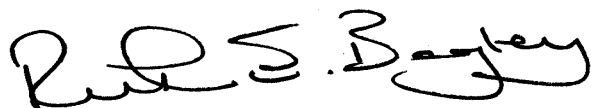


Date of issue: Friday, 17 November 2011

MEETING	CABINET	
	Councillor Anderson	Leader of the Council - Finance & Strategy
	Councillor S Chaudhry	Community & Leisure
	Councillor A S Dhaliwal	Performance & Accountability
	Councillor Matloob	Opportunity & Skills
	Councillor Pantelic	Education and Children
	Councillor Parmar	Environment & Open Spaces
	Councillor Swindlehurst	Neighbourhoods & Renewal
	Councillor Walsh	Health & Wellbeing
DATE AND TIME:	MONDAY, 21ST NOVEMBER, 2011 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	CATHERINE MEEK	01753 875011

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART I



**AGENDA
ITEM**

REPORT TITLE

PAGE

WARD

Apologies for absence.

- | | | | |
|-----|--|---------|------|
| 1. | Declarations of Interest

(Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct). | | |
| 2. | Minutes of the Meeting held on | 1 - 10 | |
| 3. | Draft Budget Strategy and Medium Term Financial Plan 2012/2013 to 2015/16 | | All; |
| 4. | Project Performance and Financial Reporting 2011/12 | 11 - 38 | All; |
| 5. | Council Taxbases for 2012/13 | 39 - 44 | All; |
| 6. | Leisure Capital Strategy | 45 - 52 | All; |
| 7. | Public Outdoor Events Policy | 53 - 62 | |
| 8. | Children's Centre and Library in Colnbrook - Update | | |
| 9. | References from Overview and Scrutiny

None. | | All; |
| 10. | Executive Forward Plan | 63 - 66 | All; |

Press and Public

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision



Cabinet – Meeting held on Monday, 17th October, 2011.

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

Also present under Rule 30:- Councillors Coad, Dale-Gough, Long, P K Mann, Plimmer and Smith

Apologies for Absence:- Councillor Matloob

PART 1

47. Declarations of Interest

None.

48. Minutes of the Meeting held on 19th September 2011

That the minutes of the meeting held on 19th September 2011 be approved as a correct record.

49. Order of Business

The Chair advised that he intended to alter the order of business, taking items 7, Looked after Children Review and 6, Employment Support for People with Disabilities, before the remaining items.

50. Looked After Children Review

The Cabinet was presented with a report seeking to address the residual effects of the rise in the numbers of looked after children. There had been an increase in the number of looked after children and the cost per placement had also risen, the cumulative effect of which had resulted in significant increased spending. Additional expenditure had been covered from other areas within the department's budget and consequently, no significant overspend was expected.

The report concentrated on the offering of permanent solutions for children who would never be able to return to their families. Members were advised that since January 2011, twelve additional children had been placed with adoptive parents and 24 with special guardians. In addition, 13 new foster parents had come forward within the last year.

The Cabinet was informed of two projects which would be carried out, for which a budget of £826k would be allocated. The first focused upon reducing the number of children who were looked after per head of child population, which included increasing the active recruitment of adopters and implementing a special recruitment project for children five years of age and above. The second project was to focus on ensuring sufficiency of placement

supply and reduction of the individual and collective placement costs for looked after children, which would be aimed at reducing the cost per head of placements by improving effective commissioning arrangements.

It was noted that these projects were very much worthy of investment however it would be critical that the investment be tracked to ensure its efficient use. The Cabinet was informed that this would become a Gold Project for the Council and would be monitored regularly and monthly progress reports would be provided to Cabinet.

Resolved:

- a) That the one-off revenue funding allocated in the current financial year is incorporated into the base budget for future years.
- b) That a separate one-off “invest to improve” project based budget (£826k) is set aside in the current year to resolve the legacy of the placement costs for looked after children and is separated from the operational costs of the Children and Families budget to enable accurate monitoring.
- c) That the projects identified above are funded on an “invest to save” basis over a two year period to decrease the number of children who are looked after per head of population; and to decrease placement costs.
- d) That these projects, alongside those covered by the safeguarding improvement plan, are included in the SBC “Gold” Projects to enable effective management, monitoring and monthly reporting to members.

51. Employment Support for People with Disabilities

The Cabinet was presented with a report which detailed the proposed new strategy and future approach for the provision of employment support for disabled people. A number of objectives were highlighted to the Cabinet, including; increasing the number of disabled people eligible for Adult Social Care services, providing flexible and tailored support to meet the individual’s need and ensuring that services were effectively targeted to ensure value for money. Amendments to the strategy were intended to reflect national guidance, which recommended that future support be tailored to individual need and focus on open employment settings.

The Cabinet was informed that relatively small numbers of people were benefitting from the service in its current form and it was intended that the scope of the service would be increased to ensure that more people would benefit. The new model would be based upon a Work Opportunities model and would be expanded to cover all areas of disabilities.

The Assistant Director of Personalisation, Commissioning and Partnerships advised the Cabinet that all affected staff working at the Speedwell Enterprise Service, would initially be offered redeployment within the Council where possible. All workshop operatives would be offered additional support between November 2011 and March 2012 to find alternative employment or other suitable activity. It was agreed that the Council would actively promote such opportunities to local businesses via Officers, Members and through the Local Strategic Partnership (LSP), in addition to engaging with the Chamber of Commerce. It was also noted that the Shaw Trust and the Job Centre Plus had agreed to provide additional specialist support.

Liam Toner, Chairman of the SBC Employee's Disability Forum, asked the Cabinet to consider all issues carefully before making their decision with regard to the closure of the Speedwell Service. He stated that in addition to supporting Employees, Speedwell also supported pupils from local schools and colleges. The Cabinet was informed that there was concern that outside employers would not provide adequate opportunities for people with disabilities once Speedwell had been closed. The Chair thanked Members of Speedwell for attending the Meeting and for the constructive manner in which they had put their argument forward.

