

Date of issue: 11th January, 2011

MEETING

OVERVIEW & SCRUTINY COMMITTEE

(Councillors M S Mann (Chair), Bains, Bal, Basharat, Coad, Haines, Shine, O'Connor and Walsh)

DATE AND TIME:

THURSDAY, 20TH JANUARY, 2011 AT 6.30 PM

VENUE:

COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH

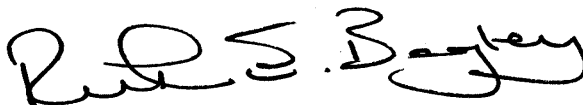
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TERESA CLARK

(01753) 875018

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 1

**AGENDA
ITEM**

REPORT TITLE

PAGE

WARD

Apologies for absence.

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

CONSTITUTIONAL MATTERS

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 Last Meeting held on 2nd December 2010 1 - 12

SCRUTINY ISSUES

3. Performance and Financial Reporting 2011/2011 13 - 54
4. Medium Term Financial Plan-2011/12 to 2014/15 55 - 64
5. Housing Capital Programme- Future Strategy and Direction 65 - 76
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7. Executive Forward Plan 81 - 88
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9. Attendance Record 91 - 92
10. Date of Next Meeting- 27th January, 2011 -

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.



Overview & Scrutiny Committee – Meeting held on Thursday, 2nd December, 2010.

Present:- Councillors Bains (until 8.45 pm), Bal (until 8.25 pm), Basharat, Coad, Haines, Shine, O'Connor and Walsh

Also present under Rule 30:- Councillors Parmar, S K Dhaliwal, Anderson and Matloob

Apologies for Absence:- Councillor M S Mann

PART I

39. Declarations of Interest

Councillors Bal and Basharat declared a personal interest in that members of their family worked for Slough Borough Council.

40. Minutes of the Last Meeting held on 10th November, 2010

The Minutes of the last meeting held on 10th November 2010 were approved as a correct record.

Matters Arising

In response to a Member question regarding the current position on the Census 2011, the Committee was advised that a meeting had been arranged for 16th December, 2010 and this would be attended by Glen Watson, Census Director, Ruth Bagley, Chief Executive and other Officers. An update would be provided at the Overview and Scrutiny meeting scheduled for 27th January 2011.

41. Performance and Financial Reporting 2010/2011

Financial Reporting

Julie Evans, Strategic Director of Resources, outlined a report setting out the revenue and capital monitoring position to October 2010. It was noted that the Council's net revenue budget for 2010/2011 was £103.9m and the Housing Services agreed net operating budget for the same period was a surplus of £213k. The Committee was advised that there was currently a projected under-spend position for the 2010/2011 General Fund of £746k and this compared to a reported over-spend at the same stage last year of £854k. The Director advised that for the Housing Revenue Account there was currently a projected under-spend position of £1248k from the budgeted surplus position of £213k agreed at the start of the year and this showed a favourable movement of £173k from the figure reported in the previous month.

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The Committee noted the month on month movement in variances within each Directorate. It was highlighted that within Community and Wellbeing an under-spend position of £14k was reported which was an adverse movement of £61k on the position reported in the previous month. Members were advised that the change was largely due to an increase in costs across Community Services and Adult Social Care due to an increase in external care packages, with 11 new clients being placed in October as well as care package revisions totalling £144k. This had been off-set by a saving of £74k for the provision of free swimming rising from a reduction in the contribution required to support Slough Community and Leisure.

It was reported that the Education and Children Services Directorate had an overall under spend position of £82k which was an adverse movement of £226k on the figure reported in the previous month. It was highlighted that there was a continuing pressure on the budget in Children and Families due to the number of looked after children.

The Committee was advised that the Green and Built Environment continued to report an overall break even position but the Department had reported a pressure arising due to the shortfall in the indexation costs associated with a number of major contracts. It was noted that negotiations were ongoing with Contractors in an attempt to contain the pressure.

Central Directorates had reported an under-spend position of £311k which was a favourable movement of £193k from the position reported in the previous month. The Housing Revenue Account showed an under-spend of £1248k and an in-year surplus of £213k on the Housing Revenue Account was approved by Cabinet for 2010/2011. The latest projection indicated an outturn surplus of £1461k which was an under-spend of £1248k against budget compared to last months under-spend of £175k. The change was primarily due to the release of surplus ex People 1st cash balances of £1215k.

The Director discussed the emerging issues and risks and it was noted that although the headline position was showing a projected under-spend of £746k. It was highlighted that at this stage of the financial year it had been necessary to achieve a significant level of gross savings, incorporating the £3.3m of in-year reductions as a result of the Government's £6.2billion of reductions across the public sector. It was considered prudent to deliver known 2011/2012 savings early to mitigate the risk of achieving the required savings over the next 4 years and Cabinet had therefore at it's meeting on 20th September 2010 agreed to the pre CSR 2011/2012 savings.

Members raised a number of questions/comments in the ensuing debate including the following (*responses in italics*):

- In the ensuing debate a Member asked for further details regarding the current position on foster carers and it was agreed that a response would be forwarded to him from the relevant Director.

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- An investigation was underway within the Children and Families Division regarding the terms and conditions of Sure-Start funding. A Member asked what the current position was in this area?

The tender process was ongoing and the relevant Director would be requested to provide an update report for the Member.

- In relation to Community and Wellbeing the report stated that a provider had entered into a voluntary agreement with the Council not to accept other local authority placements and due to an embargo based on quality issues at this residence Slough had been unable to make placements. A Member asked whether the Council should be concerned about this?

It was agreed that the relevant Director would forward the response to this question.

- Within the Green and Built Environment it was highlighted that the cost of the new Pest Control contract would likely result in an end of year budget pressure of approximately £30k. It was stated that there was a disparity between the cost to the Council of that treatments against the charges made to Customers and a Member asked for detail of the gap.

It was agreed that the relevant Director would forward a response to the Member.

- A Member asked why a property which had been vacated in Pemberton Road had had its kitchen removed when this was only installed 18 months previously?

The Member was advised that this question had been raised at a previous Panel meeting and that an Officer was currently investigating this issue.

Performance

Roger Parkin, Strategic Director of Improvement & Development outlined a report setting out performance monitoring against the corporate balanced score card and the LAA balanced score card up to October 2010 which set out areas of exception, improved performance between 1st April to 31st October 2010, and an assessment of where improvements actions were required for performance to achieve end of year targets.

The Director provided a gold project update for the ten projects, setting out the time line, budget, issues and risks and overall status of each project. In respect of the 2011 Census it was highlighted that there were concerns that the cash budget was insufficient and recent discussions with partners had ensured that budget costs were back on track.

Members raised a number of questions/comments in the ensuing debate including the following:

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- In response to a Member question regarding the number of Slough Sheds, the Director confirmed the number at 2177. He advised that the 'sheds' were not always in a poor state of repair, indeed some had been assessed within Council Tax Band B.
- In respect of the Customer Focus Project a Member expressed the concern that reports he had seen had indicated that My Council was not working efficiently. The Director responded that he was happy to work with Members in this area and it was important to review what was being done to ensure that people were attended to by knowledgeable staff. It was agreed that an update report on My Council would be provided for the Committee at its meeting on the 27th January, 2011 and this was added to the work programme.
- In respect of Adult Social Transformation Programme a Member asked why the status was amber and expressed the concern that the Council was not on top of this project. It was agreed that a response would be sought from the relevant Director for the Member in question. Another commented that she had concerns about the amber position of the mental health pilot and it was agreed also that the Director would respond to this concern.

