

Date of issue: 7<sup>th</sup> November, 2011

<b>MEETING</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors M S Mann (Chair), Basharat, Davis, Haines, Minhas, Munawar, O'Connor, Plenty and Smith )
<b>DATE AND TIME:</b>	TUESDAY, 15TH NOVEMBER, 2011 AT 6.30 PM
<b>VENUE:</b>	COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	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

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
	<b>CONSTITUTIONAL MATTERS</b>		
1.	Declarations of Interest		

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	(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 11th October, 2011	1 - 10	All
	<b>SCRUTINY ISSUES</b>		
3.	Member Questions  <i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i>		All
4.	Project Performance and Financial Reporting for 2010/11	11 - 38	All
5.	Heart of Slough- REPORT TO FOLLOW	-	All
6.	Localism Bill	39 - 48	All
7.	Consideration of reports marked to be noted/for information:  Equalities Act 2010  <i>(The Committee will consider any reports marked to be noted/for information and determine whether future scrutiny is considered necessary: maximum of 5 minutes allocated).</i>	49 - 52	All
8.	Forward Work Programme	53 - 54	All
9.	Attendance Record	55 - 56	All
10.	Date of Next Meeting- 6th December 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 Tuesday, 11th October, 2011.**

**Present:-** Councillors M S Mann (Chair), Basharat, Davis, Minhas, Munawar, O'Connor, Plenty and Smith

**Also present under Rule 30:-** Councillors Grewal, Long, Rasib and Swindlehurst

**Apologies for Absence:-** Councillor Haines

**PART I**

**29. Declaration of Interest**

None were received.

**30. Minutes of the Last Meeting held on 11th October, 2011**

The minutes of the last meeting held on 11<sup>th</sup> October, 2011 were approved as a correct record.

**31. Member Questions**

None were received.

**32. Highway Changes in Chalvey**

Gillian Ralphs, Assistant Director, Transport and Planning, introduced three Officers from Thames Water who gave a presentation detailing the current position on the replacement of water mains in Chalvey. The Committee was advised that the scheme was necessary to increase the security of the water supply in the Chalvey area by reducing leakage and reducing the number of bursts and future disruption from repairs. It was noted that £1.5m had been invested and this was one of the first schemes to replace full mains in the Thames Valley Region. The Committee noted the detail of the construction programme for Chalvey Road West and that final testing and commissioning excavations had prevented the Council from taking the site over, therefore a 10 day extension was necessary so that the site could be completely cleared.

The Assistant Director emphasised that the works being carried out by Thames Water were completely separate and unconnected to the experimental road proposals for the Chalvey area. Jo Carter, Head of Transport, outlined a report detailing the history of these proposals and providing an update on the latest progress of the scheme. The Officer discussed the consultation which had been carried out with the Chalvey community in November 2009 when the amount of traffic in Chalvey Road West was cited as one of the biggest problems in the community. Respondents to the consultation had identified a number of priorities which

## Overview & Scrutiny Committee - 11.10.11

included the need to improve the appearance of streets and open spaces, improve pavements and access for pedestrians, improvements to deter rat running in the locality and the closure of Chalvey Road West. Respondents had also prioritised the need for a one way system in Ledgers Road and Chalvey Road East and the provision of new parking. All of the suggestions provided had been reflected in the current experimental proposals.

The Officer discussed the history of the decision to implement the proposals and advised that the Commissioner for Neighbourhoods and Renewal and officers had met with approximately 40 members of the Chalvey community. Meetings were held with a range of individuals and residents groups and very diverse views and suggestions were received; it was therefore not possible to achieve a consensus on a preferred option. At its meeting on 18<sup>th</sup> July, Cabinet had decided to implement a range of experimental measures which would allow the community to comment on their advantages and disadvantages and provide feedback to the Council before any decision to implement permanent change was made. The Committee noted the detail of the experimental measures implemented.

Following a protest made by members of the Chalvey community it was decided not to close Chalvey Road West but to make this road one way east bound toward the railway bridge. The Officer discussed the progress with the delivery of the project and advised that the implementation of the measures had been planned to follow on from the Thames Water scheme to replace water mains across Chalvey. Public engagement would be carried out before November and a second phase would be carried out from November 2011 to February 2012 by way of meetings with identifiable groups and drop in sessions. The proposed public engagement would assess whether the proposed measures were welcomed by the Chalvey community.

Councillor Swindlehurst, Commissioner for Neighbourhoods and Renewal, addressed the Committee and discussed the progress of the scheme. He highlighted that concerns had been raised by members of the business community in Chalvey regarding the disruption that had been caused to their businesses. He advised that business relief forms had been forwarded to businesses in the area and noted that generally there was support for the scheme.

A Chalvey resident addressed the Committee and advised that she supported the one way system which had resulted in an improvement to the locality. She discussed a number of areas of concern including the unacceptable and dangerous speeding of vehicles in Ledgers Road and the lack of proper inclusive consultation which prevented members of the community from participating through language barriers.

Two further resident expressed concerns regarding safety aspects of the works, confusing sign posting and the lack of accessibility for disabled individuals and the phasing of lights near the bridge.

## Overview & Scrutiny Committee - 11.10.11

In the ensuing debate Members raised a number of questions/ comments regarding the Thames Water work and the experimental road scheme. A Member was concerned that residents had not been told what was going on and it appeared that workers were on site only for a few hours and then left. He asked what compensation was available for businesses in the area. Thames Water advised that they had conducted a letter drop for residents and businesses and another update would be provided by the end of the following week. He advised that anyone who had concerns about the loss of business income could write to Thames Water at the address provided on their website to obtain information regarding submitting a claim. In response to a number of other questions raised Thames Water advised that when they left the site each day they ensured that the site was in a secure state and that there had been no other option than to close Chalvey Road West for safety reasons. In response to a number of other questions and concerns regarding the duration of the Thames Water works and the disruption caused, the Assistant Director emphasised again that it was important to separate the disruption caused by Thames Water from the experimental scheme. The disruption currently being encountered resulted from Thames Water works and there had been no other option because it was essential to update the water mains.

A Member questioned how the wider Slough community had been consulted because Chalvey Road was a major artery through Slough from east to west. Bearing in mind there were works going on for the Heart of Slough scheme, Chalvey Road was a major alternative route- why could the traffic phases not have been experimented with? The Assistant Director reminded the Committee that many of the consultation questions had centred on environmental issues and residents had confirmed that improvements which reduced dirt and grime were very important. It was emphasised that Chalvey was a community and not just a rat run for traffic. The Committee was also advised that there would be an embargo on road works during the run up to Olympic games and for this reason there had been no other option but to carry out the Thames Water works and the Heart of Slough works at the same time.

In response to a question regarding attracting customers to Chalvey from outside the locality, the Committee was advised that more parking spaces would be available for shoppers and it was important to deter rat runners. The Head of Transport confirmed that he was aware there were currently issues with the increased traffic on Montem Lane but it would not be possible to install a pedestrian crossing because statutory requirements were not satisfied in this case. It would be possible however to react quickly to any problems with traffic on Montem Lane.

**Resolved** - That the report be noted and that an update report be provided in January 2012.

### 33. **Medium Term Financial Planning/ Budget Strategy 2012/13 to 2015/16**

Emma Foy, Acting Head of Finance, outlined a report and presentation, setting out the latest projections of the Council's revenue and capital budget

## Overview & Scrutiny Committee - 11.10.11

for the period 2012/13 to 2015/16, which would be considered by Cabinet at its meeting on 17<sup>th</sup> October, 2011. The report set out a proposed strategy for securing savings requirements whilst maintaining the focus on protection for front line services wherever possible.

The Committee was reminded that following the change of government in May 2010, significant cuts to public sector spending had been implemented and these were in addition to the efficiency requirements the council already had in place. Any new investment in Slough's communities would have to be contained within the constraints of this severely restricted cash envelope. The Officer discussed the cumulative effect of the impact of the financial pressures affecting the council and the resulting reduction in spending cuts. The Committee was referred to the detail within table 1 of the report; the SBC Medium Term Financial Model 2010/11 to 2015/16. The projected overall shortfall across the medium term period was £15.629m and initial proposals would present savings opportunities of £8.842m, leaving a current deficit across the period of £6.787m.

For the medium to longer-term, given the scale of the expected funding reductions, it was likely that radical reform of the Council's structure and service provision would be required. The Officer advised that the desired savings would involve the transformation of some services and different delivery methods for others but Members remained committed to protecting the interest of both existing and future staff. It was hoped that compulsory redundancies would only be considered as a last resort and that a combination of voluntary severances or early retirement arrangements would be considered whilst securing redeployment opportunities where possible.

The Committee noted the detail of a number of pressures anticipated in future years, including a reduction in Council Tax Benefit funding, and other proposals which could affect future financial stability such as the transfer of responsibilities for Public Health and a single universal credit benefit system. Members noted the detail of the £8.845m of savings required across the next 2 financial years.

The Committee noted the latest Revenue Budget projections arising from SBC's current Medium Term Financial Plan for 2011/12 to 2014/15 and a number of key assumptions. It was highlighted that inflation was expected to continue to rise above government expectations and an adjustment has been made to reflect this. Only essential growth would be entertained and would likely be funded by finding compensatory savings. Members had agreed to further explore the potential benefits of a LABV and this would be built into the capital financing assumptions and could provide a short-term financial gain. The overall HRA capital programme was £25.357m for the period 2012/13 to 2016/17 and the programmed spend for 2011/12 was £7.882m.

The Officer concluded that the main foreseen risk was that the proposed savings would not be delivered and the budget would therefore be closely monitored via the monthly financial management reports. Updated budget

## Overview & Scrutiny Committee - 11.10.11

information, including savings achieved, would be reported to Cabinet throughout the financial year.

In the ensuing debate the Committee discussed a number of issues including the recurring under spend, the use of zero based budgets and the risk in relying too heavily on the Voluntary Sector. The Officer was asked whether in the current economic climate it was likely that there would be a positive take up by staff in terms of requests for Voluntary Redundancy or Early Retirement and was advised that it was likely a number of staff in their later years may wish to benefit from current pension provisions. It was confirmed that it was unlikely there would be any forced redundancies at this stage.

In response to a question regarding the Council's debt position, the Officer advised that a lot of social care debt had accrued over the years which had been difficult to collect but tools would now be put in place to collect this.

**Resolved-** That the Committee note the recommendations that will be considered by Cabinet at its meeting on 17<sup>th</sup> October, 2011.

### 34. Project Performance and Financial Reporting for 2010/11

Emma Foy, Acting Head of Finance, outlined a report setting out the Council's overall performance from delivery of service to financial management covering the period up to and including August 2011 against the Council's Gold projects and revenue and capital monitoring position.

The Officer provided a summary on the projects and advised that the 2011 Census project had now been completed. Of the 9 remaining active projects, 5 had been assessed as having an overall green status, 3 had an overall amber status and none had an overall red status. The recently added Safeguarding Improvement Plan had not yet been allocated a RAG status.

The Committee noted the detail of the various projects within the report and asked a number of questions. A particular concern was raised regarding the significant PPRG savings targets identified for learning disability budgets as this was a frontline service. The Officer advised that she would provide further information and this would be circulated to all Committee Members through the Democratic Services Officer. In relation to the school places in Slough Gold project, a Member asked for further information on which schools would expand in future and he also questioned why it was necessary to send so many children to schools out of the Borough. The Officer advised that she would discuss this matter with the Strategic Director, Education and Children's Services and circulate further details to all Committee Members.

**Resolved** - That the Committee note the recommendations that will be considered by Cabinet at its meeting on 17<sup>th</sup> October, 2011

## Overview & Scrutiny Committee - 11.10.11

### 35. Sustainable Community Strategy- Refresh

Tracey Luck, Head of Policy and Communications, outlined a report setting out the draft refreshed Sustainable Community Strategy (SCS) which would be considered by Cabinet at its meeting on 17<sup>th</sup> October, 2011.

The Committee was advised that it was necessary to refresh the SCS so that the overall strategic direction and long term vision for the Borough would be sufficiently articulated and coordinated, to meet the needs of the Borough's communities. It was noted that the Government had decided to repeal the duty to prepare a SCS but local authorities were still expected to work with partners and local communities to develop shared strategies for what they needed to improve in their areas. A decision had therefore been taken to review Slough's SCR and take into account a number of issues such as economic changes, the emerging emphasis on community engagement and responsibility, and the removal of the duty to maintain a Local Area Agreement

The Committee noted that consultations were carried out to refresh the SCS including a workshop with council staff, stakeholders and partners. The strategy was supported by an Action Plan which would be developed over the coming months. Once the SCS had been agreed the governance structure of the Council's Local Strategic Partnership would be reviewed to ensure that the Board and its Partnership Delivery Groups were able to deliver the new priorities in the most effective way.

The Committee noted the detail of the draft SCS set out within the report.

**Resolved-** That the Committee endorse the draft refreshed Community Strategy.

### 36. Accommodation Strategy Update

Roger Parkin, Strategic Director of Customer and Transactional Services, outlined a report to provide an update on the progress to date in implementing the Council's Accommodation Strategy.

The Committee was reminded that following the decision to demolish the 1970s part of the Town Hall there was a need to relocate over 500 members of staff to other Council buildings whilst also improving customer access to services. It was also necessary to accommodate the return of Housing Services staff to SBC management and consider the creation of the Transactional Services Hub. The Director advised the Committee that office moves had gone well due to the hard work of the Facilities Team which was greatly appreciated.

It was recommended to CMT that the new Housing Services be relocated to the Centre which had a long term lease in place. The 15 month lease in place at Airways House tied in with plans to develop the Transactional Services Hub with an external service provider, who could possibly chose to relocate



## **Overview & Scrutiny Committee - 11.10.11**

elsewhere within the town. The Committee noted the progress made to date regarding the refurbishment of St Martins Place, the Centre and Airways House and the detail of the office moves schedule.

The Committee noted a number of outstanding accommodation issues and further office moves. Although the vast majority of staff had already been moved from the Town Hall site, a few services, including Democratic Services and Printing Services were due to move over the next few weeks with a view to all services being relocated by the end of December 2011. A number of other outstanding issues currently being addressed included a review of the reception arrangements at St Martins Place and improvements to the CCTV room (to remain in Town Hall).

