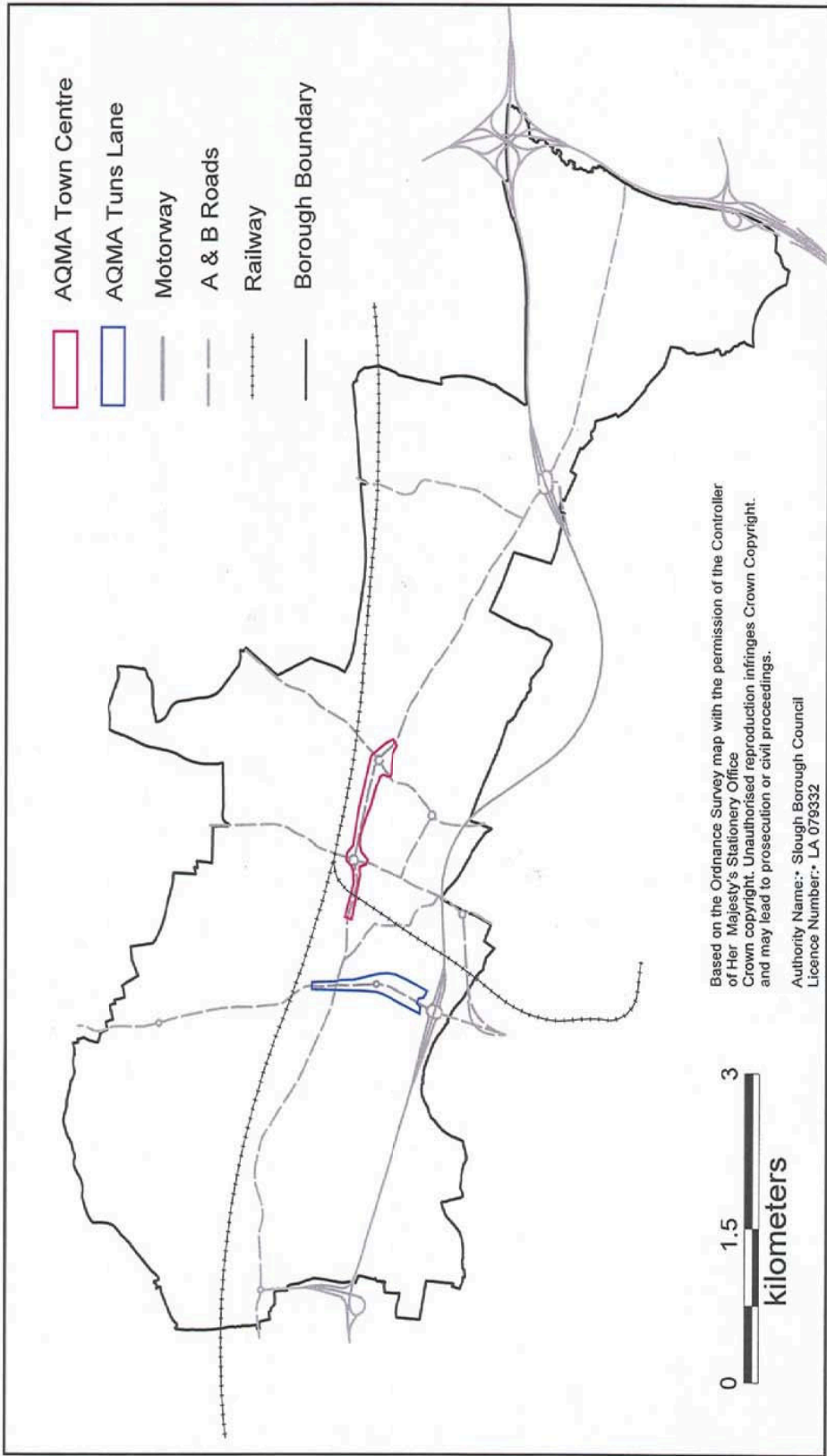
Appendix A – Map showing the intended Air Quality Management Areas.

9. **Background Papers**

2009 Air Quality Updating and Screening Assessment for Slough Borough Council.

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Air Quality Management Order 2010



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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24<sup>th</sup> January 2011

**CONTACT OFFICER:** Pat Kelleher, Assistant Director, Public Protection  
**(For all Enquiries)** 01753 875211

**WARD(S):** All

**PORTFOLIO:** Community and Leisure – Councillor S Chaudhry

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

**PRIMARY AUTHORITY BUSINESS SUPPORT SCHEME**

1. **Purpose of Report**

To seek Member approval to withdraw the local authorities Home Authority business advice service with effect from 1 April 2011 and to replace it with a self funding Primary Authority business support scheme.

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

The Cabinet is requested to resolve that the Council withdraw from the local authorities Home Authority business advice service in relation to trading standards, food & safety and licensing matters with effect from 1 April 2011 and that it be replaced with a self funding Primary Authority business support scheme.

3. **Community Strategy Priorities**

Excellent transport links and close proximity to London and Heathrow have made Slough the ideal UK location for many national and multi national companies. As a consequence, the town is now home to many large and familiar brand names and is the third most productive “city economy” outside London.