The Chair of the Health Scrutiny Panel advised the Cabinet that following a site visit to Speedwell and a special meeting on 13th October 2011, the Panel had resolved to make the following recommendations:

- a) The Panel recognise the contribution that Speedwell Enterprises has made to both the town and its service users, and further recognises that Speedwell is more than a typical factory based employment service.
- b) The Panel is unanimous in its view that disabled people in Slough, and particularly those eligible for Adult Social Care services, should benefit from support into employment, work experience, skills development or volunteering.
- c) The Panel, whilst noting the contribution made by Speedwell, recognises that the current and future needs in Slough call for a revised service, one which is better able to meet and respond to both the volume of need and the specificity of individual cases. As such the Panel recommends a policy shift which sees disabled people being supported into mainstream employment rather than the current model.
- d) The Panel believe that this policy shift will help a greater number of vulnerable people in Slough by ensuring greater access to those that are eligible for Adult Social Care.
- e) The Panel however also recognise the impact that the closure of Speedwell will have, particularly on long-term users of the service, and seeks reassurance from Cabinet over how these users will be guaranteed support into alternative employment or provisions.

- f) The Panel also recognises the social importance and value that users place on Speedwell and also urge the Cabinet to look into ensuring social provisions are maintained and expanded.

Cabinet agreed to note the recommendations made by the Health Scrutiny Panel.

A number of Rule 30 Members addressed the Cabinet and asked a number of questions which were responded to. In response to a question, it was stated that the Policy was not being revised for cost saving purposes nor was it as a result of the Council's intention to develop or sell the land that the service was provided from. It was agreed that the anticipated savings of £100,000 in year one be ring fenced and used to support those people currently employed at Speedwell Enterprise Service to find alternative employment where possible or other suitable daytime activities.

After significant discussions, it was agreed that the proposal would be supported as it was intended that the new model of employment support for disabled people would benefit increased numbers. The Cabinet appreciated concerns raised, however aimed to mitigate these concerns as far as possible, via the commitment to proactively promote the employment of disabled people within local businesses, in addition to the agreement that £100,000 in year one be ring fenced for the benefit of those people currently employed at Speedwell Enterprise Service.

Resolved:

- That the review findings and the options and recommendations for the future be noted.

and:

- a) That the Council implement the policy outlined in this report and the new model of employment support for disabled people.
- b) That future provision focuses on supporting people eligible for Adult Social Care services into employment in mainstream settings.
- c) That an extended Work Opportunities service for all disabled people of working age eligible for Adult Social Care services be implemented during 2012.
- d) That the current Work Opportunities Scheme continue to be provided directly by the Council beyond April 2012 prior to implementation of the new service model.
- e) That the proposed future service model is commissioned in line with procurement guidelines and legislation alongside other day opportunities services following consultation and market testing.

- f) That the Strategic Director of Community and Wellbeing after consultation with the lead Commissioner be authorised to agree the provider of the new service following the tender process.
- g) That the current supported business is determined on 31st March 2012.
- h) That the Council facilitate the termination of the Work Choice contract with Shaw Trust to provide supported employment, with effect from 31st March 2012.
- i) That formal 30 day consultation with affected support staff and workshop operatives and their trade union representatives be undertaken from the end of October to the end of November.
- j) That comprehensive support be offered to displaced workshop operatives to assist them in finding alternative employment where possible or other suitable day time activities.
- k) That support staff and other Council employees affected will follow existing procedures and processes concerning redeployment and redundancy.
- l) That the recommendations from the Health Scrutiny Panel from its meeting on 13th October 2011 be noted.
- m) That the predicted savings of £100,000 in year one be ring fenced and used to support those people currently employed at Speedwell Enterprise Service to find alternative employment where possible or other suitable daytime activities, and to provide opportunities for maintaining social contact and support.
- n) That the Council proactively seek to promote employment opportunities for people with disabilities within the local business community.

The meeting adjourned at 8.35pm and recommenced at 8.45pm

52. Play Strategy 2011 - 2014

The Cabinet considered a report detailing the proposal for the Council's Play Strategy for 2011-2014, which set out plans to make further improvements to the network in order to ensure that high quality play provision would be sustainable. The Cabinet was informed that there were 75 play areas within the borough which were maintained by the Council. Audits had shown that play areas were well distributed across the Borough however differed greatly in condition and quality. It was noted that it should be a priority to introduce more frequent inspections and maintenance visits in order to help maintain all parks to a good standard. The Cabinet was informed that a one off sum of £50,000 was required for four parks to be improved up to standard, in addition

to a further £150,000 for 16 sites which would be redesigned to improve the quality of play, in consultation with local communities.

In response to a question, the Cabinet was advised that the proposed consultation would be likely to mirror that carried out for previous play areas, which included leaflet drops and displaying the proposed design at a manned marquee.

Resolved:

- a) That the future strategic direction for play as set out in the strategy be agreed.
- b) That the Assistant Director for Culture and Skills be authorised, following consultation with the Commissioner for Education and Children, to implement proposals to redesign play spaces as set out in section 6.7 of the report, subject to the outcome of consultation with the local community and Ward Councillors in the areas affected.
- c) That implementation of the Council's planning policy will reflect the principles and aspirations of the play strategy.
- d) That delivery of the strategy be dependent on additional revenue and capital funding as set out in section 4.1ff of the report, which will be considered as part of the Council's annual Medium Term Financial Strategy process.

53. Project Performance and Financial Reporting for 2010/11

The Cabinet was presented with a report highlighting the Council's overall performance from delivery of service to financial management covering the period, up to and including August 2011. The report covered the Council's key areas, which included the Gold Projects covering the period to 31 August 2011 and the Revenue and Capital Monitoring position to 31st August 2011.

The Cabinet was provided with supplementary information with regard to the Treasury Management Policy – Counter party List. It was recommended that the threshold credit criteria be lowered to accommodate the important UK banks affected by the recent credit downgrades. It was proposed that the Director of Resources and Regeneration, after consultation with the Leader of the Council, and with advice taken from advisors, should have the ability to modify the parameters, as an interim measure.

Resolved:

- a) That the following aspects of the report be noted:
 - i. Project management
 - ii. Financial performance – revenue and capital

- Note the current projected outturn position on the General Fund of an overspend of £17K.
 - Note that the Housing Revenue Account (HRA) reported a forecast Deficit of £70K.
 - Note the identified areas of risk and emerging issues.
- b) That the updated position regarding down grading of Counter Party lists be noted.
- c) That the Strategic Director of Resources & Regeneration be authorised, after consultation with the Leader of the Council, to act on the advice of the retained advisors and modify the parameters of the approved counter party lists to enable continued investment where appropriate. (Taken as an urgent decision).

54. Medium Term Financial Strategy

The Cabinet considered a report detailing the latest projections of the Council's Revenue and Capital Budgets for the period 2012/2013 to 2015/2016. The paper proposed a strategy for securing saving requirements whilst maintaining the focus on protection for front line services wherever possible. The Cabinet was informed that all employees had received their 'Planning for the Future' letters which provided Officers with the opportunity of sharing their plans and aspirations with regard to their potential career progression.