**Resolved-** That the Committee note the current position.

### **37. Procurement of Transactional Services for Slough Borough Council**

Philip Hamberger, Assistant Director, Commercial and Transactional Services, outlined a report to update the Committee on the progress made since the last report in June on the procurement and establishment of the Transactional Services Centre in Slough.

The Committee was reminded that at its meeting on 9<sup>th</sup> November, 2010, Cabinet had agreed that Officers be instructed to commence the most appropriate procurement process to engage with suitable service providers to attract a partner to establish a regional Transaction Services Hub in Slough.

At its meeting on 13<sup>th</sup> June, 2011, Officers were instructed by Cabinet to continue with the competitive dialogue process for the preparation of the 'Invitation to Submit a Detailed Solution' and this had now been completed. It was noted that the evaluation process had taken longer than originally specified as it had been necessary to clarify technical and financial aspects of the submissions. It was then necessary to revise the timetable to allow the evaluation team to decide which supplier would be shortlisted.

It was noted that the revision to the timetable would not impact on the contract start date and allowed for an efficient handover and transition period. The invitation to submit a Final Tender was currently being developed and it was noted that the specification would be required to deliver the Council's required efficiencies of £1.5 m as set out in the Council's Medium Term Financial Strategy. The Officer concluded that the procurement phase was going well and on line to start the contract in April 2012.

In response to a Member question, the Committee was advised that staff would be transferred to the appointed company through the 'TUPE' process unless an individual had opted to go down the expressions of interest route. The Officer was unable to confirm whether there would be any redundancies imposed but highlighted again the obligation that staff must be transferred under TUPE. The Committee was advised that it was a condition of the

## Overview & Scrutiny Committee - 11.10.11

contract that the work/ operation must be based in Slough and not moved to another area without the Council's consent.

**Resolved-** That the report be noted and that an update report be provided on 6<sup>th</sup> December, 2011.

### 38. Housing Benefit Reforms and the Impact on Slough

Brian Daly, Housing Assessment Manager, outlined a report to advise Members of the impact of the Government's current and proposed changes to the housing benefit system and how the impact of these changes was being addressed.

The Committee noted that Housing demand in Slough had increased by 30% in the past 18 months and the Government's welfare reforms would likely lead to a greater demand for the Council's services. There was a concern that more people would move to Slough where rents were predicted to remain more affordable and there was evidence that some London local authorities were already seeking to secure housing from Slough landlords.

The Officer discussed the financial implications of the reform for benefit claimants. Nationally, households would lose on average £12 per week and it was thought that in Slough, some would be faced with a reduction of £180 per week due to the abolishing of the 5 bedroom rate and the LHA rates being set at the 30<sup>th</sup> percentile from the median as it was. The reforms presented 2 critical issues: the potential increase in housing need and poverty and the possible reduction in the supply of privately rented accommodation (the Council's main tool for preventing homelessness).

The Committee noted the Government changes to the Local Housing Allowance (LHA) and the resulting implications. The Officer also discussed aspects of housing supply and demand in Slough and advised that the demand for social housing already outstripped supply by 11:1. It was noted that 100 new applicants had been registered per month since the start of 2011 and that 6,645 households were on the waiting list. Homelessness approaches had increased at a very fast rate, with numbers approaching highs of 10 years ago. This had increased demand on temporary accommodation and within the private rented sector in Slough. Homelessness had increased from around 21 approaches per month in 2009 to 34 per month this year so far which equated to an increase of 62%.

The Officer advised that in terms of rented accommodation, London Boroughs would be able to make significant savings by offering large incentives to acquire housing stock in close proximity to London and there was evidence that this was happening. There were concerns that there could be increases in child poverty and children living in overcrowded accommodation for longer. Also it was likely that single people on low incomes would be more likely to live in transient, unsettled shared housing and a culture of rough sleeping in could result in Slough.

## **Overview & Scrutiny Committee - 11.10.11**

The Committee noted the detail of Discretionary Housing Payments (DHP) and a number of ways in which the impact of the benefit changes would be mitigated including the creation of an Empty Homes Strategy. The Officer discussed the practice of other Authorities placing their clients into temporary housing in Slough and the implications of this. It was noted that letters had been sent to the relevant authorities reminding them of their duty to inform Slough BC whenever this happened and to take necessary steps to return the applicant to their own borough.

In the ensuing debate Members raised a number of comments and questions of detail. The Officer confirmed that in relation to the Single Accommodation Rate, there were a number of exceptions to the rule whereby a person under the age of 35 yrs could only claim £73.85 each week and it was agreed that the Officers would forward further details to Committee Members. Members discussed the current position regarding DHP and the Officer advised that the increase in the allocation of money from the previous year would not cover requirements because 286 people under the age of 35 had been affected. It was confirmed that the Dept of work and Pensions would not allocate more money and the Council would have to find any additional funds needed.

The Committee was concerned that other Authorities were repeatedly placing people in emergency private rented accommodation in Slough and appeared not to be adhering to the required procedures. It was agreed that this concern should be addressed by Cabinet.

### **Resolved-**

- (a) That the report be noted.
- (b) That Cabinet be recommended to examine the current position regarding the placement by other Local Authorities of individuals into emergency private rented accommodation within Slough, and the resulting impact on services.

### **39. Consideration of reports marked to be noted/for information**

None were received.

### **40. Forward Work Programme**

The forward work programme was noted and updated as follows:

- Highway Changes in Chalvey- update report -17<sup>th</sup> January 2012.
- Procurement of Transactional Services for Slough Borough Council- update report- 6<sup>th</sup> December, 2011.
- Right to Buy Scheme- 17<sup>th</sup> January 2012

## **Overview & Scrutiny Committee - 11.10.11**

### **41. Attendance Record**

**Resolved-** That the report be noted.

### **42. Date of Next Meeting- 15th November, 2011**

The next meeting of the Committee would be held on 15<sup>th</sup> November, 2011.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.40 pm)

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview & Scrutiny Committee **DATE:** 15<sup>th</sup> November, 2011

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

**WARD(S):** All

**PART I**  
**FOR COMMENT AND CONSIDERATION**

**PROJECT 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 September 2011 against the following key areas:

- i. Council's Gold Projects covering the period to 30<sup>th</sup> September 2011.
- ii. The revenue position as at 30th September 2011.
- iii. The Treasury Report as at 30th September 2011.

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

The Overview & Scrutiny Committee is requested to note and comment on the following aspects of the report:

- i. Project management
- ii. Financial performance – revenue and capital:
  - Note the current projected outturn position on the General Fund of an under spend of £189K.
  - Note that the Housing Revenue Account (HRA) reported a forecast surplus of £153k.
  - Note the identified areas of risk and emerging issues.

**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. Gold Project Update**

The summary below provides CMT with an update on the Council's Gold Projects as at 30<sup>th</sup> September 2011. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided on pages 3 to 13 of this report.

Please note that the contents of this month's highlight reports are using the new standardised format as approved by the Chief Executive. This is to ensure that the really pertinent points are drawn to CMT's attention, particularly any recommendations or requests that require CMT action to support project delivery.

## **Monthly Period Summary**

- This report covers eleven Gold Projects in total, of which highlight reports have been received for all as at 30<sup>th</sup> September 2011.
- All of the Gold Projects *with the exception of the Safeguarding Improvement Plan* have been agreed and authorised by the Project Sponsors. The Safeguarding Improvement Plan is in draft format, and so has NOT been included here at this point.
- The Chalvey Community Hub Regeneration and the Planning for the Future project *completed* at the end of September 2011 and will therefore be removed from the Gold Project List following the current report.
- This month two new projects have been added to the Gold Projects list: (a) Slough Local Asset Backed Vehicle ('LABV') and (b) Public Health Transition Programme. Highlight reports have been included for each.
- Of the eight gold projects which continue to be active and for which reports are presented, six have been assessed to have an overall Green status (although three of these have an Amber level for 'Issues and Risks'); two projects have an overall Amber status; none has been assessed as an overall Red status.
- Under budget one project ('School Places') has a Red status; none has an Amber status; seven projects maintain a Green status.

Project name	Overall status	Page
Britwell Regeneration	GREEN	3
Business Continuity	GREEN	4
Chalvey Community Hub Regeneration	GREEN (Completed)	n/a
Customer Focus Programme	GREEN	5
Delivering Personalised Services Programme	AMBER	6
LABV	GREEN	7
Planning for the Future	GREEN (Completed)	n/a
Public Health Transition Programme	GREEN	9
Safeguarding Improvement Plan	To follow	10
School Places in Slough	AMBER	11
Thames Valley Transactional Services Project	GREEN	12

<b>Britwell Regeneration</b>			Project <b>SPONSOR</b>	John Rice	
<b>Wards affected: Britwell &amp; Haymill</b>			Project <b>MANAGER</b>	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	GREEN	GREEN	GREEN	GREEN	04/10/2011
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	01/09/11
Project start date:	01/03/2011		Anticipated Project end date:	31/03/2018	
<p>Completed: 10%      Remaining: 90%</p> <p>0%    10%    20%    30%    40%    50%    60%    70%    80%    90%    100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor?    Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in <b>this</b> period:</b>					
<ol style="list-style-type: none"> <li>1. Tenders received from 4 national developers to provide the broad regeneration of Britwell.</li> <li>2. Neighbourhood Board considered 4 tenderers proposals and evaluated.</li> <li>3. Britwell Newsletter finalised and circulation commissioned.</li> <li>4. Progress made and secured Stage 2 Tender for the Britwell Hub.</li> <li>5. Planning permission secured for Britwell Hub.</li> <li>6. Planning applications made for all 3 satellite housing sites.</li> <li>7. Demolition commissioned for Marunden Green (part); Hub site; Jolly Londoner and Newbeech.</li> <li>8. Agreement reached to vacate car sales site.</li> </ol>					
<b>Key activities / milestones scheduled for <b>next</b> period:</b>					
<ol style="list-style-type: none"> <li>1. Interview regeneration tenderers and commence evaluation process;</li> <li>2. Commence community consultation on each regeneration Tenderers proposals;</li> <li>3. Retender Britwell Hub;</li> <li>4. Issue the Satellite sites Housing Tender;</li> <li>5. Demolish Hub site buildings Marunden Green (part), Jolly Londoner, and Newbeech buildings.</li> </ol>					
<b>Key issues of risk / obstacles to progress:</b>					
<ol style="list-style-type: none"> <li>1. Need to retender the Hub – contained by NEC D&amp;B process as the Council owns the cost plans, drawings and planning permission.</li> <li>2. Regeneration Tenderers not fit for purpose – risk overcome as 4 tender compliant proposals secured.</li> </ol>					
<b>Recommendations for CMT:</b>					
To note the continuing progress with the project.					

<b>Business Continuity</b>			Project <b>SPONSOR</b>	Roger Parkin	
<b>Wards Affected: ALL</b>			Project <b>MANAGER</b>	Dean Trussler	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current</b> period	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	06/10/11
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	02/08/11
Project start date:	July 2011		Anticipated Project end date:	TBC	
<i>The project progress in time scale will be added once the anticipated project end date has been agreed.</i>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in <b>this</b> period:</b>					
<ol style="list-style-type: none"> <li>1. The PID was signed off by the group.</li> <li>2. A Corporate Business Continuity Working Group has been established. Representatives from all Directorates.</li> <li>3. Terms of Reference have been agreed by Working Group.</li> <li>4. Additional support secured from HR and Facilities.</li> <li>5. Audit Recommendations have been reviewed and action plan developed.</li> <li>6. Met with Auditors to discuss timelines and proposed actions.</li> <li>7. Reviewed KPMG Business Continuity proposal.</li> <li>8. Emergency Planning Officer has taken lead role in development of Action Plan.</li> <li>9. Review of critical services and existing departmental arrangements.</li> </ol>					
<b>Key activities / milestones scheduled for <b>next</b> period:</b>					
<ol style="list-style-type: none"> <li>1. Review of critical services and existing departmental arrangements ongoing. Directorate representatives to report back to next meeting.</li> <li>2. Development on going of master strategic plan with sub plans by department.</li> <li>3. Directorate workshops being planned with KPMG to assist in plan development for November.</li> <li>4. Directorate representatives to be nominated and reported back to next meeting.</li> <li>5. Produce standard business continuity forms/ templates/ action plans.</li> <li>6. Agree Action Plan and identify achievable timescales.</li> <li>7. Risk analysis and Risk Register to be updated.</li> </ol>					
<b>Key issues of <b>risk / obstacles to progress</b>:</b>					
<ol style="list-style-type: none"> <li>1. Resource availability to support project.</li> </ol>					
<b>Recommendations for CMT:</b>					
<ol style="list-style-type: none"> <li>1. Ensure Directorate support of planned November workshops.</li> </ol>					



<b>Customer Focus Programme</b>			Project <b>SPONSOR</b>	Roger Parkin	
<b>Wards affected:</b>			Project <b>MANAGER</b>	Judith Davids/ Mohammed Hassan	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	7/10/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	9/9/2011
Project start date:	17/2/2011		Anticipated Project end date:	31/3/2013	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. Nine new Customer Service Advisers started on 19<sup>th</sup> September and are undergoing intensive training.</li> <li>2. Joint away-day held with Housing Services Customer services team.</li> <li>3. Strategy for future development of slough.gov.uk website agreed.</li> <li>4. Agreement with Children's Services to start work with School Services rather than First Response team.</li> <li>5. Phase 2 Communication Action Plan completed.</li> <li>6. Tell Us Once – Registrars and CSA's ready and set up for go live on the CRS system; DWP satisfied with progress to date and on track for go live.</li> <li>7. Council Tax escalations and hand off points agreed, implemented and currently being monitored by senior managers in both areas to mitigate errors.</li> <li>8. Financial contribution from the Schools Admissions team documented and agreed in principle, awaiting SLA sign off.</li> <li>9. Scoping work carried out and agreed with Housing Services to integrate Capita CRM with Oracle CRM On Demand.</li> </ol>					
Key activities / milestones scheduled for <b>next</b> period:					
<ol style="list-style-type: none"> <li>1. First meeting of Customer Services Programme Board.</li> <li>2. Service Level Agreements to be signed off with Phase 1 service areas.</li> <li>3. Analysis of School Services calls/processes.</li> <li>4. Start process for replacing My Council call/queue management systems.</li> <li>5. Soft launch of Slough Services Guide.</li> <li>6. Go live with notifying deaths via Tell Us Once.</li> <li>7. Agree strategy for call numbering/routing.</li> <li>8. Complete configuration of CRM on Demand product for pilot.</li> <li>9. Tell Us Once communication strategy to be finalised with Communications team.</li> <li>10. Diagnostic FAQs (Decisions Trees) to be trialled with Housing Services as part of Phase 1 transition.</li> </ol>					
Key issues of <b>risk / obstacles to progress</b> :					
<ol style="list-style-type: none"> <li>1. Availability of resource within service areas to participate at key points within the programme.</li> <li>2. Inability to produce consistent management information from the various My Council systems is preventing accurate forecasting and resource scheduling.</li> <li>3. Lack of robust and tested business continuity and disaster recovery plans at Landmark Place.</li> </ol>					
Recommendations for CMT:					
<ol style="list-style-type: none"> <li>1. To note progress made and risks identified.</li> </ol>					