Resolved -

- (a) That the Performance and Project management aspects of the report be noted.
- (b) That the Financial performance – revenue and capital aspects of the report be noted.

42. Medium Term Financial Strategy and Related Savings

Julie Evans, Strategic Director, Resources, outlined a report setting out the latest projections of the Council's revenue budget for the period 2011/2012 to 2014/2015 following the previous Cabinet report of 9th November 2010 and the meeting of the Policy, Performance and Review Group held on 23rd November, 2010. Regarding financial implications, the Committee was advised that in the short term the summary application remained as reported at November 2010, i.e. £4.423m savings already committed in 2011/2012 from the 2010/2011 PPRG process with an anticipated further savings potential of £6.9m in 2011/2012. The Committee was advised that to date £2.68m of savings had been identified and agreed subject to consultation and a further £1.6m savings had been identified for consideration. The Committee was reminded that the CSR had not altered the Council's medium term financial strategy of achieving savings of approximately £20m over the next 4 years. It was noted that the next significant milestone would be the provisional settlement where the Government would provide the Council with an estimate of the level of national grant they could expect to receive for the next year and possibly beyond.

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The Director discussed the proposed elements of savings opportunities for the six Support Service areas and it was noted that wherever possible savings had been secured via voluntary expressions of interest, the deletion of vacant posts and the removal of temporary staff. It was noted that the Council was currently undertaking a review of its assets and its trading functions. The Council's general reserve stood at £5.4 million but drawing on reserves to fund any budget gaps was considered to be a last resort.

In the ensuing debate, Members raised a number of questions/comments as follows (responses shown in italics):

- How confident was the Director that a balanced budget would be achieved by February and beyond?

The Council had clear proposals to address the needed savings and the detail of where these would be achieved were set out in the report. The £2.7 m gap remaining exceeded the amount needed and there were opportunities around the capital programme, assets, Town Hall, debt improvement, income and fees and charges.

- Was there a 'Plan B' to cover the eventuality that the required savings were not achieved?

The opportunity to achieve the £6.9m remained high. There was a safety net of £2.7m but it was unlikely this would be required. Further, a decision had been made to front load the savings to buy time.

- What was the strategy regarding savings around frontline services?

The strategy would include plans to organise transactional services into one team and externalise the service. This would make a significant contribution to savings (estimated at between £1.5m to £2m).

- Were there any plans to find further savings through a review of senior management posts?

Interim arrangements were in place at present but the Senior Management Team would be reviewed the following year. It was clear that some adjustments would be required to reflect for example, changes to public health responsibilities which would affect Local Authorities.

- On the assumption that the Census in Slough went well and population figures were accurately reflected, would the Council's financial position be improved?

An optimistic view was that an additional 30,000 residents would be shown in the figures and this would result in a further £18m funding but it was doubtful this would be achieved. It was also important to note that any uplift in funding would not be made immediately but on a

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gradual basis and it would therefore take several years before the correct funding level was achieved.

- Had the Council taken steps to encourage smaller local contracts?

Yes, local providers were encouraged and national contractors were obliged to demonstrate a commitment to the local population. It would not be possible to exit contracts that were currently in place and these extended for a variety of terms, e.g. 3, 5, 7 or 15 years.

Resolved- That the recommendations to be considered by Cabinet at its meeting on 13th December, 2010 be noted.

43. Communications - Revenue Spend

Kate Pratt, Acting Communications and Marketing Manager, outlined a report providing detail on the level of expenditure by the Council on newspaper and outdoor media advertising. The report was requested by the Committee at its previous meeting in order to clarify where the Council invested its communications budget, why it chose specific channels and how effectiveness was measured.

The Committee was advised that following a management restructure and resulting cost saving exercise proposed in October 2010, the Head of Communications post would be deleted and a new position of Head of Policy and Communications would be created. The current team had an annual communications budget spend of £134,920 excluding staff costs and events. This included the Citizen publication, all internal communications, the Council's website and consultations. The majority of marketing activity was funded by the respective department requesting the activity.

The Officer advised that the Council advertised services and events through various media outlets and consideration was always given to maximise impact and exposure. Some advertising was free of charge but where payment was required, preferential rates were normally achieved. It was noted that the main outlets used at preferential rates were local newspapers and that the Slough Express ran a free advertisement every week as part of a contra deal. In return the Council purchased an agreed number of newspapers for staff and visitors. The Council would occasionally negotiate free advertising when one of the local newspapers became a media sponsor for an event.

The Committee noted the arrangements for advertising on bus shelters, local radio, hoardings, billboards advertising and poster sites. It was also noted that the Council had 20 lamp post banner sites along the A4 from Gala Bingo in the east to the Town Hall which could be changed as required. There were initial start-up costs for the main banner frames and fixings but the cost of installing replacement banners was half price with no on-going rental cost. It was felt that the banners would be highly cost effective in the long-term. The Officer advised that in 2010, 24 large banners were erected on the main gateways into Slough and it was anticipated that these would be semi-

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permanent sites with no current plans to make changes. The one-off cost of proving all 24 banners was £6,600, i.e. £275 per banner.

The Officer advised that the Council's Citizen newspaper was published six times per year, distributed to 46,500 households across the borough and was available in other venues such as libraries. The Citizen budget for the year was £48,300 which equated to £1.03 per household, and the latest attitude survey of residents in March had found that 39% of those surveyed preferred to receive information about the Council through the Citizen. It was found that 93% of those who read the Citizen found it informative.

The Committee noted the advertising costs for each directorate set out in the report and the measurable objectives used by communications.

In the ensuing debate a number of question/ comments were raised including the following (responses in italics below):

- There were concerns that the Citizen newspaper did not reach all areas of Slough?

It was accepted that there were issues around the delivery of Citizen, particularly in the Colnbrook area and in some blocks of flats. Members were asked to contact Communications whenever they were made aware of circulation problems.

- It was felt that some good causes were not published in local newspapers why was this?

The Council had no control over the content of local newspapers and it was clear that there was enormous competition for coverage.

Resolved - That the report be noted and that the Committee congratulate the Communications Team for their excellent work.

44. Long Term Unemployment in Slough

Rafiq Chohan, Assistant Director, Economic Development and Inclusion, outlined a report to update Members on the impact of long term unemployment in Slough, particularly with regard to those claiming job seekers allowance for more than 12 months and people aged over 50 yrs of age.

It was noted that for some years, Slough had managed to keep long term unemployment below the UK and South East figures. This was in part due to the Council and its partners providing additional investment in supporting newly unemployed individuals and the abundance of jobs in and around the town. The recent recession had however resulted in an increase in long term unemployment and there was a clear correlation between low skills as measured by qualifications and long term unemployment. Slough had for some years had a low skilled working age population but this had improved dramatically in the last few years.