It was agreed that recommendations (d) and (e) of the report be taken on the grounds of urgency to enable necessary consultation processes to begin.

Resolved:

- a) That the Council's current projected Revenue Budget for 2012/13 to 2015/16 be noted.
- b) That the assumptions underlying the Medium Term Financial Plan be noted.
- c) That the overarching savings strategy and targets as set out on Appendix A be approved and request further development of additional proposals to meet remaining budget deficit.
- d) That the areas of Directorate based savings proposals for as summarised in para 5.7 be agreed, and request officers, to implement them with immediate effect where possible. and agree the specific proposals set out in section 5.15 requesting officers, to implement them with immediate effect where possible.(Taken as an urgent decision)
- e) That any in year under-spends **arising as a result of early implementation of savings**, be allocated as a 50/50 split

between; further improving the protection afforded by the general fund balances and agreed directorate based invest to save initiatives.(Taken as an urgent decision)

- f) The Chief Executive as Head of Paid Service and the Strategic Director of Resources as the S 151 Officer following consultation with Commissioners be authorised to approve changes to the Council's establishment as a result of delivery of the savings as at appendices A.

55. Sustainable Community Strategy Refresh

The Committee considered a report detailing the amended Sustainable Community Strategy (SCS). The SCS set out the strategic objectives and priorities for the Borough for the period of 2008 - 2028. These were reflected in the Strategic Plan 2009 – 2011, which was to be revised in 2012. The Committee was informed that the LSP had adopted the SCS in its current form.

It was noted that point 4 of page 108 of the SCS required amendment to state that "Improve Slough's retail offer so that it is consistently in the top twenty five UK towns..."

Resolved: That the refreshed Slough Sustainable Community Strategy be approved.

56. Britwell Regeneration Scheme - from Concept to Reality

The Cabinet was provided with an update on the progress for the delivery of the Britwell Regeneration Scheme. Mansell Construction Services Limited had failed to deliver in terms of price at the second stage of the tendering process. Consequently a retendering process was to take place, which would set the Scheme back by approximately six to eight weeks.

The Cabinet was informed that good progress had been made and the demolition of various sites was underway as planned.

Resolved:

- a) That the report be noted.
- b) That a further update report be made to the Cabinet meeting on 21st November 2011.

57. References from Overview and Scrutiny

The Cabinet was presented with a report advising of recommendations of the Overview and Scrutiny Committee held on 11th October 2011 and the Health Scrutiny Panel held on 13th October 2011.

Housing Benefit Reforms and the Impact on Slough

The Cabinet was advised that the Overview and Scrutiny Committee had considered a report on the Government's current and proposed changes to the Housing Benefit system, and how the impact of the changes were being addressed. It was noted that in last 18 months the housing demand in Slough had increased by 30% and that the reforms proposed by the Government's welfare reforms were likely to lead to an increase in unmet need and greater demand for services. The Cabinet was advised that a number of local authorities repeatedly sent clients to Slough on the grounds that they were unable to provide emergency services themselves.

Resolved:

That 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 be examined.

Employment Support for People with Disabilities

Resolved: That the recommendations of the Health Scrutiny Panel from its meeting on 13th October 2011, as detailed at minute 51, be noted.

58. Executive Forward Plan

Resolved: That the Executive Forward Plan be approved.

PART II

59. EXCLUSION OF THE PRESS AND PUBLIC

That the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

60. Part II Minutes of the Meeting held on 19th September 2011

Resolved:

That the Part II minutes of the meeting held on 19th September 2011 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.30 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 21st November 2011

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

WARD(S): All

PORTFOLIO(S): Finance and Strategy – Councillor Anderson
Performance & Accountability - A S Dhaliwal

PART I
FOR INFORMATION

PROJECT PERFORMANCE AND FINANCIAL REPORTING FOR 2011/12

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 30th 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 Cabinet 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 30th 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 30th 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

Britwell Regeneration			Project SPONSOR	John Rice	
Wards affected: Britwell & Haymill			Project MANAGER	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	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	
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 this period:					
<ol style="list-style-type: none"> 1. Tenders received from 4 national developers to provide the broad regeneration of Britwell. 2. Neighbourhood Board considered 4 tenderers proposals and evaluated. 3. Britwell Newsletter finalised and circulation commissioned. 4. Progress made and secured Stage 2 Tender for the Britwell Hub. 5. Planning permission secured for Britwell Hub. 6. Planning applications made for all 3 satellite housing sites. 7. Demolition commissioned for Marunden Green (part); Hub site; Jolly Londoner and Newbeech. 8. Agreement reached to vacate car sales site. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Interview regeneration tenderers and commence evaluation process; 2. Commence community consultation on each regeneration Tenderers proposals; 3. Retender Britwell Hub; 4. Issue the Satellite sites Housing Tender; 5. Demolish Hub site buildings Marunden Green (part), Jolly Londoner, and Newbeech buildings. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Need to retender the Hub – contained by NEC D&B process as the Council owns the cost plans, drawings and planning permission. Regeneration Tenderers not fit for purpose – risk overcome as 4 tender compliant proposals secured.					
Recommendations for CMT:					
To note the continuing progress with the project.					

Business Continuity			Project SPONSOR	Roger Parkin	
Wards Affected: ALL			Project MANAGER	Dean Trussler	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	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"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. The PID was signed off by the group. 2. A Corporate Business Continuity Working Group has been established. Representatives from all Directorates. 3. Terms of Reference have been agreed by Working Group. 4. Additional support secured from HR and Facilities. 5. Audit Recommendations have been reviewed and action plan developed. 6. Met with Auditors to discuss timelines and proposed actions. 7. Reviewed KPMG Business Continuity proposal. 8. Emergency Planning Officer has taken lead role in development of Action Plan. 9. Review of critical services and existing departmental arrangements. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Review of critical services and existing departmental arrangements ongoing. Directorate representatives to report back to next meeting. 2. Development on going of master strategic plan with sub plans by department. 3. Directorate workshops being planned with KPMG to assist in plan development for November. 4. Directorate representatives to be nominated and reported back to next meeting. 5. Produce standard business continuity forms/ templates/ action plans. 6. Agree Action Plan and identify achievable timescales. 7. Risk analysis and Risk Register to be updated. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 1. Resource availability to support project. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. Ensure Directorate support of planned November workshops. 					