<b>Delivering Personalised Services Programme</b>			Project <b>SPONSOR</b>	Jane Wood	
<b>Wards affected: ALL</b>			Project <b>MANAGER</b>	Mike Bibby & Ged Taylor	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	05/10/2011
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	12/09/2011
Project start date:	01/07/2011		Anticipated Project end date:	31/03/2013	
<p>A horizontal progress bar with a scale from 0% to 100% in 10% increments. The first 15% of the bar is shaded blue and labeled 'Completed'. The remaining 85% is shaded purple and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in this period:</b>					
<ol style="list-style-type: none"> <li>1. Health and Scrutiny Panel reviewed; <ul style="list-style-type: none"> <li>• a report on employment support for people with disabilities (Speedwell).</li> <li>• proposals for recommissioning of day opportunities for people with mental health.</li> </ul> </li> <li>2. Tender results for domiciliary care services/personal assistants are in for review and next steps.</li> <li>3. Tender results for carers support and respite are in for review for and next steps.</li> <li>4. The IAS tenders have been reviewed and detailed work on implementation arrangements being done before award of contract.</li> <li>5. Tender issued for community equipment store.</li> <li>6. Advert published for day opportunities for people with mental health, expressions of interest and PQQ process underway.</li> <li>7. Programme Board established and terms of reference agreed for the Learning Disabilities Change Programme (Nothing About Me, Without Me) with six sub-groups.</li> <li>8. Equalities Impact Assessment completed for Nothing About Me, Without Me.</li> <li>9. Service users identified in out of borough residential placements for return to community based accommodation in Slough.</li> <li>10. Plans developed for phase one moves of service users living in supported living group homes. Phase two moves require provision of suitable housing options for five service users, four of which need to live in close proximity to maximise value for money for support requirements.</li> <li>11. Options appraisal and work commenced to consider return of out of borough LD clients.</li> <li>12. All new clients being assessed for personal budgets.</li> </ol>					
<b>Key activities / milestones scheduled for next period:</b>					
<ol style="list-style-type: none"> <li>1. Cabinet decision on employment support for people with disabilities.</li> <li>2. Start of 30 day staff consultation on proposal if agreed by Cabinet.</li> <li>3. Tender for day opportunities for people with mental health issued.</li> <li>4. Decision on the award of the IAS contract and transition arrangements.</li> <li>5. New Carers support and respite framework agreement established.</li> <li>6. Further work on options for future provision of domiciliary care services following a tender exercise.</li> <li>7. LINK to commence Personal Budgets Survey with service users across all care groups.</li> <li>8. All clients, where appropriate, will have personal budgets identified by April 2012.</li> </ol>					
<b>Key issues of risk / obstacles to progress:</b>					
<ol style="list-style-type: none"> <li>1. Identification of suitable housing options and agreement to provide this housing for people with learning disabilities.</li> <li>2. Public reaction to disability employment support changes.</li> <li>3. Impact on voluntary sector providers arising from award of tendered contracts.</li> <li>4. Any negative reaction to the LD Change Programme which may impact on Members support and therefore, delay savings identified in PPRG.</li> </ol>					
<b>Recommendations for CMT:</b>					
<ol style="list-style-type: none"> <li>1. Continue to support and monitor the work through leadership / early consideration of local housing options for people with LD, essential to delivering PPRG savings.</li> </ol>					

<b>Slough Local Asset Backed Vehicle ('LABV')</b>			Project <b>SPONSOR</b>	Julie Evans	
<b>Wards affected: ALL</b>			Project <b>MANAGER</b>	John Rice	
	Timeline	Budget	Issues & Risks	OVERALL status	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	04/10/2011
<i>Previous month</i>					<i>New Project</i>
Project start date:	19/09/2011		Anticipated Project end date:	31/12/2012	
<p>A horizontal progress bar with a scale from 0% to 100%. The first 10% of the bar is blue and labeled 'Completed'. The remaining 90% is maroon and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. Secured Cabinet approval to proceed with the procurement.</li> <li>2. Legal Team commissioned for Phase 2 of their work – the LABV procurement.</li> <li>3. Financial modeller appointed to assist competitive dialogue process.</li> <li>4. Memorandum of Information template prepared and site database commissioned from within Asset Management.</li> <li>5. Visit arranged to Croydon LABV on 03/11/2011 for lead Members, Chief Executive and Director of Resources &amp; Regeneration.</li> <li>6. Project documentation preparation is underway.</li> </ol>					
Key activities / milestones scheduled for <b>next</b> period:					
<ol style="list-style-type: none"> <li>1. Preparation for the procurement of a LABV partner including: choice of procurement regime and procedure; development of a robust procurement strategy; preparation of a draft OJEU Notice, Memorandum of Information ('Mol') and Pre-Qualification Questionnaire ('PQQ') and soft market testing.</li> <li>2. Issue of OJEU Notice (and Mol) to PQQ return and selection of long-listed bidders.</li> <li>3. Issue of Invitation to Participate in Competitive Dialogue ("ITPD") and dialogue commences with long listed bidders.</li> <li>4. Submission of outline proposals and selection of short-listed bidders to continue dialogue.</li> <li>5. Issue of Invitation to Continue Dialogue ("ITCD") and dialogue continues with short-listed bidders.</li> <li>6. Formal conclusion of dialogue and issue of an Invitation to Submit Final Tenders ("ISFT") to short-listed Bidders.</li> <li>7. Evaluation and selection of a Preferred Bidder.</li> <li>8. Report to Cabinet.</li> <li>9. Establishment of JV/LABV.</li> </ol>					<p>Sept – end Nov 2011</p> <p>Dec 2011 – end Jan 2012</p> <p>Feb 2012</p> <p>End March 2012</p> <p>April 2012</p> <p>End June/July 2012</p> <p>August 2012</p> <p>September 2012</p> <p>November 2012</p>
Key issues of <b>risk / obstacles to progress</b> :					
<ol style="list-style-type: none"> <li>1. <u>EU procurement implications</u>: <i>The Council's specialist legal advisors will advise on all EU procurement/compliance issues and how the risks of a potential procurement challenge can be mitigated.</i></li> <li>2. <u>Setting up a LABV will require dedicated resource throughout the procurement and over the life of the LABV</u>: <i>Throughout the procurement process the Council will have the opportunity to consider the level of resources required.</i></li> <li>3. <u>Not securing the agreement of Council to proceed and high start-up costs that will be abortive if the Council decides not to proceed at any stage</u>: <i>The Council will have the opportunity to consider at each stage of the procurement whether to proceed with a LABV or not. If progress is made but the Council subsequently decides not to proceed there will be abortive costs to the Council incurred up to that point. There may also be some reputational risk.</i></li> <li>4. <u>Identifying sites for development at the commencement of the LABV process through Council reports and the procurement process can raise community expectations for delivery; but also potential objections to the</u></li> </ol>					

developments before the business case, timing and details of the development project have been created: *The Council will adopt a transparent approach to the inclusion of projects in the LABV. A robust information strategy will be used to provide full information on the time taken to establish the LABV; the need for projects to be time phased to reflect the commercial relevance and also the Council's priority for regeneration projects; and that the normal planning processes and consultation will be used as projects develop.*

5. Potential for conflict between the Council as a partner in a LABV, the statutory objectives of the local planning authority, and any future changes in political priority: *Sites selected for initial development by the LABV have been informed by planning policies and guidelines. Whilst this situation does not presume planning permission, neither do the projects suggest development would be unrealistic. Maintaining political priority will be assisted by a transparent process and following the establishment of the LABV ensuring the delivery of key commercial and community projects.*

6. Short term increase in the cost of the Capital Programme due to the delay associated with creating a LABV: *Planning significant regeneration projects for medium term delivery. Robust management of the Capital Programme by Members and Officers to ensure major capital investment is delivered within the LABV.*

7. Potential market saturation with demand outstripping supply of suitable joint venture partners: *Soft market testing to be undertaken in preparation for the procurement process.*

8. Not being able to secure the right joint venture partner following procurement: *It is envisaged that a competitive dialogue procurement procedure will be used. This process will allow the Council to set the selection and award criteria in order to secure the right joint venture partner. It will also provide the opportunity for the Council to define the proposed working relationship for the LABV.*

9. Joint venture partner "cherry picking" commercial sites for development rather than community sites: *This will be tested fully during the procurement process. The partnership business plan will define the objectives of the Council/LABV and the priorities for development. The partnership business plan (that will be updated over the life of the LABV) will require approval by the LABV Board, of which Council will be a 50% partner.*

10. Duplication of work / counter-productive work between Council staff and LABV staff: *The appropriateness of transferring some or all of the Asset Management Team will require further consideration. The Council will need to retain access to high level skills for supporting it in its decision making process as a 50% partner in the LABV, including the approval of Site Development Plans. Proposals will be developed and informed by the procurement process.*

11. Council capacity to match the capacity of the joint venture partner to serve on the LABV Board and make day to day operational decisions: *The Council will need to carefully consider the skills and availability of Members and/or Officers to represent the Council on the LABV Board. The Council's specialist legal advisors will provide training for representatives on the LABV Board in corporate governance matters including how to deal with potential conflicts of interest. Strategic decisions will be reserved to the Council (not the LABV Board), as a 50% partner in the LABV (e.g. approval of all business plans and material contracts that either govern or affect the LABV, expenditure over certain thresholds and appointment of key personnel to the LABV).*

12. Conflict of interest between elected Members / Officers and their role on the LABV Board: *The LABV will be a separate body, distinct from the Council. The prime responsibility for those appointed to the LABV Board will be to further the interests of the LABV (and this could sometimes be different to the interest of the Council). Those appointed to the LABV Board will need to deal with their interest as a partnership Board member when issues relating to the LABV come up at formal Council meetings, where the individual Board member(s) will need to consider if there is any conflict of interest. Elected Members currently have to consider the Code of Conduct requirements to declare personal and prejudicial interests. This may include leaving meetings and potentially the consideration of strategic decisions relating to the LABV. Specialist legal advice will be obtained to address the issue of conflicts of interest and responsibilities on the LABV Board.*

13. Requires defined development pipeline to maximise success and investment opportunities: *At the outset of the procurement the Council will identify the development opportunities for the LABV in the short, medium and long term. The partnership business plan (approved by the LABV Board) will set out priorities for development on a rolling 3 or 5 year basis to maximize success and investment opportunities, balanced against the objectives of the Council and LABV.*

14. May not achieve best value due to the property market and funding market: *The long term nature of the arrangement and opportunity for the private sector to phase developments including "batching" will seek to mitigate against this risk.*

15. Higher rewards need to be balanced against sharing in re-development costs: *It is expected that the Council will take a share in development risk in order to maximise the opportunities for development profit/reward. This will be further tested during the procurement.*

16. Significant deadlock and breakdown of the LABV: *It is expected that the parties act reasonably in their decision making and in doing so, approve the relevant business plans and development proposals, provided the parties are satisfied and objectives are met to avoid unnecessary deadlock. If deadlock arises at the LABV Board level, the Board members themselves will try to resolve the deadlock within a reasonable time frame. If they cannot do so, the deadlocked matter will then be referred to senior representatives of the LABV Partners. If the LABV Partners cannot resolve the deadlocked matter, then a project would not proceed. Where there is deadlock that would prevent the LABV continuing, the legal arrangements will contain the power for one LABV Partner to either buy out the other LABV Partner at an agreed valuation or to call for the winding up of the LABV.*

**Recommendations for CMT:**

1. To note the progress.

<b>Public Health Transition Programme</b>			Project <b>SPONSOR</b>	Jane Wood	
<b>Wards affected: ALL</b>			Project <b>MANAGER</b>	Tracy Luck (internal) Phil Swann, Shared Intelligence (external)	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	03/10/2011
<i>Previous month</i>					<i>New Project</i>
Project start date:	08/08/2011		Anticipated Project end date:	30/04/2013	
<p>Completed: 10% (0% to 10%)   Remaining: 90% (10% to 100%)</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in this period:</b>					
<ol style="list-style-type: none"> <li>1. Shared Intelligence appointed end July 2010 following tender.</li> <li>2. SI research during August and September.</li> <li>3. Reference Group established (including PCT and Cllr Walsh), meetings held on 8 and 30 August.</li> <li>4. Group and individual interviews held with stakeholders throughout September.</li> <li>5. Whole System Event arranged for 7<sup>th</sup> October.</li> <li>6. Briefing on the Health and Wellbeing Board circulated to Slough Forward Board members on 22 September, to be supported by more detailed documentation to inform Slough Forward discussion on 10<sup>th</sup> October.</li> </ol>					
<b>Key activities / milestones scheduled for next period:</b>					
<ol style="list-style-type: none"> <li>1. Whole Systems Event on 7 October.</li> <li>2. Slough Forward Board meeting on 10 October (re Health and Wellbeing board).</li> <li>3. Final Reference Group meeting on 31 October.</li> <li>4. Health and Wellbeing Strategy drafted by 11 November.</li> <li>5. Organisation and Workforce options by 11 November.</li> <li>6. First meeting of pre-shadow Health and Wellbeing Board – November.</li> </ol>					
<b>Key issues of risk / obstacles to progress:</b>					
<ol style="list-style-type: none"> <li>1. Relationship of Health and Wellbeing Board to the Slough Forward Board to be agreed, including responsibility for taking forward implementation of the Sustainable Community Strategy.</li> </ol>					

2. Resource to take forward the project after the Shared Intelligence contract has ended.
3. Inability of stakeholders to commit time and resource to progress the project.
4. Possibility of lack of consensus on models of working and planning structures.
5. Lack of awareness of issues and proposals by wider stakeholder group.
6. Lack of detailed info from existing provision to inform decisions re transition arrangements and planning
7. Public Health budget transfer disadvantages Slough.