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The Committee noted that the total number of unemployed in Slough in October was 3,156 and of these 510 (16.1%) were aged over 50. This compared to a South East figure of 17.7% and was marginally higher than the UK figure of 15.3%. The Annual Population Survey 2009 found that the Slough cohort aged between 50 and 64 was 18,400, representing 21.2% of the total working age population of Slough aged between 16 and 64.

The Officer advised that there was no direct data available regarding the exact number of over 50's that were long term unemployed, i.e. for over 12 months. It was known however, that within this group, 220 people had been unemployed for over 6 months.

The Committee noted the recent changes to the benefits system and the concern that the provision of universal credits could represent greater challenges to the community in the current climate. Although many individuals were keen to return to work, a number of barriers included poor health, poor skills including language barriers, benefit traps and jobs that were not designed to accommodate the physical or mental ability of such individuals. In addition, Slough had seen its overall population rise and jobs decrease; the jobs density i.e. the number of jobs to number of people of working age had fallen to 0.95, below 1.00 for the first time in many years.

It was noted that the greater challenge in the next few years would be the proportion of over 50's currently on employment support allowance and incapacity benefit who would be reassessed as fit to work and re-categorised as Job Seekers. Slough's over 50's faced multiple and complex challenges including poor language skills and these would be factors in competing for fewer jobs. Policies and support programmes would need to be developed to respond to this within partner organisations in the private, public and voluntary sectors in Slough.

In the ensuing debate, Members raised a number of questions/comments including the following (*responses in italics*):

- How many of the unemployed in the over 50's age range were female?
This information was not available but it was known that a high proportion of the individuals were from BAME backgrounds, including a high proportion from the Pakistani community, followed by the white and Indian cohort. There were issues in particular for females regarding the availability of part time work.
- What were the statistics for the 18-24 age range?
Twice as many individuals were unemployed in the Pakistani community and the figures for the white and Indian cohorts were comparable.
- How did the curriculum in schools address unemployment concerns?

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Local businesses were influential in this area and regularly visited schools to advise pupils of the necessary qualifications required to obtain particular jobs/ careers.

- It was evident that many graduates who had left university two years earlier were still unemployed. How could this situation be improved?

Discussions were held with business groups to address this problem but it was clear that this was a national and not just a local issue. It would be important to hold more work trials and placements.

- Why were there more people unemployed in the Pakistani community?
Economic and historical factors played a part in this- it was also notable that where adults in a household were unemployed, the young adults often did not have a job.

- What was being done to improve the employment situation?

Lots of work was being carried out to bring residents in touch with local businesses to discuss apprenticeships etc. BAA had provided funds to support the council in assisting people with CV's etc so that Heathrow airport could recruit and retain local members of staff. It was reported that all secondary and grammar schools in the Borough were linked with local businesses.

- Were there many part time or job share opportunities in the town?
The provision of such jobs would be one of the items under discussion at a future meeting with representatives of the private sector.

Resolved - That the report be noted.

45. Draft Voluntary and Community Sector Funding Policy

Rafiq Chohan, Assistant Director, Economic Development and Inclusion, outlined a report, setting out the Draft Voluntary and Community Sector (VCS) Funding Policy for all future commissioning and grants funding by Slough Borough Council to the voluntary and community sector.

The Committee was invited to scrutinise the policy and make suggestions for amendment prior to the report being presented to Cabinet on 13th December. The report also recommended that existing funding arrangements be terminated at the earliest possible date. The Policy had resulted from a strategic review of all the Council's funding, commissioning and support arrangements with the local voluntary and community sector. This included an extensive council-wide mapping exercise providing information on all grants and contracts provided by the council, and related support and monitoring arrangements. The Committee noted that a consultation was carried out with the voluntary and community sector and was sent to 350 organisations based or working in Slough.

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The Officer discussed key issues identified by the voluntary and community sectors and the key aims of the policy including the strengthening of partnership working between the Council and VCS. It was noted that financial restrictions would require the Council to seek a closer alignment of activities funded through VCS organisations with the Sustainable Community Strategy and that opportunities would become available to VCS organisations with the adoption by the Council of a corporate approach to commissioning (the Strategic Commissioning Framework).

The Committee noted that the Policy was presented to the Voluntary Sector Members Panel on 21 September, 2010 and had been welcomed but the concern was expressed that sufficient time should be given to the VCS organisations during the transition stage from grants to grants/commissioning.

A number of comments/questions were raised in the ensuing debate including the following(*responses in italics*):

- It was felt that there were a number of bogus organisations in the town and these should be checked out. Also Members should receive a regular update on the allocation of funds.

The Officer advised that he would continue to regularly monitor the situation.

- Funding had been removed from the Britwell Youth Project and it was felt that this was an appalling situation.

The Officer advised that there had been a small grants budget designed for such organisation but this was then removed.

- It was felt that the Council's commitment to the Voluntary Sector was important and it was essential that they were helped to become more self sufficient.

- What checks were made when grants were applied for?

The background of the organisation was looked at and monitoring was carried out but this was proportionate to the amount of money that was given.

- Was the Council rising to the challenge and would local needs be met?

The Council was attempting to do this but 25% of funding had been lost and the capacity to assist had therefore diminished.

The Committee requested that an update report be provided in three months time.

Resolved - That the report be noted and that an update be provided in March 2011.

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46. Housing Futures - Provision of Housing Services Update

Neil Aves, Assistant Director, Housing, outlined a report to update Members of the progress to date in developing the new Housing Service by combining the former People 1st Housing Management teams with their former SBC strategic housing counterparts. The report also outlined the next stages and draft timescales anticipated to the completion of the project.

The Committee was advised that since September the scale of transformation within the newly combined Housing Service had increased considerably and initial plans concentrating on restructuring the housing management element of housing services had been subsequently overtaken by the broader council wide initiative; Planning for the Future.

The Officer advised that on October 11th, 2010 a formal consultation document was released to all affected staff and their trade union representatives. Briefing sessions were arranged and questions raised and answers were placed on the Council's intranet. The consultation period would close on the 6th December and the process of internal and external advertisement of vacant posts would commence. It had been agreed that an externally facilitated assessment centre would be used to test all applicants. The Officer discussed future required competencies and training for appropriate housing qualifications.

The Committee noted the project objectives of the new Housing Service which included the improvement of the overall value for money of providing a housing service for Slough residents and increasing satisfaction levels for tenants, leaseholders and other residents.

The Officer advised that Tenants were updated of progress through the pages of the monthly Housing newsletter and a tenant volunteer would be nominated to attend the wider project board and to act as a focal point for all future tenant engagement.

In the ensuing debate, Members raised a number of questions/comments including the following(*responses in italics*):

- Why did the Britwell and Haymill Regeneration Project have an overall red status?

Officers had tried hard to progress matters over the last 8 months but the scale of the project meant that it was dependent on government funding. No new expenditure had been committed in the CSR but a dialogue had been maintained with the Homes and Communities Agency. The project remained a priority and a meeting regarding funding would take place two weeks later. The scheme would possibly be re-phased to alleviate cash flow problems. The Committee would be updated when a response had been received from the Agency.

- Was funding for the housing and shops safe?

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The retail development would be funded by Developers but the housing depended on funding from the government.

- Would the funding expected through the decent homes programme still be available?

This question would be responded to in detail at the next meeting in January 2011.