Customer Focus Programme			Project SPONSOR	Roger Parkin	
Wards affected:			Project MANAGER	Judith Davids/ Mohammed Hassan	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	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 this period:					
<ol style="list-style-type: none"> 1. Nine new Customer Service Advisers started on 19th September and are undergoing intensive training. 2. Joint away-day held with Housing Services Customer services team. 3. Strategy for future development of slough.gov.uk website agreed. 4. Agreement with Children's Services to start work with School Services rather than First Response team. 5. Phase 2 Communication Action Plan completed. 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. 7. Council Tax escalations and hand off points agreed, implemented and currently being monitored by senior managers in both areas to mitigate errors. 8. Financial contribution from the Schools Admissions team documented and agreed in principle, awaiting SLA sign off. 9. Scoping work carried out and agreed with Housing Services to integrate Capita CRM with Oracle CRM On Demand. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. First meeting of Customer Services Programme Board. 2. Service Level Agreements to be signed off with Phase 1 service areas. 3. Analysis of School Services calls/processes. 4. Start process for replacing My Council call/queue management systems. 5. Soft launch of Slough Services Guide. 6. Go live with notifying deaths via Tell Us Once. 7. Agree strategy for call numbering/routing. 8. Complete configuration of CRM on Demand product for pilot. 9. Tell Us Once communication strategy to be finalised with Communications team. 10. Diagnostic FAQs (Decisions Trees) to be trialled with Housing Services as part of Phase 1 transition. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Availability of resource within service areas to participate at key points within the programme. 2. Inability to produce consistent management information from the various My Council systems is preventing accurate forecasting and resource scheduling. 3. Lack of robust and tested business continuity and disaster recovery plans at Landmark Place. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. To note progress made and risks identified. 					

Delivering Personalised Services Programme			Project SPONSOR	Jane Wood	
Wards affected: ALL			Project MANAGER	Mike Bibby & Ged Taylor	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	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 from 0% to 100%. The first 15% is a blue box labeled 'Completed'. The remaining 85% is a purple box 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 this period:					
<ol style="list-style-type: none"> 1. Health and Scrutiny Panel reviewed; <ul style="list-style-type: none"> • a report on employment support for people with disabilities (Speedwell). • proposals for recommissioning of day opportunities for people with mental health. 2. Tender results for domiciliary care services/personal assistants are in for review and next steps. 3. Tender results for carers support and respite are in for review for and next steps. 4. The IAS tenders have been reviewed and detailed work on implementation arrangements being done before award of contract. 5. Tender issued for community equipment store. 6. Advert published for day opportunities for people with mental health, expressions of interest and PQQ process underway. 7. Programme Board established and terms of reference agreed for the Learning Disabilities Change Programme (Nothing About Me, Without Me) with six sub-groups. 8. Equalities Impact Assessment completed for Nothing About Me, Without Me. 9. Service users identified in out of borough residential placements for return to community based accommodation in Slough. 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. 11. Options appraisal and work commenced to consider return of out of borough LD clients. 12. All new clients being assessed for personal budgets. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Cabinet decision on employment support for people with disabilities. 2. Start of 30 day staff consultation on proposal if agreed by Cabinet. 3. Tender for day opportunities for people with mental health issued. 4. Decision on the award of the IAS contract and transition arrangements. 5. New Carers support and respite framework agreement established. 6. Further work on options for future provision of domiciliary care services following a tender exercise. 7. LINK to commence Personal Budgets Survey with service users across all care groups. 8. All clients, where appropriate, will have personal budgets identified by April 2012. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 1. Identification of suitable housing options and agreement to provide this housing for people with learning disabilities. 2. Public reaction to disability employment support changes. 3. Impact on voluntary sector providers arising from award of tendered contracts. 4. Any negative reaction to the LD Change Programme which may impact on Members support and therefore, delay savings identified in PPRG. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 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. 					

Slough Local Asset Backed Vehicle ('LABV')			Project SPONSOR	Julie Evans	
Wards affected: ALL			Project MANAGER	John Rice	
	Timeline	Budget	Issues & Risks	OVERALL status	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	04/10/2011
<i>Previous month</i>					<i>New Project</i>
Project start date:	19/09/2011		Anticipated Project end date:	31/12/2012	
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 this period:					
<ol style="list-style-type: none"> 1. Secured Cabinet approval to proceed with the procurement. 2. Legal Team commissioned for Phase 2 of their work – the LABV procurement. 3. Financial modeller appointed to assist competitive dialogue process. 4. Memorandum of Information template prepared and site database commissioned from within Asset Management. 5. Visit arranged to Croydon LABV on 03/11/2011 for lead Members, Chief Executive and Director of Resources & Regeneration. 6. Project documentation preparation is underway. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 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. 2. Issue of OJEU Notice (and Mol) to PQQ return and selection of long-listed bidders. 3. Issue of Invitation to Participate in Competitive Dialogue ("ITPD") and dialogue commences with long listed bidders. 4. Submission of outline proposals and selection of short-listed bidders to continue dialogue. 5. Issue of Invitation to Continue Dialogue ("ITCD") and dialogue continues with short-listed bidders. 6. Formal conclusion of dialogue and issue of an Invitation to Submit Final Tenders ("ISFT") to short-listed Bidders. 7. Evaluation and selection of a Preferred Bidder. 8. Report to Cabinet. 9. Establishment of JV/LABV. 					<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 risk / obstacles to progress :					
<ol style="list-style-type: none"> 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> 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> 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> 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> 					

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.

Public Health Transition Programme			Project SPONSOR	Jane Wood	
Wards affected: ALL			Project MANAGER	Tracy Luck (internal) Phil Swann, Shared Intelligence (external)	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	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 Remaining</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"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Shared Intelligence appointed end July 2010 following tender. 2. SI research during August and September. 3. Reference Group established (including PCT and Cllr Walsh), meetings held on 8 and 30 August. 4. Group and individual interviews held with stakeholders throughout September. 5. Whole System Event arranged for 7th October. 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 10th October. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Whole Systems Event on 7 October. 2. Slough Forward Board meeting on 10 October (re Health and Wellbeing board). 3. Final Reference Group meeting on 31 October. 4. Health and Wellbeing Strategy drafted by 11 November. 5. Organisation and Workforce options by 11 November. 6. First meeting of pre-shadow Health and Wellbeing Board – November. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 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. 					

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.