**Recommendations for CMT:**

1. Early identification/consideration of resources required to provide delivery capacity/capability to the shadow HWB.

<b>Safeguarding Improvement Board</b>			Project <b>SPONSOR</b>	Clair Pyper	
<b>Wards affected – All</b>			Project <b>MANAGER</b>	Keren Bailey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>					11/10/2011
<i>Previous month</i>					
Project start date:	June 2011		Anticipated Project end date:	April 2013	
Has this highlight report been agreed and authorised by the Project Sponsor? <b>Draft</b>					
Key activities completed / milestones achieved in <b>this</b> period:					
<p>It was not possible to produce a robust project update for September as we were doing a considerable amount of work at the request of the Improvement Board to amend and focus the existing draft Improvement Plan. The plan was not completed and agreed until the middle of September. Now that it is in place, regular reporting is taking place.</p>					

<b>School Places In Slough</b>			Project <b>SPONSOR</b>	Clair Pyper	
<b>Wards Affected: ALL</b>			Project <b>MANAGER</b>	Robin Crofts	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>RED</b>	<b>AMBER</b>	<b>AMBER</b>	03/010/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	02/09/2011
Project start date:	2008		Anticipated Project end date:	2018	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. New modular classrooms opened to children for the first time at Castlevew, Cippenham Primary, Lynch Hill, Ryvers and Godolphin Infant.</li> <li>2. New brick built classrooms opened at Western House, Claycots and Wexham Court.</li> <li>3. Langley Hall Primary Academy has opened admitting 50 reception pupils.</li> <li>4. Meeting held with secondary school Heads (SASH) to start planning the expansion of secondary schools.</li> <li>5. Planning application submitted for expansion project at Littledown.</li> </ol>					

	Demand for Reception	Availability of Permanent Reception Classes	Bulge classes	Total permanent new Reception places created
	Number of classes (headcount)			Number of classes (reception places)
May-07	52 (1545)	55 (1647)		
May-08	55 (1656)	56 (1677)		+ 1 (+ 30)
May-09	56 (1669)	56 (1677)		+ 1 (+ 30)
May-10	61 (1833)	59 (1767)	2 (60)	+ 4 (+ 120)
May-11	65 (1953)	65 (1947)	2 (60)	+ 10 (+ 300)
Sep-11	72 (2150) Further demand expected due to late applications	72 (2147)		+ 17 (+ 500)

**Key activities / milestones scheduled for next period:**

1. School Organisation Group to meet to agree the next set of primary expansion projects.
2. Agree primary expansion projects with relevant schools and Commissioner for Education; initiate projects.
3. Agree way forward for expansion of Haybrook College on Haymill site with agreement from Commissioner for Neighbourhoods and Renewal.
4. Meet SASH to develop secondary expansion plans for each school.
5. Seek Capital Strategy Board approval for expansion project at Littledown Special School.

**Key issues of risk / obstacles to progress:**

1. £781K has been reported to the DfE as an underspend on existing grants. Reason given is a delay with the Parlant Park expansion project following collapse of Rok. This funding is at risk of claw back.
2. Demand for reception places this term is already higher than anticipated and at the same time new expansion projects for Sep 2012 need to start now to be in place for children. Until new funding is identified there is insufficient income available to start all the necessary schemes. An announcement earlier this year made available £0.5bn of capital grant for new school places, individual LA allocations are currently expected by early November. Until this allocation is known the shortfall is at least £1.15m.
3. Demand for reception places may continue to rise in-year creating the need to commit funding to further expansion projects.
4. All pupils continue to be offered a school place although there are emerging pressures in a number of year groups, including primary, secondary and special school places.

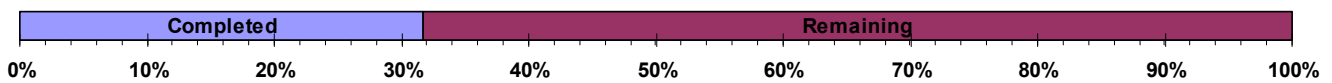
The demand for school places and the supply of school places is extremely fluid and depends on a number of factors. These include the number of applications received, which varies on a weekly basis, and the number of places vacated as families move their children. It is complicated by movements of pupils in and out of Slough and changes in parental preference for specific schools. There are also underlying trends linked to birth rates and inward migration. The process of placing children is ongoing and the objective is to maintain a small surplus of places so that supply just exceeds demand. Close monitoring of all these factors should allow this.

**Recommendations for CMT:**

1. Consider 'underwriting' the £1.15m funding shortfall in order to allow projects to start, on the basis that grant income will eventually replace council funding although this will entail an element of risk.

2. Note that a new request for underwriting funding will be submitted if further infant expansion projects need to start at short notice and new income is still to be confirmed.

<b>Thames Valley Transactional Services Project</b>		Project <b>SPONSOR</b>	Roger Parkin		
<b>Wards affected : ALL</b>		Project <b>MANAGER</b>	Phil Hamberger		
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	09/10/11
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	<i>09/09/11</i>
Project start date:	02/2011		Anticipated Project end date:	01/04/12	



Has this highlight report been agreed and authorised by the Project Sponsor? Yes  No (draft)

Key activities completed / milestones achieved in **this** period:

1. Completion of the ISDS Evaluation Process to 2 suppliers.
2. Notification sent to all 5 suppliers of outcome of the evaluation.
3. Completion of Competitive Dialogue Stage 1.
4. Completion of Due Diligence with 2 shortlisted suppliers.

Key activities / milestones scheduled for **next** period:

1. Completion of Competitive Dialogue Stage 2.
2. Completion of SBC due diligence.
3. User engagement to inform the ISFT specification.
4. Completion of the ISFT documentation.
5. Release of the ISFT to shortlisted suppliers.
6. Co-ordinate Supplier clarification questions relating to the ISFT.
7. Respond, answer and release SBC response to supplier clarification questions.

Key issues of **risk / obstacles to progress**:

1. Staff disruption and concern about TUPE transfer process.

This risk becomes increasingly critical as we move into the final stages of the procurement process and has been carefully considered as part of the communications action plan for this project. To mitigate this risk the project team have ensured that that increased dialogue with staff will include:

- More frequent staff briefings.
- Briefings on the TUPE process and the impact on staff.
- Surgeries with the Berkshire pension's office to advise individual staff.
- Questions and Answer sessions with both the final supplier and Transactional Services Management Team.
- Additional site visits if deemed necessary.
- HR Surgeries if required.
- 

2. Desired levels of service are not achieved.

Clear specification and service credits are included as part of the ISFT Specification which is in it's final stages of completion. This will be further embedded within the evaluation criteria for the ISFT and direct conversations with the suppliers at Competitive Dialogue have further informed the desired standards of service required.



3. Engaging with a private sector partner for the provision of customer services inherent with risk.

Legal Services are fully engaged with the procurement process to protect the council's interests and are involved in making all key decisions relating to this procurement.

4. Project fails to meet the timescales.

Rigorous project management methodology is adhered to; service experts are fully engaged which allows various milestones to be achieved to target. The project has in place a high level project plan which continues to be monitored and reported to CMT monthly. The Project team ensure that the timetable continues to offer leverage and flexibility without compromising the project to ensure that each stage is completed with full engagement with all key stakeholders and provides the necessary processes to make an informed choice which will benefit the council.

5. Unsuccessful procurement of a partner.

The Project team continues to adopt a flexible and creative approach to secure a suitable partner whilst ensuring that the overall objectives of this procurement are not compromised. The process to date indicates that the two remaining suppliers understand our requirements and are keen to submit a final tender.

Recommendations for CMT:

1. CMT note the progress made to date on the project.
2. Support and fully endorse the importance of engagement with the retained organisation.

## 7. Financial Reporting

7.1. The Council's net revenue budget for 2011/12 is £105.4m.

7.2. The Housing Services agreed net operating budget for 2011/12 is a surplus of £87K.

## 8. Projected Outturn Position as at 30<sup>th</sup> September 2011

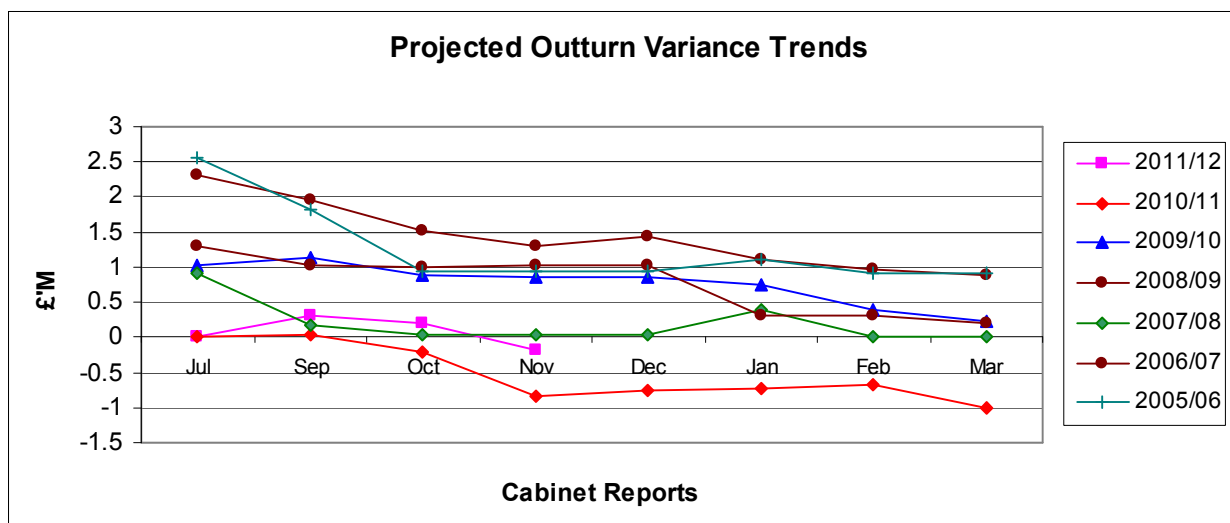
8.1. There is currently a forecast under spend for the 2011/12 General Fund at the end of period six of £189K. This is a reduction in net expenditure of £172K since the previous month.

For the Housing revenue account there is currently forecast surplus of £153k.

8.2. The position is summarised in Table 1, on the following page, and detailed in Appendix A.

**Table 1 - Projected as at 30th September 2011**

Directorate	Base Budget	Current Net Budget	Actual YTD	Projected Outturn	Variance Over/(Under) Spend C = B - A
	£'M	£'M	£'M	£'M	£'M
Community and Wellbeing	39.139	40.975	13.842	40.994	0.019
Education and Childrens Services	27.789	31.407	10.088	31.407	0.000
Customer and Transactional Services	5.206	5.380	41.185	5.531	0.151
Resources and Regeneration	33.257	33.666	16.451	33.307	(0.359)
Chief Executive	0.657	0.841	0.795	0.841	0.000
Corporate	0.266	0.266	0.234	0.266	0.000
<b>Total Cost of Services</b>	<b>106.314</b>	<b>112.535</b>	<b>82.596</b>	<b>112.346</b>	<b>(0.189)</b>
<b>% of revenue budget over/(under) spent by Services</b>					<b>-0.17%</b>
Treasury Management	3.017	3.017	0.000	3.017	0.000
Contingencies, Earmarked Reserves and Trading Accounts	4.233	(1.988)	(3.080)	(1.562)	0.000
Early Intervention Grant	(7.140)	(7.140)	(1.812)	(7.140)	0.000
Council Tax Freeze Grant	(1.187)	(1.187)	(0.239)	(1.187)	0.000
New Homes Bonus Grant	(0.130)	(0.130)	(0.454)	(0.454)	0.000
Local Services Support Grant			(0.102)	(0.102)	0.000
Sub Total	(1.207)	(7.428)	(5.687)	(7.428)	0.000
<b>Total General Fund</b>	<b>105.107</b>	<b>105.107</b>	<b>76.910</b>	<b>104.918</b>	<b>(0.189)</b>
<b>% of revenue budget over/(under) spent in total</b>					<b>-0.18%</b>



**9. Month on Month Movement in Variances**

**9.1. Community and Wellbeing's** directorate's net controllable Revenue budget for 2011/12 is now £40.975. This has increased by a net of £294k mainly due to the transfer of

budget from DECS for the Family Intervention Project. The projected total net expenditure after taking into account all known commitments and the latest projected savings is £40.994m. This gives a projected overspend of £19k (0.05% of the budget), and a favourable movement of £22k, this is effectively a break even position. Within this small adverse net variance there is an increased pressure of £59k on the Community & Adult Social Care Division budget caused by the slippage on the planned savings in relation to the Gurney House contract. This more than offset by increased savings £85k on the Culture & Skills Division due to new savings in the Community Services section relating to reduced spending on premises related expenditure and additional income from community halls.

- 9.2. **Education and Children's Services** directorate's net controllable budget for 2011/12 is **£31.701m**, and the projected total net expenditure is currently **£31.701m**. Members will recall that there are significant net pressures within the Directorate. A forecast pressure of £1.652m on looked after children placement budgets has been addressed through the use of corporate contingency (£600k) and initiatives within departmental budgets (£1.052m). In addition, the Safeguarding Improvement Plan (£306k) has been funded from additional corporate contingency.
- 9.3. **The Chief Executive's** directorate is forecasting a break even position.
- 9.4. **Commercial and Transactional services** currently have a budget pressure of £151K. This is comprised of budget pressures on the SAVVIS server contract and Strategic Management costs.
- 9.5. **Treasury Management** reports a breakeven position.
- 9.6. **The Housing Revenue Account** HRA balances brought forward have been subject to a pension fund adjustment and now stand at £9.683m which is £436k higher than the level assumed in the budget.