Resolved - That the progress to date on the Housing Futures project and the proposed workstreams to be undertaken in the coming months to achieve the target go-live date of April 2011 be noted.

47. Executive Forward Plan

Resolved- That the report be noted.

48. Forward Work Programme

Resolved – That the report be noted and that the following items be added:

- Current position with 'My Council' - 27th January, 2011.
- Update on Voluntary and Community Sector funding – quarterly report (31st March, 2011).

49. Attendance Record

Resolved - That the report be noted.

50. Date of Next Meeting

The Committee discussed the availability of information regarding the Council's financial settlement that would be reviewed in early January. It was agreed that it would be appropriate to convene the next meeting at a later date so that the relevant detail could be made available to the Committee.

Resolved - That that the next meeting scheduled for 13th January, 2011 be moved to 20th January, 2011.

Chair

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

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny **DATE:** 20th 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

PART I
FOR COMMENT AND CONSIDERATION

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 Scored 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 Committee is requested to resolve:

- a) 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

Supporting Information

6. 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
GREEN	GREEN	GREEN	GREEN	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
GREEN	GREEN	AMBER	AMBER	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 10th 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

ALL WARDS

PROJECT
MANAGER

Rob Wood (CE)

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 25th 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"
- Officer 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 <i>(formerly Duty Desks)</i> ALL WARDS			PROJECT MANAGER Kevin Gordon Lisa Nuttall	
Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
AMBER	GREEN	AMBER	AMBER	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 30th 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
Total Cost of Services	359.565	(2.915)	356.650	110.362	109.957	(0.405)	0.002	(0.407)
% of revenue budget over/(under) spent by Services						-0.37%	0.00%	-0.37%
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
Total General Fund	352.510	(1.306)	351.204	103.979	103.235	(0.744)	0.002	(0.746)
% of revenue budget over/(under) spent in total						-0.72%	0.00%	-0.72%
Capital Reductions		(0.407)						
Add back ABG income adj		(1.609)						
Total Govt Reductions		(3.322)						
Housing Services				(0.213)	(1.355)	(1.142)	0.106	(1.248)

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.

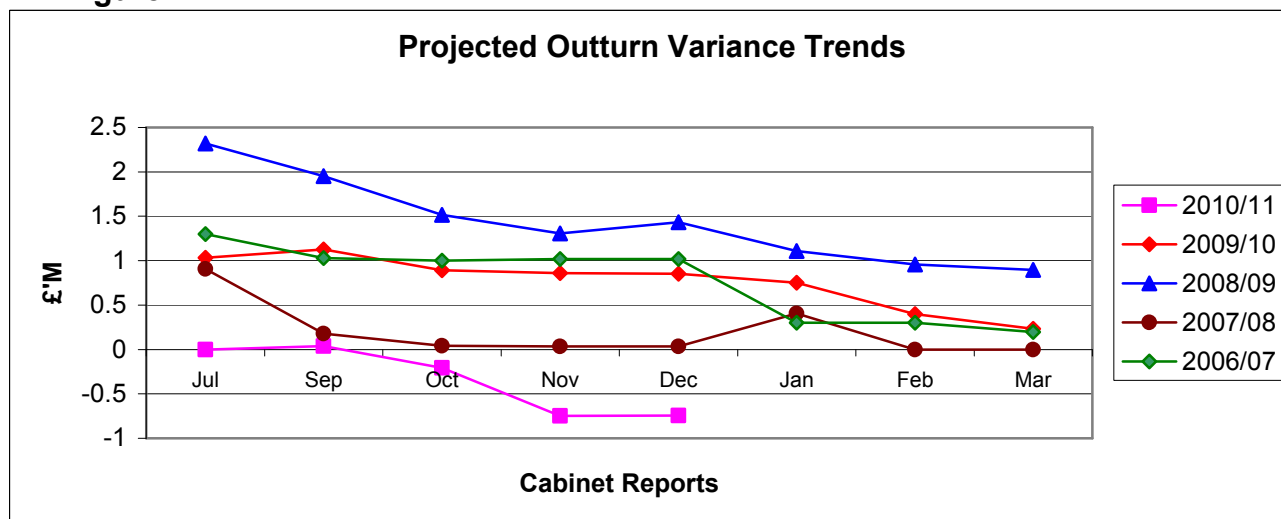
Treasury Management – Changes to Credit Ratings of Approved Counter Parties

- 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
Total	£12.90M	

- 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 31st 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 20th 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	Estimated Outturn	Variance	Status	Target	Estimated Outturn	Variance	Status
	£'000	£'000	£'000		£'000	£'000	£'000	
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
Total	3,925	3,925	0	GREEN	-5,491	-5,795	-304	GREEN

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	Variance	Status
	£'000	Outturn £'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
Total - Revenue	-2,915	-2,890	25	RED
Green & Built Environment	-407	-407	0	GREEN
Total - Capital	-407	-407	0	GREEN
Total Savings	-3,322	-3,297	25	RED

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
Total General Fund	-118
Housing Revenue Account	-30
Total	-148

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.

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 30th 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 nationally 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).

on 20

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 1st of September the key indicator will be reduction of all current tenant arrears which currently stand at £950,000 with a target of £875,000. The rent collection team will continue to collect a % figure which we will report on locally, however the key performance area of the team will be the arrears indicator.

Local H28: Average Re-let times for Void Properties

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

Local H29: Percent of urgent repairs done within 3 days

This has remained high at 99.82% of all urgent repairs.

Summary Variance Analysis

For the Period Ended: 30th November 2010

Community & Wellbeing

Service Area	Total Variance £'000	Explanation
Community Services and Adult Social Care	139	<p>New This month: 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>Previously Reported: +£123k 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>New This month: No change.</p> <p>Previously Reported: (£52k) Due mainly to increases in lettings income.</p>
Personalisation, Partnership and Commissioning	(3)	<p>New This month: Minor revisions to staffing forecasts.</p> <p>Previously Reported: (£5k)</p>
Central Management	(80)	<p>New This month: No change</p> <p>Previously Reported: (£80k) Due to the anticipated underspends on non pay inflation provision.</p>
	+4	Total Variance

Education & Children's Services

Service Area	Total Variance £'000	Explanation
Children and Families	651	<p><u>Background / strategy:</u></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><u>New This month:</u></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><u>Previously reported:</u></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.
Youth	(95)	Previously reported: 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.
Inclusion	(192)	New This month: The Planning for the Future exercise has provided a saving of £1k due to the reduction of hours in 1 staff member. Previously reported: 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.
Raising Achievement	(313)	New This Month: 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. Previously reported: 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 st October will save £54k (£108k in a full year). A saving of £100k on Youth Opportunity funding has been identified, mainly due to the removal of the ring fencing restriction and ability to offset against core expenditure. Innovative use of Sure start grant to offset officer time within the Early Years service has saved £95k and there has also been a staff 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.
Strategic Support	(80)	Previously reported: Reduced activity levels in accessing the Assessment Centre for the provision of education need assessment for children arriving from abroad will save £50k. A saving of £30k based on the current level of liability for teacher's premature retirement payments is expected.
Schools (ABG Services)	(43)	Previously reported: The Excellence in Cluster Coordinator has been seconded to the vacant Head of Standards post from 1 st September until the end of the financial year; the Coordinator post will not be back filled saving a one-off £43k.
	(72)	Total Variance

Green & Built Environment

Service Area	Total Variance £'000	Explanation
Resources & Bus Support	0	No new variances reported
Env Services & Quality	+24	<p>New this month: 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>Previously Reported: 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 9th 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>New this month: 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>Previously Reported: 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>New this month: 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>Previously Reported: 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>New this month: No new variances reported.</p> <p>Previously Reported: 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>
Total Variance	(33)	

Central Directorates

Service Area	Total Variance £'000	Explanation
Improvement & Development	57	<p>New This month: 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>Previously Reported: 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>New This month: Savings achieved by holding the Head of Marketing & 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>Previously Reported: 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>New This month: 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>Previously Reported: 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 & Valuation has saved £10k. The balance of overspend will be managed within the cash envelope to give a breakeven position.</p>
Total Variance	(304)	

Appendix B (Cont.)