Safeguarding Improvement Board			Project SPONSOR	Clair Pyper	
Wards affected – All			Project MANAGER	Keren Bailey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period					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? Draft					
Key activities completed / milestones achieved in this 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>					

School Places In Slough			Project SPONSOR	Clair Pyper	
Wards Affected: ALL			Project MANAGER	Robin Crofts	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	RED	AMBER	AMBER	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 this period:					
<ol style="list-style-type: none"> 1. New modular classrooms opened to children for the first time at Castlevew, Cippenham Primary, Lynch Hill, Ryvers and Godolphin Infant. 2. New brick built classrooms opened at Western House, Claycots and Wexham Court. 3. Langley Hall Primary Academy has opened admitting 50 reception pupils. 4. Meeting held with secondary school Heads (SASH) to start planning the expansion of secondary schools. 5. Planning application submitted for expansion project at Littledown. 					

	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.

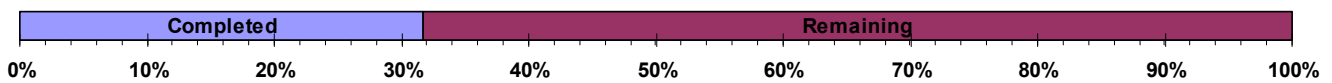
The demand for school places and the supply of school places is extremely fluid and depends on a number of factors. These include the number of applications received, which varies on a weekly basis, and the number of places vacated as families move their children. It is complicated by movements of pupils 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.

Thames Valley Transactional Services Project		Project SPONSOR	Roger Parkin		
Wards affected : ALL		Project MANAGER	Phil Hamberger		
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	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 30th September 2011

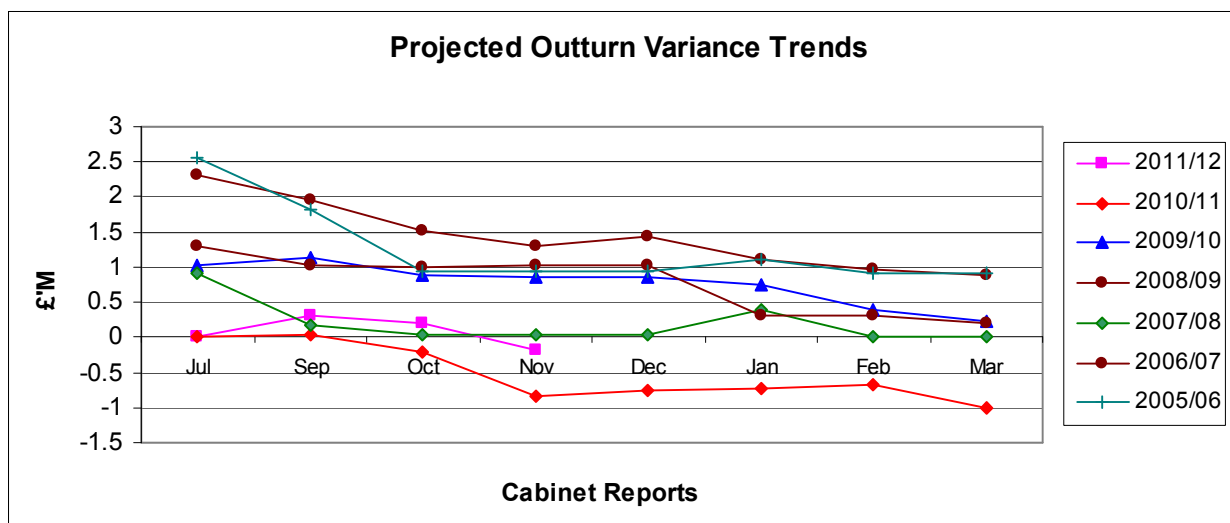
8.1. There is currently a forecast under spend for the 2011/12 General Fund at the end of period six of £189K. This is a reduction in net expenditure of £172K since the previous month.

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
Total Cost of Services	106.314	112.535	82.596	112.346	(0.189)
% of revenue budget over/(under) spent by Services					-0.17%
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
Total General Fund	105.107	105.107	76.910	104.918	(0.189)
% of revenue budget over/(under) spent in total					-0.18%



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 30th 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
TOTAL BORROWING	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 30th 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
TOTAL INVESTMENTS	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).

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
Less: Existing Profile of Borrowing and Other Long Term Liabilities	-105,720	-104,708	-103,574
Cumulative Maximum External Borrowing Requirement	27,896	36,871	33,726

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			
Divisional Summary						
Service Area	Total Variance £'000	Explanation				
		This month: +£149k – Movement of +£59k 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.				
Community Services and Adult Social Care	149	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
		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
Total	27,233	27,382	149	59		
Previous Variance: +£90k – Budget pressures due to Meals on Wheels, Residential and other care packages offset by significant income gains and averting planned Learning Disability residential placement.						
		This month: -£160k – New savings of -£85k have been identified within Community Services -£77k , (premises related expenditure now expected to cost much less plus increased income now expected) & Culture & Sports -£28k (staff costs savings due to vacancies).				
Culture & Skills	-160	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
		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
Total	4,400	4,240	-160	-85		
Previous Variance: -£75k – There is an expected underspend relating to a rolled over budget for Free Swimming which is now being met from within the SCL contract.						
		This month: +£33k – This month there is a movement of £22k due to a review against the 11/12 commitment for Kick Start Grants.				
Personalisation, Commissioning & Partnerships	+33	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
		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
Total	5,016	5,050	33	-22		

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
Total	3,154	3,159	5	5

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
Change in Variance this month				
Service Area	Change £'000	Explanation		
	0	Variance reported last month		
Children and Families	114	<p><u>New this Month:</u> 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>Children Looked After (CLA): <u>External Residential Placements:</u> One of the client placements is now being joint funded which reduces the outturn projection by £39k</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 (£25k).</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 £7k.</p> <p><u>Secure Accommodation:</u> 2 new clients (£52k) and the extension of 1 placement has increased the projected outturn by £74k</p> <p><u>Pathways</u> The cost of personal need is expected to under spend by £10k.</p> <p>Family Support Services: <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 £40k. This has been offset by a saving of £8k on fees within Family Group conferencing/Family Placement service.</p> <p>Commissioning and Social Work A pressure of £25k has been identified within the Contact Team due to additional costs in respect of rent and travel expenses.</p> <p><u>Previously Reported:</u></p> <p>Commissioning and Social Work: 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>Children Looked After:</p>		