Annual forecast has improved in the period with a surplus of £153k now projected. This is an improvement of £136k from that reported last month.

The forecast surplus from operations is due mainly to lower repairs costs to void properties £96,000 which reflects the decrease in void properties as a result of the management action plan introduced in 2010/11.

Costs are also lower due to slippage in the planned maintenance programme, £105,000, which will be recovered in 2012/13, partially offset by a projected increase in responsive maintenance of £59,000 and other minor cost increases, £6,000.

- 9.7. **Resources and Regeneration:** Restructuring activities in the Directorate continue with associated budget transfers within various functions. Annual budget has increased by £62,000 to £33.596m.

Forecast for the year has improved to £33.236m which is £359,000 under the revised budget of £33.596m and a £102,000 improvement from last month.

The Directorate is examining budgets and contingencies on a continuous basis to identify all opportunities for savings and/or mitigation of known pressures. All service changes being considered for next year are also being examined for potential in year savings.

Principles established in the Revenue Income Optimisation project (RIO) are also being implemented and additional income is being realised in the Parking service from improved collection of aged debt. Discussions with contractors continued on proposed inflationary increases with a detailed examination of budget activity in progress for the top 4 contracts in Environmental Services / Property Services and Transport & Planning.

Transformation activities continue in the directorate with the staff establishment reduced by 18 posts year to date at a cost of £602,000 of which £332,000 was set aside as contingency in the 2010/11 accounts. Total costs are included in the service estimates and are likely to be funded from in year savings.

## **10. Emerging Issues / Risks**

### **Introduction**

It should be noted at this point that the 2011-12 PPRG process is in progress and therefore savings will be identified to be delivered in the current financial year. These savings are not reflected in this report.

### **Directorate Specific**

#### **10.1. Community and Wellbeing**

The department has to implement savings to the value of £3.3m in 11/12. The budget management performance of the Department is entirely dependent on the successful delivery of vast majority of these savings. This is therefore the biggest risk to the department.

#### **10.2. Education and Children's Services**

There are some significant areas of development still in transition across the directorate including the implementation of the Integrated Youth Support Service (IYSS) and the allocation of the Early Intervention Grant (EIG) to various services as it has had to accommodate a significant reduction in the overall level of funding. Detailed work on these is in progress but until finalised an accurate assessment of their financial position cannot be completed.

In addition to this, work required in response to the recent Ofsted Inspection is being formulated and costed. Furthermore the Directorate's response to the Inspection findings will continue to be scrutinised. The financial impact of most of the additional work has been reflected in this report as described above.

The directorate are currently working alongside schools in the review of the centrally retained elements of the Dedicated Schools Grant (DSG) which is expected to result in some significant changes in the way some services are shaped and delivered. It is unclear at this stage what impact this may have on services funded by the Local Authority.

Corporate discussions regarding the Private Finance Initiative (PFI) utilities claim have now been completed.

Like all councils, Slough is managing the challenge of delivering services within reducing funding envelopes over the next 3 years. The PPRG process will be looking to deliver corporate and directorate savings in 2012-13 and beyond. Any directorate PPRG target will be in addition to the current budget pressures, including the inbuilt gap (£1.2m).

### **10.3. Resources and Regeneration:**

All of these risks will be closely monitored and the impact clearly identified and reported as:

The economy remains a key risk for the Directorate particularly the current rate of inflation.

A number of highways properties that had been leased to Co-op Homes were handed back in December 2009. Redevelopment plans and timescales are being examined by Housing services to determine if short term lets are feasible to offset the current loss of rent to the Authority. All miscellaneous properties owned by the authority are also being examined with a view to transferring these to Housing services prior to Self Financing being implemented in respect of social housing.

Timing of savings in Property Services is being evaluated as closure of the Town Hall was delayed from the end of March until the end of May for the Town Hall Annexe and from the end of September to the end of December for the Old Town Hall. This is particularly relevant in respect of business rates as the regulations for dispensation have been tightened in recent years.

Transformation activities continue across the directorate.

Asset valuations and timing of planned disposals is being examined to determine the timing effect of creating a LABV in 2012/13. Additional professional fees may be incurred in advance of the set up of this fund.

All of these risks will be closely monitored and the impact clearly identified and reported as and when it is necessary.

### **10.4. Chief Executive**

No specific risks noted.

### **10.5. Customer and Transactional Services**

No specific risks noted.

### **10.6. Housing Revenue Account**

The settlement payment for self financing is estimated to be in the region of £125million - £127 million and finance markets are only just starting to investigate alternative methods of Lending. Our treasury advisors will investigate and advise on appropriate sources of funding which can deliver savings in interest rates and charges. The traditional funding from the Public Works Loan Board (PWLB) remains an option.

Recent Government announcements include possible changes to the right to buy scheme designed to increase sales. This will have ramifications for the business plan going forward and may change the settlement figure. Details are expected in October 2011.

Should the Britwell regeneration scheme fail to agree a realistic partnership with private contractors potentially around 100 properties would be added back to the housing stock and subsequently be included in the final figures to central government thus increasing the burden on borrowing costs.

These properties would remain uninhabitable with a further pressure on revenue with loss of rental income and costs for demolition and clearing, and security.

## **11. Emerging Opportunities**

### **Directorate Specific**

#### **11.1. Community & Wellbeing**

The Department has received Health & Social Care Funding of £2.6m over 2 years from the PCT to support joint working between health and social care authorities. Details of how the initial £1.3m for 11/12 will be spent have been agreed. The implementation of these jointly agreed measures, particularly those aimed at preventing or shortening care could have a beneficial impact on the department's commitments.

#### **11.2. Education & Children's Services**

A review is being undertaken of the Performance and Management team which currently includes a vacant post (Information and Development Co-ordinator) budgeted at £29k which is currently not being backfilled. Once the outcome of the review is known it is possible that there may be some one-off savings within this budget.

SMT are considering one-off and recurring budget optimisation opportunities in order to address the projected overspend.

#### **11.3. Resources and Regeneration**

Discussions with neighbouring councils and our contractor Enterprise Ltd are taking place to develop initiatives to help bring down waste management costs.

Contractual discussions with Enterprise Limited include initiatives to maximise the profit share in the contract whilst maintaining or improving unit costs in all operations.

All miscellaneous dwellings in the Authority are being examined with a view to let them as temporary accommodation and offset existing risks of rent loss wherever possible.

Recruitment to replace agency staff is high on the agenda for the directorate and recent appointments particularly in Transportation have been encouraging and savings in employee costs have been forecast accordingly. All service areas are working with HR to achieve recruitment to established posts.

Transformation activities continue across the Directorate including the establishment of Transactional services and the potential contract for an external partner.

#### **11.4. Customer and Transactional Services**

The Invitation to Submit Final Tender was sent out to the two shortlisted suppliers to run the Transactional Service on the 21 October 2011. Suppliers must guarantee delivery of savings to the value of £1.4m in 2012-13 and 2013-14. Whilst these savings do not directly affect the current financial year they are imperative in delivering future savings targets for the Council as a whole. In addition the service is currently identifying improvements in internal controls which will provide further automation to processes and allow further savings to be delivered through Planning for the Future. Examples of such improvements include Direct Debit payment facility, more extensive use of Oracle and Insight financial system reports and improvements to reconciliation processes.

### **11.5. Housing Services**

The PWLB announced in September that the interest rate offered to local authorities will be temporarily reduced from January next year, which will apply solely to the Settlement payment. This will be time limited and the window to access this reduced rate will close on 26 March 2012 (2 days before the settlement date).

“Government has decided that, for the specific purpose of new borrowings in relation to Self Financing (SF), it will be reducing the margin used to calculate interest rates charged by the PWLB for loans from an average of 100 basis points above Gilts to the margins used before the Spending Review (SR) (October 2010). Rates calculated before the SR were typically at gilts plus a margin of 11-15 bps, or an average of about 13 bps depending on the place on the curve.”

Improvements have been implemented to streamline the processing of rents into the financial system on a more timely and efficient basis. Entries are now being made weekly and with this information now easily available a more accurate profiling will be available for future Business plans. Additionally provision has been included to smooth the fluctuations precipitated by collection of the monthly / Quarterly invoices.

The Housing Management restructure is proving to be successful and will be fully implemented within the cost structures by September. Further efficiency savings may be made which will be reinvested in the community strategy priorities in areas where concerns have been raised by tenants and members when available.

A report on Self financing was submitted, by the Assistant Director of Housing, to the Overview and Scrutiny Committee on 13th September 2011.

When self funding is established the housing service will be able to optimise the available resources more to ensure there are sustainable housing requirements now and in the future, and to prioritise our ‘Community Strategy’.

The new business plan is in progress and the first draft will be available by mid October and has been delayed in order to include the potential effects of the Britwell Regeneration projects.

### **12. Staffing Budgets**

CMT will be aware that as part of the exercise to implement Job Evaluation and Harmonisation all staffing budgets were re-calculated from a zero base. This approach eliminated the existing staff turnover targets and provided directorate budgets with 99% of the total cost requirement under their control. This comprised 98% which was allocated directly to service budgets and 1% held by each director to manage any staffing pressures and changes as they arose. The remaining 1% is held centrally within contingency balances.

### **13. Conclusion**

The position as at the end of September 2011 leaves an overall headline under spend position of £189K against the General Fund revenue account.

## 14. Treasury Report as at 30<sup>th</sup> September 2011

### 14.1. Background

The Treasury Management Strategy for Slough Borough Council has been underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2009, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year.

Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

### 14.2. Economic Background

**Growth:** Global growth prospects deteriorated considerably over the six months to September, moving from an expectation of modest expansion to the risk of a double-dip recession. Q1 2011 GDP in the UK was 0.5% but was just 0.2% in Q2. Even economies like Germany's, which were hitherto seemingly strong, began to flounder with growth registering 0.1% in Q2.

**Inflation:** Inflation remained stubbornly high. Annual CPI for August was 4.5%; CPI had remained above MPC's 3% upper limit for 20 consecutive months and required the Bank of England's Governor to write his seventh open letter to the Chancellor. The Bank believed the elevated rate of inflation reflected the temporary impact of several factors: the increase in the VAT rate to 20%, past increases in global energy prices and import prices.

### 14.3. Debt Management

	Balance on 01/04/2011 £000s	Balance on 30/09/2011 £000s
Short Term Borrowing	35	15
Long Term Borrowing	66556	66556
<b>TOTAL BORROWING</b>	66591	66571
Average Rate % / Life (yrs)	4.4823% / 14.69 yrs	4.4823% / 14.69 yrs

Please note that HRA Subsidy Reform will result in an increase in the Council's debt to £127.1 m by 31/3/2012.

For the Council the use of internal resources in lieu of borrowing has continued to be the most cost effective means of funding 2010-11 £59.6m of capital expenditure. The Council funded as at 30<sup>th</sup> September 2011 £9m of its £20.8m capital expenditure from borrowing. The PWLB remains the Council's preferred source of borrowing given the transparency and control that its facilities continue to provide.

### 14.4. Investment Activity

The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.



## Investments

	Balance on 01/04/2011 £000s	Investments Made £000s	Investments Repaid £000s	Balance on 30/09/2011 £000s	Increase/ Decrease in Investments
Short Term Investments	71.60	89.50	80.8	80.30	8.7
Long Term Investments	2.70	4.2	2.70	4.2	1.5
<b>TOTAL INVESTMENTS</b>	74.30	93.70	83.50	84.50	10.2

Security of capital has remained the Council's main investment objective. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2011/12.

Counterparty credit quality is assessed and monitored with reference to: Credit Ratings (the Council's minimum long-term counterparty rating of A+ (or equivalent) across rating agencies Fitch, S&P and Moody's); credit default swaps; GDP of the country in which the institution operates; the country's net debt as a percentage of GDP; sovereign support mechanisms /potential support from a well-resourced parent institution; share price.

### Budgeted Income and Outturn

The Council's budgeted investment income for the year has been estimated at £824k. The average cash balances were £85m during the period.

The UK Bank Rate has been maintained at 0.5% since March 2009 and not expected to rise until the end of 2012. Short-term money market rates have remained at very low levels. New deposits were made at an average rate of 1.66807%. The Council anticipates an investment income target of £790k for the whole year.

### Icelandic Bank Investment Update

Following the latest guidance issued by CIPFA in September 2011 (LAAP Bulletin 82 Update 5), the following is now known:

- **Heritable** – It is expected that 86p-90p/£ will be recovered overall. At the time of the LAAP Bulletin 82 Update 5 was issued, interim payments totalling 60.42% of the claim had been made. 6.25% was received in April 2011 and 4.05% in July 2011. A further 4.50% is expected in October 2011.
- Up to 15th July 2011 the Council has received £1,557,984.76 from the Administrators of Heritable currently outstanding is £942k.

### 14.5. Compliance with Prudential Indicators

The Council can confirm that it has complied with its Prudential Indicators for 2011/12, which were set in February 2011 as part of the Council's Treasury Management Strategy Statement (which can be accessed through the following link [www.slough.gov.uk/moderngov/february2011](http://www.slough.gov.uk/moderngov/february2011)).

## 14.6. Outlook for Q3-Q4

At the time of writing this activity report in October 2011, given the precarious outlook for growth it is believed the Bank of England would only raise rates after there was firm evidence that the economy had survived the fiscal consolidation. Therefore, the outlook is for official interest rates to remain low for an extended period, at least until late 2012.