Housing Services

Service Area	Total Variance £'000	Explanation
Ex People 1 st (Slough) - balances	(1,215)	Following the transfer of the People 1 st (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. Previously reported : (£1,215K) – No change from previous month
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). Previously reported : + £280K – No change from previous month
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. Previously reported : (£267K) – No change from previous month
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. Previously reported : (£75K) – No change from previous month
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. Previously reported : + £200K – No change from previous month
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. Previously reported : (£44K) – No change from previous month
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. . Previously reported : + £128K – No change from previous month
Housing Service (excluding staffing costs)	(202)	Following a thorough review of the HRA. a number of budgets associated with the former People 1 st 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. Previously reported : (£202K) – No change from previous month
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.

		Previously reported : + £70K – No change from previous month
Revenue Contribution to Capital Outlay (RCCO)	106	<p>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.</p> <p>Previously reported : NIL £106K. Adverse movement in comparison to previous month</p>
Other variances under £50K (net)	(123)	<p>Variance is the net of the following movements:</p> <ul style="list-style-type: none"> • -£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 • (£65k) recharges, being the sum of £15K charges to capital schemes, and £50K reduction in recharges no longer required. • +£25k requirement for additional budget for cleansing of HRA shops • (£50k) additional running costs budgets found not be committed during budget review • +£3k interest receivable on Sale of Council Houses identified in previous months <p>Previously reported : (£123K) – No change from previous month</p>
Total Variance	(1,142)	

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Depatmental Growth Analysis 2010-11

Appendix C

Proposal Title	Growth Type	Growth Agreed £'000 A	Growth Expected to be Spent £'000 B	Actual Growth Spent to date £'000 C	Variance to date £'000 C-B	Estimated Total Variance £'000 B-A	Status
EDUCATION & CHILDREN'S SERVICES							
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
Total ECS		959	959	363	(596)	0	
COMMUNITY & WELLBEING							
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
Total CWB		940	940	389	(551)	0	
GREEN & BUILT ENVIRONMENT							
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
Total GBE		103	103	74	(29)	0	

Proposal Title	Growth Type	Growth Agreed £'000 A	Growth Expected to be Spent £'000 B	Actual Growth Spent to date £'000 C	Variance to date £'000 C-B	Estimated Total Variance £'000 B-A	Status
RESOURCES							
Borough Secretary	Legislative	20	20	20	0	0	GREEN
Commercial Rents	Demand Led	110	110	110	0	0	GREEN
Total Resources		130	130	130	0	0	
IMPROVEMENT & DEVELOPMENT							
Economic Development & Inclusion	Demand Led	70	70	70	0	0	GREEN
Total I & D		70	70	70	0	0	
CORPORATE							
Funding of Future Capital Borrowing	Demand Led	0	0	0	0	0	GREEN
Other Member Priorities	Demand Led	0	0	0	0	0	GREEN
Funding Capital Programme & MRP	Policy Initiative	1,150	1,150	1,150	0	0	GREEN
Treasury Management	Policy Initiative	523	523	523	0	0	GREEN
Council Wide Growth	Demand	0	0	0	0	0	GREEN
Discretionary Tax Relief Pressure	Demand	50	50	50	0	0	GREEN
Total Corporate		1,723	1,723	1,723	0	0	
TOTAL GROWTH		3,925	3,925	2,749	(1,176)	0	

Proposal Title	Savings Type	Saving Agreed A £'000	Saving Expected to be Achieved B £'000	Actual Savings Achieved to date C £'000	Variance to date C-B £'000	Estimated Total Variance B-A £'000	Status
EDUCATION & CHILDREN'S SERVICES							
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
	Efficiency	(55)	(55)	(55)	0	0	GREEN
Rationalisation of Adoption and Fostering Services	Efficiency	(61)	(61)	(41)	20	0	GREEN
	Inclusion 2 % Efficiency	(73)	(73)	(73)	0	0	GREEN
Delete vacant post -Primary Strategy Manager	Service Reduction	(236)	(236)	(236)	0	0	GREEN
	Review of Behaviour & Attendance support	(200)	(200)	(133)	67	0	GREEN
Review funding across Children's Fund	Service Reduction	(69)	(69)	(69)	0	0	GREEN
	Non-renewal of Fixed Term Contracts - Improving Schools Prog Posts	(23)	(23)	(23)	0	0	GREEN
Reduction to part time 14 - 19 Advisor	Service Reduction	(175)	(175)	(75)	100	0	GREEN
	School Improvement Restructure	(40)	(40)	(40)	0	0	GREEN
Non devolvement of Standards Funds	Service Reduction	(28)	(28)	(28)	0	0	GREEN
	Reduction in Admin Support	(30)	(30)	(20)	10	0	GREEN
Primary School Admissions							
Total DECS		(1,333)	(1,333)	(1,136)	197	0	
4 COMMUNITY & WELLBEING							
Extend Call Monitoring System	Efficiency	(24)	(42)	0	42	(18)	GREEN
	Value For Money Review of Meals on Wheels	(32)	(14)	(7)	7	18	
Adult Services Restructure	Efficiency	(20)	(20)	0	20	0	GREEN
	Restructure of Community Services	(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	(100)	(100)	(100)	0	0	GREEN
Reprovision of Central Library	Efficiency	(130)	(130)	(76)	54	0	GREEN
	Adult Social Care Transformation	(50)	0	0	0	50	
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	(50)	(5)	0	5	45	
Completion of the reprovision of Newbeech	Demography	(465)	(465)	(465)	0	0	GREEN
	Delete Social Work Post - CSWT	(35)	(35)	(35)	0	0	GREEN
Total CWB		(1,232)	(1,257)	(1,072)	186	(25)	
GREEN & BUILT ENVIRONMENT							
Parks Maintenance	Efficiency	(55)	(55)	(37)	18	0	GREEN
	Recharges to HRA/Capital	(20)	(20)	(13)	7	0	GREEN
Recharge to HRA	Efficiency	(20)	(20)	(13)	7	0	GREEN
	Grounds Maintenance (S.106 funds)	(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

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

Total Resources **(461)** **(461)** **(393)** **68** **0**

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) tbc	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
Total I & D		(655)	(595)	(270)	325	60	
CHIEF EXECUTIVE							
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
Total CEX		(89)	(89)	(89)	0	0	
CORPORATE							
Treasury Management / Capital Re-profiling / Other	Efficiency	(1,440)	(1,779)	(890)	889	(339)	GREEN
Total Corporate		(1,440)	(1,779)	(890)	889	(339)	
TOTAL SAVINGS		(5,491)	(5,795)	(4,045)	1,751	(304)	