		<p>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.</p> <p>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.</p> <p><u>Internal Fostering placements</u> - all available internal foster places (55) are occupied so an underspend was projected on this budget.</p> <p><u>External Residential placements</u> – projected overspend due to rising number and complexity of placements.</p> <p><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>Family Support Services <u>Residence orders</u> A small overspend had been projected on this service which for long term looked after children provides better outcomes at a lower cost..</p> <p>Other Children and Family Services: 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><u>Previously Reported</u> YOT: 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><u>Previously Reported:</u> Children with Disabilities: 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><u>New This Month:</u> A £30k saving has been identified within Home to School Transport as a result of revaluation of the transport requirement for the new term.</p> <p><u>Previously Reported:</u> 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><u>New this Month</u> Department projects and Administration: There has been a saving of £58k this month due to the scaling back on targeted services in order to support reactive pressures around the</p>

	<p>placement of Looked After Children and an additional £26k within Directorate support due to further detailed scrutiny of committed expenditure.</p> <p>Previously Reported: 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>Information, Performance and Review: 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>
	0 Total Variance

Appendix A (Cont.)

Directorate:	Customer and Transactional Services	Period - 6	September 2011
Main Variances			
Service Area	Change £'000	Explanation	
	233	Variance reported last month	
Information Technology	0	No change	
Customer Service Centre	0	No change	
Total ICT and Information Technology	0	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.	
	151	Total Variance	

Appendix A (Cont.)

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

Appendix A (Cont.)

Directorate:	Resources and Regeneration	Period - 6	September 2011
Main Variances			
Service Area	Change £'000	Explanation	
	(257)	Variance reported last month	
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	
	(359)	Total Variance	

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **Date:** 21th November 2011

CONTACT OFFICERS: Julie Evans, Strategic Director of Resources and
Regeneration
Emma Foy, Interim Head of Finance
(01753) 875300 /875358

WARDS: All

PORTFOLIO Resources

PART I
KEY-DECISION

COUNCIL TAXBASES FOR 2012/13

1. PURPOSE OF THE REPORT

1.1 This report presents information to Members on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2012/13 financial year. The Council is required by law to set the council taxbase by 31st January prior to the start of the financial year. The level of council taxbase will be used in the calculation of Slough BC's council tax for 2012/13.

2. RECOMMENDATIONS

The Cabinet is requested to resolve:

- (a) That the level of council tax discount in respect of second homes remains at 10%.
- (b) That the level of discount in respect of long-term empty properties remains at 0%.
- (c) That the collection rate for the council tax for 2012/13 be set at 98%.
- (d) That, in accordance with the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 1992 the amount calculated by Slough Borough Council as its council taxbase for 2012/13 shall be:

i) Parish of Britwell	1,809.5
ii) Parish of Colnbrook with Poyle	1,959.1
iii) Parish of Wexham	1,497.6
iv) Slough Town	36,715.3
All areas	41,981.5

3. COMMUNITY STRATEGY PRIORITIES

- 3.1 The matters covered in this report do not directly impact upon the Council's Community Strategy Priorities.

4. OTHER IMPLICATIONS

Legal and Human Rights Act Implications

- 4.1 There are no Human Rights implications arising from this report.
- 4.2 The calculation of the council taxbase, and the Council's estimate of its collection rate, are primarily governed by Section 33(1) of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 1992.
- 4.3 Under Section 11A of the 1992 Act and the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 the Council is entitled to reduce discounts for properties deemed 'Second Homes' or 'Long-Term Empty Properties'.
- 4.4 On 16th December 2003 the Council made a determination to set the level of council tax discount for properties deemed 'Second Homes' to 10% and properties deemed 'Long-Term Empty Properties' to 0%. This report recommends the Council continues these discounts at the same level in 2012/13.
- 4.5 Following the 2003 Local Government Bill the decision to set the council's taxbase no longer has to be taken by the full Council as in previous years. From 18 December 2003, Cabinet has been able to agree the Council's taxbase under the new bill. However, in order to enable members to make an informed decision, the 1992 Regulations requires that members are informed of the process involved in calculating the proposed council taxbase.

Financial Implications

- 4.4 The calculation of the taxbase is part of the tax setting process leading to a council tax being set for 2012/13 at the full Council meeting on 21st February 2012. At that meeting the Council will be recommended to make a calculation of its basic amount of council tax as follows:

(R – P)/T

Where: **R** is the Council's 2012/13 Budget Requirement;
P is the estimate of the amounts payable to the Council in 2012/13;
in redistributed non-domestic rates, and revenue support grant;
adjusted for deficit or surplus on the collection fund; and
T is the Council's 2012/13 council taxbase.

4.5 The council taxbases recommended in this report will be used in calculating the council tax applicable to each of the statutory property tax bands for the financial year 2012/13.

5. SUPPORTING INFORMATION

5.1 The various taxbases for 2012/13 proposed in this report have been calculated by reference to data relating to dwellings within the borough provided by the District Valuer.

5.2 The calculation of the council's taxbase or 'T' can be expressed as the sum of 'Relevant Amounts' known as 'A' for each valuation band multiplied by the collection rate known as 'B'. In summary, 'Relevant Amounts' are to be calculated as the number of dwellings on the valuation lists supplied by the District Valuer adjusted for discounts, disabled persons reductions and anticipated changes to the valuation lists (e.g. successful valuation appeals) during 2012/13.

5.3 The Relevant Amounts for each property band in the Slough Area for 2012/13 are summarised as follows:

Bands	Relevant Amounts for each Area				Total
	Slough Town	Parish of Britwell	Parish of Colnbrook with Poyle	Parish of Wexham	
A	715.7	1.3	15.3	8.7	741.0
B	5,346.6	345.3	198.3	169.9	6,060.1
C	14,641.1	1,266.2	967.8	378.4	17,253.5
D	9,842.0	120.8	590.3	902.3	11,455.4
E	4,436.4	6.1	173.3	47.4	4,663.2
F	2,028.4	83.8	38.3	9.8	2,160.3
G	445.4	22.9	15.8	11.7	495.8
H	9.0	0.0	0.0	0.0	9.0
Aggregate of Relevant Amounts	37,464.6	1,846.4	1,999.1	1,528.2	42,838.3

5.4 The aggregate of 'Relevant Amounts' expressed as a Band D equivalent is, therefore, calculated as **42,838.3**. This figure is based on 100% collection rate in

2012/13.

- 5.5 In 2010/11 the Cabinet agreed to a collection rate of 98%. Following a review of available information and in light of the on-going economic climate officers recommend the collection rate remains at 98% for 2012/13.
- 5.6 The latest information, published by the Department for Communities and Local Government (DCLG) indicates that a 98% collection rate is above the national and unitary averages. The DCLG table, below, provides some appropriate context.