The proposed Primary Authority Scheme will enable the Council’s regulatory services, namely trading standards, food & safety, and licensing to support local businesses to prosper and will help create employment and prosperity in the town.

4 **Other Implications**

(a) **Financial**

The proposed Primary Authority scheme will be fully self funding through direct charging for business advice. The existing informal Home Authority scheme does not include provision for charging.

(b) Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation</i>
The provision of a Primary Authority business support scheme to replace the existing Home authority scheme.	The proposed Primary Authority Scheme will enable the Council's regulatory services, namely trading standards, food & safety and licensing to support local businesses to prosper and grow will help create employment and prosperity in the town	

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications.

(c) Equalities Impact Assessment

An Equalities Impact Assessment has been undertaken.

(d) Workforce

The proposal will have positive workforce implications and enable the retention of a self funding business support service at a time of financial constraint.

5. **Supporting Information**

- 5.1 The Primary Authority scheme was introduced by the Regulatory Enforcement and Sanctions Act 2008 and enables a new type of partnership to be formed between business and local authorities. This will, in turn, streamline and simplify the regulatory compliance demands on local businesses in relation to trading standards, food & safety and licensing matters.
- 5.2 It is anticipated that the Primary Authority scheme will help reduce compliance costs and increase the prosperity of businesses and communities while offering protection for vulnerable consumers and traders facing unfair competition.
- 5.3 The role of a Primary Authority is two-fold, namely:-
1. to give Primary Authority advice to its partner business which, if implemented by the business, gives the business assurance that it cannot be easily challenged by other regulators
  2. liaise with other regulators about its partner business, helping to provide information to other regulators about the business's systems and risks, so that other regulators are well briefed and able to reach proportionate enforcement decisions about that business, should this be necessary
- 5.4 Regardless of size, a businesses operating across Council boundaries can form a Primary Authority partnership with a single local authority in relation to regulatory compliance.

5.5 The Regulatory Enforcement and Sanctions Act 2008 enables Primary Authorities to charge partner businesses fees for the costs it has reasonably incurred. In this regard it is proposed to introduce an hourly charge to partner businesses receiving advice and support through the Primary Authority scheme. The introduction of a fee paying scheme will ensure the sustainability of a compliance advice service to local businesses.

5.6 Notwithstanding the above, our regulatory services will continue to provide basic compliance advice to all businesses trading in the Borough and in particular the small businesses and sole traders based in the town. There will be no charge made for informal advice of this nature.

6. **Conclusion**

Establishing Primary Authority partnerships with eligible businesses will demonstrate the Councils commitment to supporting locally based businesses and key employers in the town. The scheme provides for simpler, more successful local regulation based on a new relationship between businesses and local authorities.

8. **Background Papers**

'1' - The Regulatory Enforcement and Sanctions Act 2008

'2' - Primary Authority in Practice: Insight for Local Authorities

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 24<sup>th</sup> January 2011  
**CONTACT OFFICER:** Catherine Meek, Deputy Borough Secretary  
**(For all enquiries)** 01753 875011  
**WARD(S):** All  
**PORTFOLIO:** Leader, Finance and Strategy – Councillor Anderson

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

**EXECUTIVE FORWARD PLAN**

**1. Purpose of Report**

To seek Cabinet endorsement of 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 Attached**

'A' - Executive Forward Plan

## **7. Background Papers**

'1' - Council 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	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	Performance and Finance Monitoring 2010/11	
<u>Heart of Slough, Learning and Cultural Centre Site Assembly – Compulsory Purchase of Land/Interests in Land</u>	N&R	All	A Cleaner, Greener place to live, Work and Play	Julie Evans, Strategic Director of Resources, Steven Quayle, Solicitor – Regeneration & Major Projects Tel: (01753) 875300, Tel: (01753) 875004				
<u>Gypsy and Traveller Review and Strategy</u> To present to Cabinet a follow up on the planning position on the provision of gypsy and traveller pitches and enforcement practices.	N&R	All	A cleaner, Greener place to live, work and play Being safe, feeling safe	Gillian Ralphs, Assistant Director, Transport and Planning Tel: (01753) 875081			None.	

**CABINET - Monday, 24th January, 2011**

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Draft Asset Management Plan 2010 to 2015</u></p> <p>The Report presents the Draft Asset Management Plan 2010 to 2015 for approval.</p> <p>This updates the Council's present Asset Management Strategy as set out in the Asset Management Plan 2008 to 2013. It reflects the substantial changes which have occurred in the last two years in the light of challenges facing the Council. It proposes a process which ensures the Council's property assets are considered and used in a manner which supports service delivery in an efficient, cost effective manner and to support the Council's Revenue and Capital Budgets.</p>	P&A	All	All	<p>Michael Condon, Head of Asset Management, Julie Evans, Strategic Director of Resources Tel: (01753) 477277, Tel: (01753) 875300</p>			None.	√
<p><u>Slough Forward's Climate Change Document</u></p> <p>To present to Cabinet the final draft of Slough Forward's Climate Change Strategy summary document.</p>	C&L	All;	A cleaner, greener place to live, work and play;	<p>Denise Alder, Strategic Director of the Green &amp; Built Environment Tel: (01753) 875202</p>	<p>Public consultation from 13 Sep to 22 Oct 2010 (see: <a href="http://slough-consult.limehouse.co.uk/portal">http://slough-consult.limehouse.co.uk/portal</a>) Climate Change workshop with Community, Leisure &amp; Environment and Neighbourhoods &amp; Renewal Panel Members on 30 June 2010</p>	<p>Community, Leisure and Environment Scrutiny Panel 15/11/2010</p>	<p>Community Leisure and Environment Scrutiny Panel Reports and minutes from meetings of 15/11/2010, 14/09/2010 and 30/06/2010</p>	√