	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14
Official Bank Rate													
Upside risk				0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	0.50	0.50	0.50	0.50	0.50	0.75	0.75	1.00	1.25	1.50	1.75	2.00	2.25
Downside risk						-0.25	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50

## Capital Financing Requirement

Estimates of the Council's cumulative maximum external borrowing requirement for 2011/12 to 2013/14 are shown in the table below:

	31/03/2012 Estimate £000s	31/03/2013 Estimate £000s	31/03/2014 Estimate £000s
Capital Financing Requirement	133,616	141,579	137,300
<b>Less:</b> Existing Profile of Borrowing and Other Long Term Liabilities	-105,720	-104,708	-103,574
<b>Cumulative Maximum External Borrowing Requirement</b>	<b>27,896</b>	<b>36,871</b>	<b>33,726</b>

## Balances and Reserves

Estimates of the Council's level of Balances and Reserves for 2011/12 to 2013/14 are as follows:

	31/03/2011 Actual £000s	31/03/2012 Estimate £000s	31/03/2013 Estimate £000s	31/03/2014 Estimate £000s
Balances and Reserves	77,121	73,655	71,700	62,055

## 14.7. Summary

In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during the first half of 2011/12. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

## Summary Variance Analysis

Directorate:		Community and Wellbeing	Period 6	September 2011		
<b>Divisional Summary</b>						
Service Area	Total Variance £'000	Explanation				
		<b>This month: +£149k</b> – Movement of <b>+£59k</b> this month due to the slippage on the planned savings in relation to the Gurney House contract. Overall the overspend is due to a combination of savings that have not been achieved as planned namely: Meal on Wheels; Gurney House & Residential Tender. These have been partly offset by various one off in year savings.				
<b>Community Services and Adult Social Care</b>	<b>149</b>	<b>Service Area</b>	<b>Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>	<b>Change £'000</b>
		Safeguarding and Governance	216	216	1	-8
		ASC Mgmt & Business Support	613	611	-2	-7
		Access & Long Term I & S	2,423	2,209	-214	-10
		Re-ablement & Directly Provided	4,496	4,428	-68	34
		Mental Health	3,797	3,844	48	-19
		Commissioning Budgets	15,689	16,073	384	69
<b>Total</b>	<b>27,233</b>	<b>27,382</b>	<b>149</b>	<b>59</b>		
		<b>Previous Variance: +£90k</b> – Budget pressures due to Meals on Wheels, Residential and other care packages offset by significant income gains and averting planned Learning Disability residential placement.				
		<b>This month: -£160k</b> – New savings of <b>-£85k</b> have been identified within Community Services <b>-£77k</b> , (premises related expenditure now expected to cost much less plus increased income now expected) & Culture & Sports <b>-£28k</b> (staff costs savings due to vacancies).				
<b>Culture &amp; Skills</b>	<b>-160</b>	<b>Service Area</b>	<b>Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>	<b>Change £'000</b>
		Lifelong Learning	414	420	6	6
		Library Service	2,180	2,185	4	4
		Culture & Sports	1,083	980	-103	-28
		Employment & Enterprise	247	257	10	10
		Management	195	195	0	0
		Community Services	280	203	-77	-77
<b>Total</b>	<b>4,400</b>	<b>4,240</b>	<b>-160</b>	<b>-85</b>		
		<b>Previous Variance: -£75k</b> – There is an expected underspend relating to a rolled over budget for Free Swimming which is now being met from within the SCL contract.				
		<b>This month: +£33k</b> – This month there is a movement of £22k due to a review against the 11/12 commitment for Kick Start Grants.				
<b>Personalisation, Commissioning &amp; Partnerships</b>	<b>+33</b>	<b>Service Area</b>	<b>Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>	<b>Change £'000</b>
		Voluntary Organisations	582	522	-61	-16
		Contracts & Procurement	224	164	-60	2
		Supporting People	3,391	3,650	259	2
		Transformation Grant	487	382	-105	-10
		Strategic Commissioning	332	332	0	0
<b>Total</b>	<b>5,016</b>	<b>5,050</b>	<b>33</b>	<b>-22</b>		

**Previous Variance: +£56k** – budget pressure due to significant slippage on the planned savings for on Supporting People, this is partly offset by uncommitted funds in the Transformation Grant programme, savings on the Voluntary Organisations and Contracts & Procurement budgets.

**New This month: On Target** – +£5k – new variances identified across all services following the latest review of commitments. No significant variations.

Public Protection	+5	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
		Management	118	127	10	10
Drugs & Community Safety	1,419	1,428	9	9		
Neighbourhood Enforcement	1,091	1,068	-23	-23		
Food Safety & Business Support	329	333	4	4		
Licensing	-157	-152	5	5		
Trading Standards	354	355	1	1		
<b>Total</b>		<b>3,154</b>	<b>3,159</b>	<b>5</b>	<b>5</b>	

**Previous Variance: On Target**

**New This month: -£9k** – An adverse movement of £21k has reduced the size of the underspend following the latest review of staffing costs and commitments.

**Procurement** -9

**Previous Variance: -£30k** – Savings arising from the delay in new staff joining this team is expected to result in a small saving.

**Central Management** 0

**New This month:** No changes identified this month.

**Previous Variance: - On Target**

**TOTAL** 19

Appendix A (Cont.)

Directorate:		Education and Children's Services	Period - 6	September 2011
<b>Change in Variance this month</b>				
Service Area	Change £'000	Explanation		
	0	Variance reported last month		
Children and Families	114	<p><b><u>New this Month:</u></b>            The Looked After Children (LAC) budgets continue to be under severe pressure. This month's projections are based on the LAC cohort as at the end of September and projected end dates at that point in time. No forecast is included for any changes between the end of September and 31 March.</p> <p><b>Children Looked After (CLA):</b>  <u>External Residential Placements:</u>            One of the client placements is now being joint funded which reduces the outturn projection by <b>£39k</b></p> <p><u>External Fostering:</u>            This month there have been 4 new starters of which 1 is joint funded; 1 client is from internal fostering, 1 a respite placement, and the remaining client was a short term emergency placement and has now moved to internal fostering (<b>£25k</b>).</p> <p><u>Internal Fostering:</u>            7 new starters (£49k) and 5 leavers (£42k), 4 of which have moved to Special Guardianship Orders has resulted in a net pressure of <b>£7k</b>.</p> <p><u>Secure Accommodation:</u>            2 new clients (£52k) and the extension of 1 placement has increased the projected outturn by <b>£74k</b></p> <p><u>Pathways</u>            The cost of personal need is expected to under spend by <b>£10k</b>.</p> <p><b>Family Support Services:</b>  <u>Residence Orders:</u>            Additional costs have been identified within Section 17 (£30k) due to rent, personal needs and activities and also FAST (£10k) due to 4 clients moving from internal fostering to Special Guardianship totalling <b>£40k</b>.            This has been offset by a saving of <b>£8k</b> on fees within Family Group conferencing/Family Placement service.</p> <p><b>Commissioning and Social Work</b>            A pressure of <b>£25k</b> has been identified within the Contact Team due to additional costs in respect of rent and travel expenses.</p> <p><b><u>Previously Reported:</u></b>  <b>Commissioning and Social Work:</b> Additional costs of an interim Assistant Director (£70k), staff training (£75k), increased IRO cover (£45k), the cost of the interim Corporate Parenting Manager (£23k), the Local Safeguarding Board Audit Peer Review (£25k), the cost of the chair and safeguarding advisor for the peer review (£25k), the cost of a Performance Improvement and Quality Control Officer (£31k) and other staffing costs arising from the recent Ofsted Inspection (£12.5k) are funded from a Corporate Contingency of £306k in respect of the Safeguarding Improvement Plan.</p>		

		<p><b>Children Looked After:</b> The previously reported projection for children looked after included all known placements at the end of August based on planned end dates at that point in time. No forecast was included for any changes between the end of August and 31 March. Changes in the projection and explanations will be reported on a monthly basis until Directorate and finance officers are confident that robust forecasts can be made. Detailed work which develops a project management approach to stabilising and, where possible, reducing the number of LAC has started in response to the forecast overspend and the Ofsted inspection recommendations.</p> <p><u>External fostering placements</u> – projected overspend due to rising numbers of children and weeks of care being provided. <u>Internal Fostering placements</u> - all available internal foster places (55) are occupied so an underspend was projected on this budget. <u>External Residential placements</u> – projected overspend due to rising number and complexity of placements. <u>Secure Accommodation</u> - there is no budget provision as there has been little or no activity in recent years. However since 1 April there have been 3 short to medium term placements; 2 remand clients (from April to December) and 1 welfare client (from May to August).</p> <p><b>Family Support Services</b> <u>Residence orders</u> <b>A small overspend had been projected on this service which for long term looked after children provides better outcomes at a lower cost..</b></p> <p><b>Other Children and Family Services:</b> Less children than anticipated are being placed with prospective adopters. The financial impact in 2011-12 is two-fold (i) adoption allowances are projected to underspend and (ii) children remain in more expensive foster placements contributing to the external foster placement projected overspend.</p> <p>Changes in any type of CLA placement can and does have an impact throughout the system. In financial terms, this ripple effect is reflected in the spending pressures and explanations of changes in variances.</p>
Youth	0	<p><b>Previously Reported</b> <b>YOT:</b> A £34k pressure has been identified within the Youth Offending Team accommodation budget in respect of anticipated cost of new service charge.</p>
Inclusion	0	<p><b>Previously Reported:</b> <b>Children with Disabilities:</b> Recent developments suggest that there is now a strong likelihood of pressures on the Children with Disabilities budget during 2011-12 related to costly additional external placements which are becoming unavoidable. One external placement has now been made through the courts and another placement is proceeding related to safeguarding. The budget is being closely monitored.</p>
Raising Achievement	-30	<p><b>New This Month:</b> A <b>£30k</b> saving has been identified within Home to School Transport as a result of revaluation of the transport requirement for the new term.</p> <p><b>Previously Reported:</b> A saving of £32k has been identified within the salary budget due to the deletion of a post.</p>
Strategic Management, Information and Resources	-84	<p><b>New this Month</b> <b>Department projects and Administration:</b> There has been a saving of <b>£58k</b> this month due to the scaling back on</p>

	<p>targeted services in order to support reactive pressures around the placement of Looked After Children and an additional <b>£26k</b> within Directorate support due to further detailed scrutiny of committed expenditure.</p> <p><b>Previously Reported:</b>  In order to mitigate the impact of the additional pressures in the Children Looked After placement budgets, the staffing contingency budget (£120k) has been released. The release of this contingency at this point in the financial year could impact on the ability of the directorate to respond to any future pressures.</p> <p>In addition following continued close scrutiny of opportunities within all budgets in the Directorate, additional savings (£194k) have been identified within Directorate Support Costs.</p> <p>One-off grant funding opportunities (£232k), unallocated Early Intervention Grant (£232k) and a saving through keeping a post vacant (£15k) have been identified to support the pressures on the directorate's budget.</p> <p>A delayed recruitment to School Planning Officer post which became vacant in July saves £6k.</p> <p>Additional rental income received from Langley academy site controllers house totals £8k and there will be a £3k under spend on the repairs budget.</p> <p><b>Information, Performance and Review:</b>  The level of schools buy back for the provision of Education Management System (EMS) support has been greater than anticipated and has resulted in increased income of £34k. Additional IT expenditure anticipated (£30k) in respect of a new server and IT support.</p>
	<b>0 Total Variance</b>

## Appendix A (Cont.)

Directorate:	Customer and Transactional Services	Period - 6	September 2011
<b>Main Variances</b>			
Service Area	Change £'000	Explanation	
	<b>233</b>	<b>Variance reported last month</b>	
Information Technology	0	No change	
Customer Service Centre	0	No change	
<b>Total ICT and Information Technology</b>	<b>0</b>	No change	
Benefits, Council Tax and NNDR	0	No change	
Transactional Finance	0	No change	
Transactional HR and Payroll	0	No change	
Logistics Team	0	No change	
Strategic Management	(82)	Reduction of forecast variance by £82k as budget identified in other cost centres and to be vired.	
	<b>151</b>	<b>Total Variance</b>	

Appendix A (Cont.)

Directorate:	Chief Executives Directorate	Period - 6	September 2011
<b>Main Variances</b>			
Service Area	Change £'000	Explanation	
	<b>0</b>	<b>Variance reported last month</b>	
Chief Executive's Office	0	No change	
Communications	0	No change	
<b>Policy</b>	0	No change	
	<b>0</b>	<b>Total Variance</b>	

Appendix A (Cont.)

Directorate:	Resources and Regeneration	Period - 6	September 2011
<b>Main Variances</b>			
Service Area	Change £'000	Explanation	
	<b>(257)</b>	<b>Variance reported last month</b>	
Management unit	(11)	Minor adjustments	
Finance & Audit	(15)	Employee costs	
Professional Services	(23)	Transformation, in year savings	
Transport and Planning	(57)	Improved Debt collection	
Strategic Housing	(47)	Transformation savings realised earlier than budget	
Environment Services	(15)	Joint arrangement for Coroners service	
Property Services	46	Void costs on Commercial properties	
	<b>(359)</b>	<b>Total Variance</b>	



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 15 November 2011

**CONTACT OFFICER:** Tracy Luck, Head of Policy and Communications  
**(For all enquiries)** (01753) 875518

**WARD(S):** All

**PART I**  
**FOR COMMENT AND CONSIDERATION**

**LOCALISM BILL**

**1 Purpose of Report**

1.1 The purpose of the report is to provide Members with an update on the progress of the Localism Bill, give an overview of the wide ranging provisions contained in the latest draft of the Bill, and to summarise key aspects of the Localism Bill and their implications for Slough Borough Council.

1.2 It should be noted that in several areas, the practical detail on how the Government's proposals are intended to work is missing or still awaited. This is required urgently so that the Council can fully assess the impact of the Government's proposals and plan ahead.

**2 Recommendation/Proposed Action**

2.1 To note the report and the appendices setting out the implications for the Council of the Localism Bill, the actions taken so far, and the lead officers that will be responsible for implementing the legislation; and to invite members to give their views to help inform future development of the Council's approach to localism.

**3 Community Strategy Priorities**

3.1 The SCS sets out the strategic objectives and priorities for the borough for the period 2008 – 2028. These are reflected in the Strategic Plan 2009 – 2011 and other key strategies, policies and plans produced by the Council. It therefore supports and contributes to the delivery of the following 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**

3.2 The Localism Bill gives new powers and duties to local authorities and new freedoms and rights to local people to run their lives and neighbourhoods in their own way. This does not mean that the Council need re-visit its corporate objectives but it will mean

that the Council will have to consider, for example, how it engages with local communities and local groups in the future and the impact on service delivery.