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	%
All London boroughs of which:	94.9	95.1	95.6	95.5	95.7	96.0	
Inner London boroughs (including City of London)	93.9	94.1	94.7	94.6	94.6	95.1	
Outer London boroughs	95.4	95.5	96.0	96.0	96.2	96.4	
Metropolitan districts	95.6	95.3	95.6	95.7	95.9	96.1	
Unitary authorities	96.4	96.6	96.7	96.7	97.0	97.2	
Shire districts	97.9	98.0	98.1	98.0	98.1	98.2	
England	96.8	96.9	97.1	97.0	97.1	97.3	

- 5.6 With a 98% collection rate, the statutory calculation of the 2012/13 council taxbase 'T' will be as follows:

Aggregate of Relevant Amounts or 'A' (i.e. **42,838.3**) x Collection Rate or 'B' (i.e. **98%**) = council taxbase 'T' (i.e. **41,981.5**).

Change in Taxbase 2011/12 to 2012/13

- 5.7 The table below sets out the change in the Council's taxbase between 2011/12 and 2012/13:

	2011/12 No.s	2012/13 No.s	Change from 2011/12	
			No.s	%
Slough Borough Aggregate of Relevant Amount	42,415.5	42,838.3	422.8	1.00%
Taxbase after allowing for assumed collection rate	41,567.2	41,981.5	414.3	1.00%

5.8 Members will note that the taxbase for all areas has increased by 1.00% from 2011/12, equivalent to a net increase of 414.3 properties.

6. CONCLUSION

6.1 It is recommended that the Cabinet approve the amount calculated as Slough's taxbase for the parishes and non parish areas for 2012/13 as follows:

i)	Parish of Britwell	1,809.5
ii)	Parish of Colnbrook with Poyle	1,959.1
iii)	Parish of Wexham	1,497.6
iv)	Slough Town	36,715.3
	All areas	41,981.5

7. BACKGROUND PAPERS

'1' - CTB1 Form (October 2011)

'2' - Local Government Finance Act 1992

'3' - Detailed working papers held in Finance and Council Tax Sections

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 21st November 2011

CONTACT OFFICER: Andrew Stevens
(For all enquiries) Assistant Director, Culture & Skills
Community and Well Being
(07531) 875507

WARD(S): All

PORTFOLIO: Community and Leisure – Shafiq Chaudhry

PART I
KEY DECISION

Leisure capital strategy

1 Purpose of Report

- 1.1 This report makes proposals for what leisure services are needed in the context of evidence of need and national standards for leisure provision. It also considers options for redevelopment and proposes that there is an opportunity to achieve service improvements and a potentially affordable capital project which would be delivered as part of the proposed LABV (Local Asset Backed Vehicle).

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- a) That the Assistant Director for Culture and Skills be authorised, following consultation with the Commissioner for Community and Leisure, to undertake further research detailed in section 6.14ff of the report and develop a user specification for re-providing leisure facilities currently located at Montem.
- b) That a further report be received in September 2012, or earlier if practicable, on plans for procurement and development in the context of the potential use of the LABV (Local Asset Backed Vehicle) to deliver the council's capital programme.

3 Community Strategy Priorities

- **Celebrating Diversity, Enabling inclusion**
- **Adding years to Life and Life to years**
- **Being Safe, Feeling Safe**
- **Prosperity for All**

Leisure and physical activity contribute to building sustainable communities, creating environments where people feel safe and wish to live, as well as contributing to healthy living.

4 **Other Implications**

4.1 **Financial**

It is estimated that a capital investment of between £1.5m and £3m is required within the next five years to keep existing leisure facilities operational. There is no provision for this work to be carried out within the existing Capital budget and any funding provided for such work would need to be met by borrowing.

4.2 It is estimated the cost of refurbishing one of our existing buildings to provide a modernised leisure centre would cost between £6m and £13m depending on the premises selected.

4.3 The Council is currently reviewing the possibility of a Local Asset Backed Vehicle to deliver major capital projects in future. If this were adopted borrowing to fund such projects could be obtained through the LABV at a potentially lower cost of capital than currently available to the Council.

4.4 **Human Rights Act and Other Legal Implications**

Any new provision provided through the leisure contract must follow a competitive process according to EU procurement rules as set out in the Public Contract Regulations 2006 (as amended). It would not be lawful merely to extend the existing contract beyond the end of the contract period.

4.5 There are no immediate Human Rights Act or other legal implications arising from this report.

4.6 **Equalities Impact Assessment**

A full EIA will be undertaken to ensure reasonable mitigations for any adverse impact on individuals of the measures proposed.

4.7 **Workforce**

There are no direct staffing implications arising from the report at this stage.

5 **Background**

5.1 **Context**

In June 2011 a report to Cabinet recommended that there should be a feasibility and options appraisal of the possible re-provision of leisure facilities currently in Montem Lane. This includes the Montem Leisure Centre and Slough Ice Arena.

5.2 The leisure centre was built in the 1970s and the ice arena in the 1980s. Both sites are showing significant wear and in the short to medium term they will need substantial capital investment to maintain current services. This investment is estimated at between £1.5m and £3m over the next 5 years in core infrastructure, including the pools, ice equipment and building fabric.

5.3 In view of the level of this liability, it is prudent to investigate now whether the council can secure better value for money through redeveloping the centres than from a purely reactive capital investment that doesn't materially improve the customer offer.

5.4 **Leisure contract and responsibilities**

Slough Community Leisure (SCL) currently have a contract with the Council up to 2017 to run the following leisure facilities, in addition to the Centre in Farnham Road. A description of the facilities is included as Appendix A:

- Montem Leisure Centre
- Slough Ice Arena
- Langley Leisure Centre
- Slough Ten Pin

5.5 The contract sets out clear responsibilities for maintenance, repair and improvement works to leisure buildings. The Council is responsible for the core fabric of the building and major plant. This includes repair due to equipment failure, and scheduled and reactive maintenance to comply with legislation or health and safety requirements. SCL are responsible for minor reactive and scheduled maintenance required to keep plant in good condition. They also are responsible for internal fixtures, fittings and equipment, including the general look and feel of the building.