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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
REVENUE REDUCTIONS							
EDUCATION & CHILDREN'S SERVICES							
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
Total Education & Children's Services		(890,840)	(890,840)	(792,711)	98,129	0	
COMMUNITY & WELLBEING							
Carers	ABG	(25,924)	(25,924)	(25,924)	0	0	GREEN
Learning & Disability Development Fund	ABG	(8,146)	(8,146)	(8,146)	0	0	GREEN
Local Involvement Networks	ABG	(7,000)	(7,000)	(7,000)	0	0	GREEN
Mental Capacity Act & Independent Mental Capacity	ABG	(15,000)	(15,000)	(15,000)	0	0	GREEN
Mental Health	ABG	(66,619)	(66,619)	(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
Total Community & Wellbeing		(605,064)	(580,064)	(493,189)	86,875	25,000	
GREEN & BUILT ENVIRONMENT							
Environmental Damage Regulations	ABG	(319)	(319)	(319)	0	0	GREEN
Pitt review implementation – Surface Water Management Plans	ABG	(4,000)	(4,000)	(4,000)	0	0	GREEN
Stronger Safer Communities	ABG	(34,287)	(34,287)	(34,287)	0	0	GREEN
Road Safety Grant	ABG	(60,000)	(60,000)	(60,000)	0	0	GREEN
Climate Change	ABG	(22,500)	(22,500)	(22,500)	0	0	GREEN
Housing and Planning Delivery Grant	Grant	(450,000)	(450,000)	(450,000)	0	0	GREEN
Migrant Impact Fund - Housing Improvements	Grant	(75,000)	(75,000)	(75,000)	0	0	GREEN
Total Green & Built Environment		(646,106)	(646,106)	(646,106)	0	0	
RESOURCES							
Resources - Support Services	Core Budget	(199,500)	(199,500)	(199,500)	0	0	GREEN
Total Resources		(199,500)	(199,500)	(199,500)	0	0	
IMPROVEMENT & DEVELOPMENT							
Adult Social Care Workforce	ABG	(28,478)	(28,478)	(28,478)	0	0	GREEN
Economic Assessment Duty	ABG	(29,750)	(29,750)	(29,750)	0	0	GREEN
Improvement & Development Projects	Core Budget	(250,000)	(250,000)	(250,000)	0	0	GREEN
Total Improvement & Development		(308,228)	(308,228)	(308,228)	0	0	
CHIEF EXECUTIVE							
Prevent	ABG	(125,000)	(125,000)	(125,000)	0	0	GREEN
Total Chief Executive		(125,000)	(125,000)	(125,000)	0	0	
CORPROATE							
Local Authority Business Growth Incentives Scheme	LABGI	(112,000)	(112,000)	(112,000)	0	0	GREEN
Balance of Concessionary Fares funds not allocated	Grant	(28,000)	(28,000)	(28,000)	0	0	GREEN
Total Corproate		(140,000)	(140,000)	(140,000)	0	0	
TOTAL REVENUE REDUCTIONS		(2,914,739)	(2,889,738)	(2,704,734)	185,004	25,000	

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
CAPITAL REDUCTIONS							
GREEN & BUILT ENVIRONMENT							
Integrated Transport Block	Grant	(360,000)	(360,000)	(360,000)	0	0	GREEN
Road Safety Capital	Grant	(47,000)	(47,000)	(47,000)	0	0	GREEN
Total Green & Built Environment		(407,000)	(407,000)	(407,000)	0	0	
TOTAL CAPITAL REDUCTIONS		(407,000)	(407,000)	(407,000)	0	0	
TOTAL REDUCTIONS		(3,321,739)	(3,296,738)	(3,111,734)	185,004	25,000	

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 20th January 2011

CONTACT OFFICER: Julie Evans, Strategic Director Resources (01753 875301)

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

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 13th December 2010 and the Policy, Performance and Review Group (PPRG) on 10th January 2011.

2. Recommendations

The Committee is requested to note the following recommendations that will be considered by Cabinet at its meeting on 24th January, 2011.

- 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. Key Policy Priority Implications

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

4. Other Implications

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
Opening Budget	102,39	103,97	108,09	102,39	102,97
Inflation	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
Total Inflation	1,200	1,150	1,200	2,300	2,300
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 £'000	11/12 £'000	12/13 £'000	13/14 £'000	14/15 £'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)
	103,97	106,60	104,46	101,86	102,92
BUDGET REQUIREMENT	9	0	7	6	7
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
	103,97	105,11	100,94	101,40	
TOTAL ESTIMATED FUNDING AVAILABLE	9	0	5	0	99,300
TOTAL BUDGET GAP	0	(1,491)	(5,522)	(486)	(3,628)
Annual grant "CUTS" IMPACT		(7,483)	(6,958)	(469)	(3,623)
Cummulative grant Cuts Impact over period		<u>(18533)</u>			

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. 1st 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	383
Property Services Incorporating: Assets & Property Management Corporate Facilities Management Procurement	783		65	718	783
Annual Contribution if agreed	1101				
Value 11/12	825				
Current target	6900				
Additional requirement CSR	583				
Revised Target 11/12	7483				
Remaining Requirement by 1/04/2011	1491				

- 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 7th 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 somehow 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

6.1 None.

7. Conclusion

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

8. Appendices

A - Detail of £5.9m savings secured to date

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.	Management of old debt: 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. Processes to improve collection rate: 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. Improve Revenue Generation: Business cases for additional income collection currently being drafted for consideration by members prior to inclusion in 2011-12 budget..	0	(536)	(536)	0	0	0	0	0
Sub total - reviewing the Council's approach to income generation, cash and debt management				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 experossions of interest, vacancies and the removal of temporary and fixed term posts the proposals result in 2 potential redundancies.	Underway								
Service area detail											
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											
Sub total - reshaping support services & management savings				(1,917)	(2,059)	(3,976)	(20)	0	(20)	0	0
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		
Total	(6,900)			(2,412)	(3,550)	(5,962)	(20)	(1,416)	(1,436)	17	5

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 20th January 2011

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PART I
FOR COMMENT AND CONSIDERATION

HOUSING CAPITAL PROGRAMME – FUTURE STRATEGY AND DIRECTION.

1 Purpose of Report

This report is a copy of that which is intended to be presented to cabinet on the 24th January 2011 and gives members of Overview and Scrutiny Committee the opportunity to comment prior to consideration by Cabinet.

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 Committee is requested to note the results of the Housing Capital Programme Option Appraisal process and comment on the recommendations that will be considered by Cabinet on 24th January.

- 2.1 That the future housing capital programme will be planned, procured and funded based upon option six (para 7.5 refers) and
- 2.2 That additional funding requirement of £2.85M to fund the 2011-12 HRA capital programme is 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.

7.0 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.

7.2 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.

- 7.3 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

- 7.4 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.

- 7.5 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.
- 7.6 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.
- 7.7 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.

8.0 Conclusion

- 8.1 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.