**Portfolio Key** – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Cultural and Leisure, E & C = Education and Children, O & S = Opportunity and Skills, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

**CABINET - Monday, 24th January, 2011**

Item	Portfolio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>Air Quality Update report</u> This report updates Cabinet on the 2007 Air Quality report concerning the Town Centre.	E&O	Central	A Cleaner, Greener place to live, work and play	Nigel Dicker, Assistant Director, Environmental Services and Quality, Monica Wilsch, Head of Environmental Quality Tel: (01753) 875218, Tel: (01753) 875219			Green and Built Scrutiny Panel report - September 2007	√
<u>Play Area Development</u> To inform Cabinet of progress on the Capital development of play areas across the borough through the use of grant funding and developer contributions.	C&L, E&C, E&O	All	Adding years to Life and Life to years Being Safe, Feeling Safe A Cleaner, Greener place to live, Work and Play	Alison Hibbert, Head of Creative Delivery Tel: (01753) 875896			Play Strategy Play Audit	√
<u>Annual Audit Letter</u> To present to Cabinet the Annual Audit Letter.	P&A	All	All	Julie Evans, Strategic Director of Resources Tel: (01753) 875300		Audit Committee 25/01/2011 Council 01/02/2011	Annual Audit Letter	√
<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			References from Overview and Scrutiny	
<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		Overview & Scrutiny 20/01/2010	Slough Borough Council's Constitution	

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**Bold** – Key Decision

**Non-Bold** – Non-Key Decision

*Italics* – Performance/Monitoring Report

## CABINET - Monday, 7th February, 2011

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>Performance and Financial Monitoring 2010/11</u> To present information to Cabinet on the latest financial and performance monitoring from across the Council.	F&S, P&A	All	All	Julie Evans, Strategic Director of Resources, Annal Nayyar, Deputy Director of Finance Tel: (01753) 875300,		Overview and Scrutiny 27/01/2011	None.	
<b><u>Medium Term Financial Plan 2011/12 to 2014/15</u></b> To seek Cabinet's approval for Slough Borough Council's financial, capital, treasury & asset management strategies. These set out the Revenue, Capital & Treasury Management Budgets for 2011/12 & to agree the amount of Council Tax to be levied. The amount of Capital & Revenue Budgets to be levied. To identify the resources required to deliver the full range of council services. Recommendations are made for balancing the budget & setting the level of council tax in 2011/12.	F&S	All	All	Julie Evans, Strategic Director of Resources Tel: (01753) 875300		Overview and Scrutiny Committee 27/01/2011	CIPFA's Code of Practice on Treasury Management CIPFA's Prudential Code for Capital Finance Local Government Act 2003 Guidance on Local Authority Investments	√
<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			References from Overview and Scrutiny	
<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		Overview and Scrutiny Committee 27/01/2011	Slough Borough Council's Constitution	

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# CABINET - Monday, 14th March, 2011

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Performance and Financial Reporting 2010/11</u></p> <p>To present information to Cabinet on the latest financial and performance monitoring from across the Council.</p>	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 03/03/2011	None.	√
<p><u>Slough Borough Council's Third Local Transport Plan</u></p> <p>To present to Cabinet the draft Third Local Transport Plan (LTP3). LTP3 is a statutory document which sets out a 15 year plan for how the Council sets about to improve transport in Slough. LTP3 replaces LTP2 which expires at the end of March 2011. The LTP therefore needs to be adopted so that it is operative from the 1st April 2011.</p>	N&R	All	All	<b>Rub Nawaz,</b> <b>Transport Strategy</b> <b>Manager</b> <b>Tel: (01753) 474081</b>	Public and stakeholder consultation underway between 8th November 2010 and 7th January 2011		Draft Third Local Transport Plan, Draft Third Local Transport Plan (Executive Summary), Environmental Report, Supplementary Strategy Documents	√
<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		Overview and Scrutiny Committee 03/03/2011	None.	√

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## CABINET - Monday, 11th April, 2011

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 information to Cabinet on the latest financial and performance monitoring from across the Council.</p>	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 31/03/2011	None.	
<p><u>References from Overview and Scrutiny</u></p> <p>To present to Cabinet references from the Overview and Scrutiny Committee and scrutiny panels.</p>	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: (01753) 875018			References from Overview and Scrutiny	
<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		Overview and Scrutiny Committee 31/03/2011	None.	

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**MEMBERS' ATTENDANCE RECORD**  
**CABINET 2010 - 11**

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