#### 4 **Other Implications**

- a) **Financial** – None arising from this report. A number of the provisions of the Localism Bill could have significant financial implications for the Council and for the Medium Term Financial Strategy (MTFS). More detail on the resource implications for the Council of implementing the provisions of the Localism Bill will be identified and advised to Cabinet when the Bill is enacted.
- b) **Risk Management** – The purpose of the report is to help ensure that the necessary action is being taken to prepare the Council for the implementation of the Localism Bill when it becomes law. The risk to the Council in not keeping up to date on the progress of the Localism Bill is that the Council may fail to properly implement the provisions of the Bill when it is enacted.
- c) **Human Rights Act and Other Legal Implications** – these implications are set out in appendix B and will be clarified when the Bill is enacted.
- d) **Equalities Impact Assessment** – the equalities implications of any changes required as a result of the Bill enacted will be reported as they are assessed.
- e) **Workforce** – there are no immediate implications but these may arise at a later stage.

#### 5 **Supporting Information**

##### **Background**

5.1 The Decentralisation and Localism Bill (which has become known as the Localism Bill) was published on 13th December 2010. The original version of the Bill was subject to a whole series of separate consultation exercises, as a result of which a new draft of the Localism Bill was released on 24 May 2011. A 3<sup>rd</sup> Reading of the Bill in the House of Lords (i.e. the final chance for the Lords to change the Bill) took place on 31 October 2011. The next event in the Bill's timetable is for the House of Commons to consider the amendments suggested by the House of Lords on 7 November 2011.

5.2 The expectation is that the Bill will become law by December 2011, with an anticipated expected implementation date of April 2012. Those parts of the Bill requiring guidance or secondary legislation will follow later in 2012 or 2013. Some parts of the Bill will not therefore become law for at least two years.

#### 6 **Proposals and Details**

6.1 The Coalition Government's stated aim for the Bill is to free local authorities from central government controls and give local people the freedom to run their lives and neighbourhoods in their own way. The reforms contained in the Bill cover four broad areas:

- strengthening local democracy
- community empowerment

- reform of the planning system; and
- social housing reform

6.2 The Bill includes six essential actions which underpin the key elements of decentralisation within the Bill. The first two actions are the most fundamental - given that the Coalition Government's argument that decentralisation will not get started without them. They are:

- Lifting the burden of bureaucracy by removing the costly control of unnecessary red tape and regulation which restricts local action; and
- empowering communities to do things their own way – by creating rights for people to get involved with and direct the development of their communities.

6.3 The next two actions provide the resource and freedom of choice needed to sustain progress of decentralisation and include:

- Increasing local control of public finance so that decisions over how local money is spent and raised are increased and taken within local communities; and
- diversifying the supply of public services by ending public sector monopolies, ensuring a level playing field for all suppliers and giving people more choice and a better standard of service.

6.4 The final two actions enable people to take control of the process of decentralisation and include:

- Opening up government to public scrutiny, by releasing government information into the public domain ; and
- Strengthening the accountability to local people by giving every citizen the power to change the services provided to them through participatory choice or the ballot box.

## 7 **Key areas of the Bill for Councils**

7.1 The key provisions relating to Councils include:

- giving Councils a general power of competence
- allowing Councils to choose to return to the committee system of governance and allowing for referendums for elected mayors in certain authorities
- abolishing the Standards Board regime and the model code of conduct, and introducing local accountability and a criminal offence of deliberate failure to declare a personal interest in a matter
- giving residents the power to instigate local referendums on any local issue and the power to veto excessive council tax increases
- allowing Councils more discretion over business rate relief
- providing new powers to help save local facilities and services threatened with closure, and giving voluntary and community groups the right to challenge local authorities over their services.

7.2 The housing provisions include:

- abolishing the requirement to have a Home Improvement Pack

- reforming the Housing Revenue Account system
- providing for a new form of flexible tenure for social housing tenants
- allowing local authorities to discharge their duties to homeless people by using private rented accommodation
- giving local authorities the power to limit who can apply for social housing within their areas
- abolishing the Tenant Services Authority and provides for a transfer of functions to the Homes and Communities Agency
- amending the way in which a social tenant can make a complaint about their landlord
- improving the ability of social tenants to move to different areas.

7.3 The planning and regeneration provisions include:

- abolishing Regional Spatial Strategies
- abolishing the Infrastructure Planning Commission and return to a position where the Secretary of State takes the final decision on major infrastructure proposals of national importance
- amending the Community Infrastructure Levy, which allows Councils to charge developers to pay for infrastructure
- providing for neighbourhood plans, which would be approved if they received 50% of the votes cast in a referendum
- providing for neighbourhood development orders to allow communities to approve development without requiring normal planning consent
- giving new housing and regeneration powers to the Greater London Authority, while abolishing the London Development Agency

7.4 The key aspects of the Bill in so far as they have been identified as having implications for the Council and the actions currently being taken by lead officers to prepare for them are set out in Appendix B.

## 8 **Appendices**

Appendix A – Structure of the Localism Bill

Appendix B - Key elements of the Localism Bill

## 9 **Background Papers**

- a) Localism Bill
- b) Decentralisation and the Localism Bill: an essential guide
- c) A plain English guide to the Localism Bill
- d) Community-led Regeneration: A guide
- e) Proposals to introduce a Community Right to Challenge
- f) Proposals to introduce a Community Right to Buy – Assets of Community Value
- g) Pre-application Consultation with Communities: A basic guide
- h) Consultation on the Fair Deal Policy: Treatment of pensions on compulsory transfer of staff from the public sector
- i) Consultation on Neighbourhood Planning Regulations

## APPENDIX A – STRUCTURE OF THE LOCALISM BILL

Part	Heading	Provisions with direct relevance the Council
1	Local Government	General Power of Competence
		Governance
		Mayoral arrangements
		Predetermination
		Local Government Standards
		Local Government Pay and Remuneration
		Transparency
		Repeals and other key clauses
2	EU fines	EU fines
3	Non domestic rates etc	Non domestic rates
		Tax Increment Financing and Capital Investment
		Local Financial Autonomy
4	Community Empowerment	Local Referendum
		Local Council Tax Referendum
		Assets of community value
		Community right to challenge
5	Planning	Abolish Regional Strategies
		Duty to Cooperate
		Abolish Regional Strategies
		Duty to Cooperate
		Local Development Schemes
		Changes to Community Infrastructure Levy (CIL)
		Neighbourhood plans
		Community Development Orders Community Right to Build
		Pre-application Consultation
		Enforcement
		Allocations reform
		Nationally significant infrastructure
6	Housing	Reform of Homelessness Legislation
		Social Housing Tenure Reform
		Reform of Council Housing Finance
		Reform of Social Housing Regulation
		National House Swap Scheme
		Facilitating moves out of the Social Rented Sector
		Home Information Packs (HIPS)
7	London	n/a
8	General	n/a

**APPENDIX B - KEY RELEVANT ELEMENTS OF THE BILL (not all sections are listed)**

Heading	Issue	Content	Action by SBC
Local government (powers and governance)	General Power of Competence	The Bill introduces a general power of competence. This will allow Councils to do anything that is not specifically forbidden by law (as opposed to the current system that only allows councillors to do things specifically allowed by law) - although the doctrine of 'ultra vires' has not been removed. The legislation is also set to appeal the <i>well being powers</i> defined through the Local Government Bill 2000. Councils previously relied on undertaking many activities beyond their usual scope through these powers.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
Local government (powers and governance)	Governance	This section specifies the forms of governance a local authority can operate. It includes powers to allow Councils to return to the 'committee system' should it wish to, discharge functions through area committees, maintain executive functions or another prescribed arrangement agreed by the secretary of state and develop overview and scrutiny functions within them, with a designated 'scrutiny officer'. One of the following three forms of governance arrangements will be allowed: <ul style="list-style-type: none"> <li>○ Executive Arrangements – either Leader, Cabinet and Scrutiny or Executive Mayor, Cabinet and Scrutiny;</li> <li>○ Committee system – either with or without a scrutiny element</li> <li>○ Another arrangement proposed by the local authority and approved by the Secretary of State.</li> </ul> This means that Authorities operating Executive arrangements (either Leader and Cabinet or Executive Mayor and Cabinet) <b>must</b> continue to have at least one scrutiny committee. Authorities operating a committee system <b>may</b> have one or more scrutiny committees.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
Local government (powers and governance)	Mayors	This part of the Bill also allows for the creation of new mayoral management arrangements by providing for the opportunity of directly elected mayors, with options for who can be the directly elected mayor and transferring functions to them.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
Local government (powers and governance)	Local Government Standards	There will be a new duty on the Council to promote and maintain high standards of conduct for elected members and co-opted members. Measures will be introduced to abolish the need for a statutory standards committee and abolish the Standards Board for England (which regulates local authority Standards committees). Authorities will be able to use voluntary codes of conduct and consider whether to investigate written allegations of breaches of their codes and what action to take.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
Local government (powers and governance)	Local Government Pay and Remuneration	Under this part of the Bill, Councils will be expected to provide the public with information on senior officers' contracts and salaries and Councils spending over £500, allowances and expenses.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
Local government (powers and governance)	Transparency	Under this part of the Bill, Councils will be expected to provide the public with information on job vacancies, organisational information, performance data and minutes of Council meetings etc. It also contains provisions on Council publicity and Council newspapers.	Implications to be considered – awaiting further details following amendments suggested by the HoL's

<b>Local government (powers and governance)</b>	<b>Repeals and other key clauses</b>	The Bill will repeal of the duty to respond to petitions and the duty to promote democracy. This will mean that the Council will no longer have to comply with a scheme for handling petitions and to provide a facility for making petitions available in electronic form. It will also no longer be required to make information available on the role of the Council, Councillors, and how people can get involved.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
<b>Non domestic rates</b>	<b>Tax Increment Financing and Capital Investment</b>	This provision will allow local authorities to capture the increase in income from business rates that would flow from infrastructure investment and borrow against this future income. The additional revenue generated will then be used to pay back the loan. This is a freedom under the prudential borrowing code. Potentially this could ensure that much needed investment to local infrastructure and therefore corresponding improvements to local areas	Berkshire Treasurers are reviewing and Berkshire Economic Development officers are contributing to a Government consultation which ended on 24 October 2011
<b>Non domestic rates</b>	<b>Local Financial Autonomy</b>	This area of the Bill centres on the proposals on business rates and specifically to give greater financial autonomy to local government and communities groups. Councils will be given the power to set local discounts on business rates, provided they are funded locally. Supplementary business rates can be introduced but only when agreed on by the business community. Business rate discounts will be a helpful tool for local authorities as they seek to encourage new business enterprise in their communities.	
<b>Community Empowerment</b>	<b>Local Referendums</b>	There will be a new duty on the Council to hold a local referendum if certain conditions are met. The Council must hold a referendum if it receives a petition signed by 5% of the electors and relates to a local matter (defined in legislation). Although the results of the referendum are non binding, and can relate to issues outside of the Council's direct control, the Council must take the outcomes into account in decision making.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
<b>Community Empowerment</b>	<b>Council Tax Referendum</b>	The Secretary of State will set the principles for excessive Council tax. The billing authority will be required to hold a referendum on the Council tax requirement if it is determined excessive. This will give the public the power to approve or veto excessive Council tax rises, rather than the Government deciding through capping action.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
<b>Community Empowerment</b>	<b>Community right to challenge</b>	This will give voluntary and community groups, social enterprises and employees of a relevant authority the right to bid to take over local state run services where they feel that it could be run better. This will mean that residents can demand the right to provide a service for lower costs or save a service that the Council is seeking to discontinue. The Council must consider and respond to this challenge. The challenge may trigger a procurement exercise for that service, which the challenging organisation could then bid in, alongside others.	SLT has been reviewing and exploring the risks and opportunities associated with these provisions in readiness for when the legislation comes into force
<b>Community Empowerment</b>	<b>Community right to buy</b>	The Council will be required to maintain and publish a list of public or private assets of community value put forward for consideration by communities. When listed assets come up for disposal (either the freehold or a long leasehold), communities will be given the chance to develop a bid and raise the capital to buy the asset when it comes on the open market. This will help communities save sites which are important to the community, such as pubs or libraries, before they disappear or are sold off to developers.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
<b>Planning</b>	<b>Duty to Cooperate</b>	There will be a new duty on the Council and other public bodies to cooperate with key partners and each other over the development of planning proposals, so that the interests of	There already is a requirement to consult neighbouring authorities when