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
	Stock Improvements	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
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 Repai	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 Ir	100	0	100	0	0	0	0	0	100
	Total Stock Improvements	10,835	7,378	10,231	4,751	4,760	4,700	4,700	4,677	41,132
	Other Housing Revenue Account Expenditure									
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
	TOTAL HOUSING REVENUE ACCOUNT CAPITAL	10,851	7,947	10,931	5,107	5,117	5,053	5,053	5,028	44,170

ESTIMATED SOURCE OF FINANCING - HRA									
Balances B/F	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Grants	0	2,904	-0	-4	-31	7			44
Revenue Contributions (RCCO)	16	16							
Major Repairs Allowance - B/F	356	356							
Major Repairs Allowance	1,026	1,026							
ALMO Borrowing	4,924	4,924	4,977	4,890	4,890	4,890	4,890	4,890	
Revenue Reserve	1,538	1,538							
Prudential Borrowing/Balances	65	65							
Capital Receipts - B/F	2,726	2,726	2,850						
Estimated Capital Receipts - in year	200	200	200	200	200	200	200	200	200
Total Resources	10,851	10,851	10,931	5,104	5,086	5,097	5,097	5,134	5,134

Updated 21st December 2010

Trevor Roffe

Property Services

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
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HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME 2010/2011										APPENDIX 2			
Capital Code	EXPENDITURE	Budget	Revised Budget	Revised Estimate	Budget Adjustment	Revised Estimate	DEFER PART OR ALL OF BUDGET	Revised Estimate	June 10				
		2009/2010	2009/2010	2010/2011	2010/2011	2010/2011							
			January	January	Carryfwd	June 10							
		December	£'000	£'000	£'000	£'000				£'000			
	Stock Improvements												
P544	Affordable Warmth / Central Heating	54	46	55	17	55			58				
P561	Allington Court - Internal Refurbishments	430	430	0	-48	0			0				
P562	Asbestos Works	170	145	329	144	349			351				
P563	Broom & Odencroft External Refurbishments	1,440	1,419	1,451	64	1,515			0				
P463	Broom & Poplar			200	-25	250			0				
P545	Capitalised Essential Repairs	165	260	165	344	165			166				
P564	Darvills Lane - External Refurbs	0	0	0	0	0			410				
P555	Digital Switchover	300	300	550	-7	550			0				
P546	Environmental Improvements (Allocated to Forum	50	43	50	36	50			50				
P565	External Landscaping, Environmenta	0	0	0	0	0			3,068				
P541	Garage Improvements	45	38	50	38	50			50				
P547	Major Aids & Adaptations (C.Tenants)	700	595	600	-177	600			600				
P548	Mechanical Systems Upgrading	157	27	290	27	350			157				
P549	Misc Modernisations & Health & Safety	271	230	225	109	300	100		150				
P502	New Projects	25	0	0	0	0			0				
P566	Non Traditional Dwellings	0	0	0	0	0			1,500				
P567	Pantile Row - External Refurbs	0	0	0	0	0			59				
P568	Parlaunt Road Flats - Refurbishmen	109	1	274	1	293	293		274				
P569	Replace Fascias, Soffits, Gutters & Down Pipes	109	0	110	-1	258	258		109				
P550	Rewiring Improvements	2	2	0	-1	0			0				
P551	Security & Controlled Entry Modernisation	155	30	100	30	200	150		50				
P570	Spackmans & Brammas External Refurbs	0	0	0	-1	1,229			0				
P571	Structural Repairs - Roofs & Chimneys	0	0	0	0	0			351				
P543	Supported Housing DDA Assess - Essential Repa	225	191	173	83	200			146				
P572	Travic & Maruden External Improvements	869	1,143	0	211	0			0				
P573	Upgrade Landlords Lighting/Communal Areas	180	51	213	51	300			200				
TBA	Wardens Call - Disbursement Alarms			465	0	500	300		0				
P574	Weekes Drive - Summerlea Gutters, Downpipes	0	0	0	-7	150			0				
P552	Window Replacement Programme	543	437	109	108	354			110				
P516	Winvale Refurbishment	977	150	1,588	61	125			1,463				
P557	Integrated Housing IT System	250	250	250	-169	81			0				
P558	ALMO - Internal Package Improvements	15,782	15,782	1,205	1,324	2,746			1,054				
P559	ALMO - External Package Improvements	0	0	0	4	0			0				
P560	Parlaunt Shops-Flat Roof Replacement (Non-op	100	2	100	2	100	100		100				
	Total Stock Improvements	23,108	21,572	8,552	2,218	10,770	1,201		10,476				
	Other Housing Revenue Account Expenditure												
P440	Acquisition of C.P.O. Property	97	97	0	16	16			0				

Capital Code	EXPENDITURE	Budget 2009/2010	Revised Budget 2009/2010	Revised Estimate 2010/2011	Budget Adjustment 2010/2011	Revised Estimate 2010/2011	DEFER	Revised Estimate
			January	January	Carryfwd	June 10	PART OR	2011/2012
		December					ALL OF	June 10
							BUDGET	
	TOTAL HOUSING REVENUE ACCOUNT CAPIT	23,205	21,669	8,552	2,234	10,786		10,476
	Up dated 23rd June 2010							
	A.J. Warwick							
	Project Management Officer.							

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview &Scrutiny Committee **DATE:** 20th January, 2011

CONTACT OFFICER: Neil Aves, Assistant Director, Housing
(For all enquiries) (01753) 875527

WARD(S): Britwell

PART I
FOR COMMENT AND CONSIDERATION

BRITWELL & HAYMILL REGENERATION – PROJECT UPDATE

1 **Purpose of Report**

To advise the Overview & Scrutiny Committee of the latest position regarding the regeneration project and to outline the next steps to achieve the successful regeneration of the area.

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

The Committee is requested to note the progress on delivery of the Britwell and Haymill Regeneration Project.

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**

The Britwell and Haymill Regeneration Project is the Council's response to the identified needs of the area which suffers from higher levels of deprivation, illness, unemployment and lower educational attainment. The area also contains some of the poorest quality social housing in the borough, the improvement of which is beyond the Government's basic decent homes programme. Accordingly a successful regeneration programme will contribute to each of the above Community Strategy priorities.

4 **Other Implications**

(a) **Financial**

There are no financial implications contained within this report and determination of the detailed cost and funding arrangements for the entire project are still some way off however the original provision of £100,000 revenue and £2M capital set aside to develop proposals to outline planning stage has yet to be fully committed. The negotiations with the Homes and Communities Agency (HCA) continue positively and any funding secured from that agency will accelerate the delivery of the regeneration proposals.

(b) Risk Management

The regeneration of Britwell and Haymill will involve substantial capital and revenue investment from the Council and other third parties. The phase 1 re-provision of around 25 existing commercial units and approximately 75 residential units within a densely populated area will require exceptional project management. Risk management will be embedded within the project plan and where necessary the Council will call upon specialist consultants to ensure that detailed advice and guidance is available.

(c) Human Rights Act and Other Legal Implications

As the scheme develops the legal requirements will become clearer but at this stage Members need to be aware that if the development refurbishment are to take place on Council owned land, public procurement procedure will need to be followed. If the land is to be disposed of then the Council's disposal policy will be followed.

(d) Race Relations Amendments Act Implications

The future determination of detailed plans for the regeneration of Britwell and Northborough will be subject to equalities impact assessments and the replacement of commercial and residential units will be required to meet both Planning and Building Control obligations with regard to disabled access. At this stage however there are no direct implications explicit in this report.

5 Supporting Information

- 5.1 Since the last update report in April there has been a widely publicised and major contraction of the Government's commitment to future levels of public expenditure and capital investment. Regrettably this has had a negative effect on the delivery of the regeneration project, not in terms of its long term viability but in the delays brought about as each Government department reviews its priorities and expenditure commitments.
- 5.2 When outline planning consent was granted in March 2010 the project team expected to move immediately into the procurement phase through which preferred development partners would be engaged to deliver both the retail and residential developments highlighted in phase 1. Although the retail development would not have required any funding from the Council and indeed could have resulted in the production of a sizeable capital receipt (ring fenced to fund the improvements sought to the Kennedy Park landscaping and infrastructure) it has not been possible to procure a partner because, quite understandably, no retail developer would be currently interested in the investment potential of the new facility until there was some certainty over the deliverability of the housing regeneration which would bring with it the population to make the shops profitable.
- 5.3 Therefore, progress on the scheme remains dependent upon the funding of the housing development of 71 affordable rent homes on the north-west end of the park. In other circumstances it might have been possible to build the home for market sale rather than for affordable rent however this is not an option in this case as the local, regional and national property market is already depressed and any sales at this stage would be significantly undervalued and would not represent best value in terms of utilising the Council's assets. Secondly the majority of the proposed homes on Kennedy Park are required to be built for affordable rent in order to allow the

decanting of the substandard housing currently existing in Wentworth Avenue and Marunden Green.

- 5.4 Consequently, the scheme remains dependent upon a capital injection of funding from the Homes and Communities Agency (HCA) and for the last six months officer's efforts have been concentrated on discussions with the agency to determine the availability of funding both within this year and successive financial years which are of course affected by the Comprehensive Spending Review (CSR10) announced by the Government last October. Discussions have been further complicated by a review of the HCA structure, management and resources by the new Government and this has in turn lead to a hesitancy over not only what funding will be available from April 2011 onwards but also where the HCA will be based and what its functions will have.
- 5.5 Fortunately, in the meantime local representatives of the HCA have confirmed that the project remains the highest priority for investment across the whole South East region (albeit that this region is soon to be subsumed within the South West and Eastern regions) and officers remain confident that some funding will be secured in the current year and this in turn will act as a level for further funding in future years.

6 Conclusion

- 6.1 The regeneration project remains a corporate priority for the Council and a funding priority for the HCA. Although we have been unable to make much progress in the last six months towards detailed planning of the project, this is due to national and regional issues and no lack of effort on the part of the project team. It is worth reiterating that the delay is due to the restructuring and reorganisation of the HCA and hence the absence of a bidding process to secure funds rather than a negative decision or the lack of funds available.

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EXECUTIVE FORWARD PLAN

JANUARY TO APRIL 2011

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</u> 2010/11 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
<u>Draft Asset Management Plan 2010 to 2015</u> The Report presents the Draft Asset Management Plan 2010 to 2015 for approval. 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 & A	All	All	Michael Condon, Head of Asset Management, Julie Evans, Strategic Director of Resources Tel: (01753) 477277, Tel: (01753) 875300			None.	✓
<u>Slough Forward's Climate Change Document</u> To present to Cabinet the final draft of Slough Forward's Climate Change Strategy summary document.	C&L	All;	A cleaner, greener place to live, work and play;	Denise Alder, Strategic Director of the Green & Built Environment Tel: (01753) 875202	Public consultation from 13 Sep to 22 Oct 2010 (see: http://slough-co.uk/portal) Climate Change workshop with Community, Leisure & Environment and Neighbourhoods & Renewal Panel Members on 30 June 2010	Community, Leisure and Environment Scrutiny Panel 15/11/2010	Community Leisure and Environment Scrutiny Panel Reports and minutes from meetings of 15/11/2010, 14/09/2010 and 30/06/2010	✓

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.	
<u>Medium Term Financial Plan 2011/12 to 2014/15</u> 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 Council will also agree the 2011/12 Annual Capital & Revenue Budgets and 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	

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, 14th March, 2011

Item	Port-folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>Performance and Financial Reporting 2010/11</u> To present information to Cabinet on the latest financial and performance monitoring from across the Council.	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.	✓
<u>Slough Borough Council's Third Local Transport Plan</u> 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.	N&R	All	All	Rub Nawaz, Transport Strategy Manager Tel: (01753) 474081	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	✓
<u>References from Overview and Scrutiny</u> To present to Cabinet references from the Overview and Scrutiny Committee and scrutiny panels.	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: (01753) 875018			None.	✓
<u>Executive Forward Plan</u> To present to Cabinet the latest published Executive Forward Plan.	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: (01753) 875011		Overview and Scrutiny Committee 03/03/2011	None.	✓

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

CABINET - Monday, 11th April, 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, Roger Parkin, Director of Improvement & Development Tel: (01753) 875300, Tel: (01753) 875207		Overview and Scrutiny Committee 31/03/2011	None.	
<u>References from Overview and Scrutiny</u> To present to Cabinet references from the Overview and Scrutiny Committee and scrutiny panels.	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: (01753) 875018			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 31/03/2011	None.	

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SLOUGH BOROUGH COUNCIL
OVERVIEW & SCRUTINY COMMITTEE
FORWARD AGENDA PLAN 2010-11

Meeting	Scrutiny Items	Other	Final Report Deadline (5 pm)
27 January, 2011	<ul style="list-style-type: none"> • Budget JE) • Census 2011 Update (KG) • Customer Services Update ?? (RP) • Asset Review Register (MC) • Future of Scrutiny (CM) 	<ul style="list-style-type: none"> • Members attendance report • Forward Work Programme 	14 January, 2011
3 March, 2011	<ul style="list-style-type: none"> • Performance & Financial Reporting 2010 RP/JE • Executive Forward Plan • Chief Constable's visit 	<ul style="list-style-type: none"> • Members attendance report • Forward Work Programme 	18 February, 2011
31 March, 2011	<ul style="list-style-type: none"> • Performance & Financial Reporting 2010 RP/JE • Executive Forward Plan • Annual Scrutiny Report 	<ul style="list-style-type: none"> • Members attendance report • Forward Work Programme 	18 March, 2011
Unprogrammed	<ul style="list-style-type: none"> • Post-Implementation Review of Art @ the Centre Scheme (G Ralphs/R Kirkham) • Effect of Economic Downturn on the Economy of Slough-Update-June 2011 		

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MEMBERS' ATTENDANCE RECORD

OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	07/06	01/07	09/09	07/10	10/11	02/12	20/01	27/01	03/03	31/03
Bains	P	P	P*	P	P	P*				
Bal	P	Ap	P	P	Ap	P*				
Basharat	P	P	Ap	P	P	P				
Coad	P	Ab	Ap	Ap	P	P				
Haines	P	P	P	P	P	P				
Mann	P	P	P	P	P	Ap				
O'Connor	P	P	P	P	P	P				
Shine	P	P	P	P	Ap	P				
Walsh	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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