		<p>surrounding areas are properly taken into account. This will be subject to government guidance and will be a key element of the government's proposals for strategic working, once Regional Strategies are abolished.</p> <p>The abolition of the Regional Plans means that there is no longer any formal requirement for any plan making above individual Local Authority areas. The Governments proposed Duty to cooperate is therefore being introduced in recognition of the fact that there will still be a number of "larger than local" planning issues that will need to be addressed. The Duty to cooperate relates to the preparation of Development Plan documents and other local development documents, and "other activities that support the planning of development". It covers local planning authorities and "other prescribed bodies or persons" and requires them to "engage constructively, actively and on an ongoing basis" in these activities. In particular, this includes a requirement to give a substantive response to consultations or other requests to assist in the undertaking of these activities.</p> <p>The revocation of regional strategies is part of the Government's policy for a more localist planning system. This is supported by the proposed duty for public bodies to cooperate. Local authorities will be expected to demonstrate evidence of having successfully cooperated to plan for issues with cross-boundary impacts when their local plans are submitted for examination.</p>	<p>producing plans/core strategies etc but in practice this is not something that has happened very much.</p> <p>The main implication to be drawn from this provision is that we will have to be much more proactive in getting involved in the plans of adjoining authorities, particularly where Councils may need to seek to reduce the amount of development proposed. Possible opportunities for future collaboration include Windsor and Maidenhead's new Local Plan and West Berkshire's Minerals and Waste plan - both of which could have serious implications for the Council. Both of these Authorities will have a Duty to Co-operate with us and we will have to make sure that we take advantage of this in order to try to protect our interests.</p>
<b>Planning</b>	<b>Local Development Schemes</b>	The Bill will give the Council and communities greater choice and control by removing the ability of the Planning Inspectorate to re-write local plans and by removing the procedures on timetabling and monitoring, which many authorities have found bureaucratic. The Bill includes a number of changes to the process of preparing development plans. The public examination stage is amended and the duty to prepare an Annual Monitoring Report is removed. Inspectors will continue to assess plans, and Councils will only be able to adopt the plan if it is judged to be sound, but Councils will be able to suggest changes during the inquiry, and inspectors will only be able to suggest changes at the request of the Council.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
<b>Planning</b>	<b>Changes to Community Infrastructure Levy (CIL)</b>	The Community Infrastructure Levy will allow local authorities to set charges which developers must pay when bringing forward new development in order to contribute to new infrastructure. This will replace Section 106.	Implications to be considered – awaiting further details following amendments suggested by the HoL's
<b>Planning</b>	<b>Neighbourhood plans</b>	<p>The Localism Bill introduces a number of new ways in which planning can be carried out by local people to help shape their local areas, and if they wish, introduce an order that would permit specified development without the need for planning permission. This includes the preparation of Neighbourhood Plans, Neighbourhood Development Orders (NDO) and Community Right to Buy Orders (see below).</p> <p>These proposals are intended to allow whole communities to come together through a local parish council or neighbourhood forum and plan for where they think new houses, businesses</p>	There has been no indication so far that there is any interest in Slough from Parish Councils or local groups to get involved in neighbourhood planning, but this has yet to be tested. Whilst a Neighbourhood Plan could be used to 'add local colour' to the Council's development control policies, the main



		and shops should go – and what they should look like. The main requirements of these plans are that they should comply with the strategic policies in the Core Strategy, be subject to an independent examination and then be approved by a majority of residents in a referendum.	<p>disincentive is that they will have to deliver more development than that set out in the Core Strategy. It may be unlikely that local residents would want to be seen as promoting growth and there is doubt as to whether this would be approved in a referendum.</p> <p>There may also not be interest in a Neighbourhood Development Order. We already have a Simplified Planning Zone (SPZ) for Slough Trading Estate which has the same effect. It is possible that businesses with an interest in promoting changes within a shopping centre or an industrial area might want produce a Neighbourhood Development Order.</p>
<b>Planning</b>	<b>Community Development Orders Community Right to Build</b>	Community Right to Build Orders will give groups of local people the power to build new homes, businesses, shops, playgrounds or meeting halls. A community organisation will be able to bring forward development proposals which, providing they meet minimum criteria and can demonstrate local support through a referendum, will be able to go ahead without requiring a separate traditional planning application.	<p>This proposal is only likely to be used where there is little prospect of local people getting planning permission in the normal way. In this respect the main advantage is that it could be used to overcome Green Belt policy.</p> <p>One scenario where the Community Right to Build might be used in Slough is where there is local support for a religious building which might not otherwise get planning permission because of the impact that it may have.</p>
<b>Housing</b>	<b>Allocations reform</b>	Local authorities will be given the freedom to determine who should qualify to go on the housing waiting list. As social housing is in great demand and priority is given to those most in need, many applicants have no realistic prospect of ever receiving a social home. This measure will allow the Council to set waiting list policies that are appropriate to the local area.	Implications currently being investigated by the Housing Service
<b>Housing</b>	<b>Reform of Homelessness Legislation</b>	The Bill will give the Council the flexibility to bring the homelessness duty to an end with an offer of suitable accommodation in the private rented sector, without requiring the household's agreement. There will be safeguards, as now and an offer of private sector housing will only bring the duty to an end if the accommodation is suitable for the whole household. The private sector tenancy would need to be for a minimum fixed term of 12 months, and the duty would recur if, within 2 years, the applicant becomes homeless again through no fault of his or her	

		own (and continues to be eligible for assistance).
<b>Housing</b>	<b>Social Housing Tenure Reform</b>	Currently, social landlords are normally only able to grant lifetime tenancies. The provisions in the Bill will enable local authority landlords to grant tenancies for a fixed length (the minimum length being two years). These 'flexible' tenancies will give more freedom to local authority landlords, allowing them to manage their stock more effectively and ensure that the occupation of social housing better reflects actual need.
<b>Housing</b>	<b>Reform of Council Housing Finance</b>	The Bill will provide a new system of Council housing finance. The Housing Revenue Account (HRA) subsidy will end and Councils that operate a HRA will keep all their rental income and use it to support their own housing stock. The Bill will enable a one-off payment between Government and the Council. This will put all the Council in a position where it can support its own housing stock and housing debt from future income.
<b>Housing</b>	<b>Reform of Social Housing Regulation</b>	The Bill will abolish the Tenant Services Authority (TSA), transfer its remaining functions to the Homes and Communities Agency; and make changes to the Ombudsman regime applicable to social housing complaints. The regulator will be focused on the economic regulation of landlords and resolving serious failings that can't be resolved between landlord and tenant at the local level. Housing associations will continue to be subject to robust economic regulation with a stronger focus on VFM, thereby maintaining lender confidence, protecting taxpayers and supporting the supply of social housing.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 15<sup>th</sup> November, 2011

**CONTACT OFFICERS:** Tracy Luck – Head of Policy and Communications  
Noreen Mian – Equality and Diversity Adviser

**(For all enquiries)** (01753) 875411

**WARD(S)** All

**PART 1**  
**FOR INFORMATION**

**EQUALITY ACT 2010**

1 **Purpose of Report**

This is an information report to provide Members with an update on the Equality Act 2010 and how the Council is meeting its requirements.

2 **Recommendation**

The Committee is requested to note the report and support the activities listed in Section 5.

3 **Community Strategy Priorities**

Equality is at the heart of everything we do and strive to deliver in Slough. We aim to improve access, reduce barriers and make improvements to services or information provided by the Council to local residents, visitors and employees, address the disadvantage that individuals experience because of their protected characteristics and reduce the risk of Council services discriminating against individuals and being opened up to legal challenge. This agenda fits into all of the community strategy priorities, particularly supporting the Council in '**celebrating diversity and enabling inclusion**'.

4 **Other Implications**

(a) **Financial**

Equality systems are already embedded in our processes, there are no financial implications other than officer time to update these systems, provide briefing sessions to teams, and implement any new forms/ processes.

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

Everyone has the right to be treated with dignity and respect. The Equality Act 2010 prohibits discrimination on named grounds. These are called 'protected characteristics'. The Council is required to meet its obligations under the Equality Act 2010 and in particular with regards to Equality Analysis when making decisions on policies/ services. If challenged by the public the Council has all the necessary information in one place to demonstrate they have considered individual needs and thought of ways of reducing/ removing any barriers/ negative impact and if required to do so can prove this in a court of law. To reduce risks to the Council of unnecessary challenge it is important that staff are briefed on the new form, the change in focus and the process for Equality Analysis.

## 5 Summary

### (a) Equality Act 2010

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Equality Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways to help tackle discrimination and inequality. Its purpose is to embed equality considerations into the day to day work of public authorities in order to counter discrimination and inequality at every level and to remove institutional discrimination. It consists of a general duty as well as some specific duties which set out how to comply with the general duty.

The equality duty covers age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

### (b) The Public Sector Equality Duty

The PSED consists of a general duty, set out in the Act itself, and specific duties imposed through regulations.

### (c) General Duty

The general duty has three aims. Public bodies in all their operations must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people from different (equality) groups
- foster good relations between people from different (equality) groups.

Sometimes complying with the general equality duty may involve treating one group more favourably than others. For example, it will be possible to use the positive action provisions to provide a service which is appropriate for a particular group. Additionally, public bodies must take account of disabled peoples' impairments or health conditions even when that involves treating disabled people more favourably than others.

### (d) Specific duties

The general duty is underpinned by specific duties which set out in more detail what a public authority needs to do in order to comply with the general duty. Public authorities must prepare and publish their equality objective/s at least every four years starting not later than 6 April 2012 and publish information to demonstrate its compliance with the general duty at least annually starting no later than 30<sup>th</sup> January 2012.

## 6 Progress

### (a) Data collection exercise

Equalities data is being collected from across council departments on our staff and service users. This will then be analysed to show us where we need to improve in the provision of our services. Monitoring processes are also being revised to take into consideration the new protected characteristics.

### (b) SBC Corporate Equalities Working Group – re-established

The group now consists of heads of service and representatives from the Staff Support groups.

### (c) Staff Disability Forum

The group continues to meet on a regular basis. Earlier this year they delivered a successful awareness raising workshop for a local youth charity, and they are currently

working on a disability awareness campaign. The E&D Adviser continues to support the group by attending regular meetings and assisting where she can.

(d) LGBT forum – established

SBC's first staff Lesbian Gay Bisexual and Transgender forum has been established and will meet in September to discuss how to take this agenda forward within the council.

(e) BAME – reviewing membership

The Black and Minority Ethnic group is currently reviewing its membership to identify new chairs and managers of the forum.

(f) Annual Diversity Conference 2011

The Annual Diversity Conference was held on **Thursday October 20<sup>th</sup>, 3pm – 6.30pm**, at The Centre, Farnham Road. This year the event was shorter with a more focused agenda. There were two workshops; the first looked into the Equality Objectives the council are required to publish by April 2012, asking the community and partners what they feel these should be. The second looked into civic responsibility – asking participants to think about what it means to be a local resident of Slough. A short report is being put together which will be circulated.

(g) EIA Template: revised

The Equality Act 2010 requires all public bodies, including local authorities, to carry out equality analysis and to publish their results. CMT have agreed that we will continue to use Equality Impact Assessments to meet this requirement but using a revised template. Equality Impact Assessments (EIAs) should be carried out:

- Before a plan is made to change or remove a service, policy or function to assess any potential impacts, positive and negative, in a proportionate way and with relevance.
- To make decisions that are justified, evidenced, relevant and identify any mitigating proposals
- To prioritise expenditure in an efficient and fair way
- To have a record showing that the potential impacts have been considered and that decisions are based on evidence

It is important the EIA is carried out at the earliest opportunity to ensure that there is enough time to undertake any additional work that will inform decisions, i.e. community engagement.

(h) Training and Briefings

Training is currently being developed for:

- Awareness Training
- EIA Training
- Key Messages to Staff and Customers RE: Equality monitoring

The Equality and Diversity Adviser has been providing briefings to staff member, heads of services, teams etc offering support and guidance on the responsibilities of the council.

## **7 Assistance from Members**

Members may assist in the implementation of the Act by:

- (a) Considering the requirements of Equality Law and their responsibilities when scrutinising policy and Executive decisions

(b) Highlighting training needs that members may have i.e. awareness training, EIA training

(c) attending Member training on Equality and Diversity

## 8 **Background Papers**

Revised Equality Analysis template and Background Information.

**OVERVIEW AND SCRUTINY COMMITTEE**  
**WORK PROGRAMME 2011/2012**

Agenda Items	Final deadline for Reports (Provisional)	Agenda Despatch (Provisional *)	Date of Meeting
<ul style="list-style-type: none"> <li>• Performance and Financial Reporting (JE)</li> <li>• Partnerships – Governance and Performance</li> <li>• Asset Register - Disposals</li> <li>• Indices of Deprivation in Slough</li> <li>• Customer Services Update and the impact of the budget on MyCouncil (RP)</li> <li>• Employment of Agency Staff (KG)</li> <li>• Appraisals- update on numbers completed (KG)</li> <li>• CCTV- current position on location –information report(JP)</li> <li>• Procurement of Transactional Services for Slough Borough Council- update report (PH).</li> <li>• Parks and Open Spaces Strategy (deferred from 15/11/11 agenda) (JR)</li> </ul>	<p>Wednesday 23<sup>rd</sup> November 2011</p>	<p>Friday 25<sup>th</sup> November 2011</p>	<p>Tuesday 6<sup>th</sup> December 2011</p>
<ul style="list-style-type: none"> <li>• Performance and Financial Reporting (JE)</li> <li>• Effect of Economic Downturn on Slough</li> <li>• Post-Implementation Review of Art @ the Centre Scheme (G Ralphs/R Kirkham)</li> <li>• Covert Surveillance –SBC Policy (KG)</li> <li>• Census 2011-Update</li> <li>• Chalvey Regeneration- Transport Scheme (GR)</li> <li>• Right to Buy Scheme- 17<sup>th</sup> January 2012 (AT)</li> </ul>	<p>Wednesday 4<sup>th</sup> January 2012</p>	<p>Friday 6<sup>th</sup> January 2012</p>	<p>Tuesday 17<sup>th</sup> January 2012</p>
<ul style="list-style-type: none"> <li>• Budget</li> </ul>	<p>Friday 20<sup>th</sup> January 2012</p>	<p>Tuesday 24<sup>th</sup> January 2012</p>	<p>Thursday 2<sup>nd</sup> February 2012</p>

<ul style="list-style-type: none"> <li>• Chief Constable Visit</li> <li>• Annual Scrutiny Report</li> </ul>	<p>Wednesday 22<sup>nd</sup> February 2012</p>	<p>Friday 24<sup>th</sup> February 2012</p>	<p>Tuesday 6<sup>th</sup> March 2012</p>	
<ul style="list-style-type: none"> <li>• Appraisals-update on end of year completion rate (KG)</li> </ul>	<p>Wednesday 28<sup>th</sup> March 2012</p>	<p>Friday 30<sup>th</sup> March 2012</p>	<p>Tuesday 10<sup>th</sup> April 2012</p>	
<p>Unprogrammed items:--</p> <ul style="list-style-type: none"> <li>• Census-visit by ONS to provide update</li> <li>• Policing and Social Responsibility Bill – information paper (Scrutiny Officer)</li> </ul>				



**MEMBERS' ATTENDANCE RECORD**  
**OVERVIEW AND SCRUTINY COMMITTEE**

<b>COUNCILLOR</b>	<b>07/06</b>	<b>12/07</b>	<b>13/09</b>	<b>11/10</b>	<b>15/11</b>	<b>06/12</b>	<b>17/01</b>	<b>02/02</b>	<b>06/03</b>	<b>10/04</b>
Basharat	P	P	P	P						
Davis	P	P	P	P						
Haines	P	P	Ap	Ap						
Mann	P	P	P	P						
Minas	P	P	P	P						
Munawar	P	Ap	P	P						
O'Connor	P	P	Ap	P						
Plenty	P	P*	P	P						
Smith	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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