5.6 In practice this means that for an item of plant such as the ice refrigerant, SCL are responsible for a maintenance contract to keep the equipment in the best working order possible. However, as this is major plant, if despite being maintained it becomes unsafe or doesn't work, that is the responsibility of the Council. Failure to address these issues promptly can result in loss of service to users and loss of income to SCL, for which the Council would be liable.

5.7 **Current capital works – to 2013**

At present a series of capital programmes are being carried out on the Montem pool and ice arena plant. Following condition surveys it is estimated that up to £3 million of capital investment is required to keep leisure facilities operational over the next 3 to 5 years. Severe pool plant failure at the Montem Leisure Centre is being addressed at present. The pool will be closed for 4 weeks during December for works at a capital cost around £120,000.

5.8 The refrigeration plant at the ice arena is at the end of its operational life and will need to be replaced in the next year, potentially through hiring equipment rather than purchase to retain flexibility, subject to decision as part of the Council's budget setting process. The current plant will not be compliant with legislation on CFC gases from 2014 and would have to be replaced before that date.

5.9 Condition surveys have highlighted the growing risk of failure of the roof at Montem and further pool repairs. While the capital cost of works to 2017 is estimated at £1.5m, with buildings and plant of this age, there is a significant risk that this could rise to £3m. In addition, SCL are investing each year in internal improvements to the sites. The scale and nature of the internal building issues at Montem and the ice arena mean this sum is not sufficient to make the improvements users would wish to see.

6 **Future leisure service provision**

6.1 **Assessment of leisure centre needs**

A comprehensive audit of school, local authority leisure and commercial provision in Slough and in the immediate neighbouring boroughs has been undertaken. This shows a comprehensive leisure offer available at present to

people locally and within a 20 minute car journey. A map showing this will be available at Cabinet.

6.2 Sport England have supported officers to produce a model of what swimming and sports hall facilities are need for the town. The Sport England model estimates demand based on population data and transport services, assesses what alternative facilities there are, and then puts these two elements together to show how well demand is being met and any possible over supply.

6.3 The model prescribes an appropriate level of provision for any defined area in relation to demand and which reflects national expectations and policies. It doesn't predict how use would work in practice. The model assumed that current provision at Langley would be retained and was used to prescribe additional services to replace those currently at Montem.

6.4 In addition a playing field assessment was carried out in January 2011. This was based on an assessment of supply and demand for pitches across the borough for football, cricket, rugby union and hockey. The assessment concluded that Slough is well served for playing pitches, but it did recommend greater community use of school facilities. Improved use of school facilities is a significant consideration in the future provision of leisure facilities across the town.

6.5 **Leisure centre conclusions**

From the audit of local leisure facilities and Sport England model, together with surveys of current users, the following minimum requirements for future leisure provision in the town centre have been identified:

- 25 metre x 6 lane swimming pool (maximum depth 2 metres)
- 150 -200 station gym
- 2 x dance / exercise studios
- Spa / health suite (identified as optional)
- 4 court sports hall

6.6 While it would be helpful for users to have access to these facilities on a single site, some facilities could in theory be provided on a devolved model across more than one site. This particularly applies to sports halls where schools and even outdoor facilities may in certain circumstances be a viable alternative.

6.7 This research does not cover provision of squash and five-a-side football. Currently the sports hall at Montem is predominantly used for five-a-side, which could be re-provided in an indoor hall or outdoor courts. There is some demand for squash in the town and it is anticipated that some provision would need to be made. However, four new courts are being put into the Thames valley athletics Centre, and more work is needed to determine how that would affect demand from Slough residents and whether it reduces the level of provision needed in the town.

6.8 **Leisure centre site options**

The review of options has considered possible locations for the main leisure centre. Detailed work with property services will be done in conjunction with work to test the LABV model and secure a partner. Work to date indicates that a central location is very important and it must be well connected by both road and public transport and should be highly visible. The Bath Road and Farnham Road

are ideal areas and potentially there are sites available, including the current Montem site.

6.9 Initial indications, supported by a study commissioned by SCL, indicate that a new centre would cost £6m if based on improvements to an existing venue. The Centre in Farnham Road was used to assess this option. A full new build would cost substantially more. By relocating services it would be possible to run them more efficiently, reducing operating costs by £2-300,000 a year. This would enable reduction of the management fee, which currently is £333,000 in 2013/14.

6.10 **Slough ice arena**

The ice arena is a popular venue for the town's young people and base for the Slough Jets, the town's ice hockey team. It has 144,000 visits a year; with the highest percentage of use by under 16s, however up to 50% of the users are from outside of the borough, with the nearest ice rink to the east being situated in Streatham, London. The arena offers a range of activities including family and disco skating sessions, lessons and training facilities, a comprehensive ice hockey programme and ice karting.

6.11 In 2010/11, the facility made £40,000 more than the budgeted surplus of £51,000. However, when management costs are factored in, the facility in 2010/11 made a net operating loss of £84,000. In addition to investment in the essential plant for the ice arena (see section 5.8 above), the public areas of the arena are in poor condition and need refurbishment.

6.12 The options appraisal for this report considered whether the ice arena could be extended by approximately 10,000 square feet to provide space for other activities, including those attractive to young people. This could include, for example, rock climbing and adventure sports which would generate an income stream that would help keep the arena viable. This would require investment of around £1m. The business case for an investment of this scale would require further work in the context of alternative uses of the land and other opportunities through the LABV.

6.13 It is proposed that essential works to maintain the facility are done in the next year as required, while the future of the site is considered as part of a larger package with the Montem centre in the context of opportunities for development through the LABV or another route if that were not feasible.

6.14 **Further research**

While the work described above has identified core components of a specification for town centre leisure services (section 6.5), the following issues need more work before they are resolved, in particular detailed use and trend data from SCL and business cases for:

- Squash courts
- Five-a-side football pitches/indoor sports hall
- Ice arena (including extension)

6.15 Information on usage of these facilities is not normally collected by SCL and the summer holiday period is not typical of the year as a whole. It is proposed to do this work between November and May to collect the most robust information possible.

7 Options for future leisure provision

7.1 Three main options have been considered.

1 Do nothing

Features - Likely expenditure of up to £3m up to 2017. Costs after 2017 cannot be predicted accurately but are certain to increase as the building and plant deteriorate. Facilities would continue to deteriorate with age and usage is likely to reduce over time. Costs would increase and income reduce.

Assessment - Lowest cost in the short term, but costs and risks rise, particularly after 5 years (2017)

2 Develop new leisure facilities through a LABV scaled to current needs

Features - Include Montem site in the LABV, opening up possible relocation or development on the existing site. LABV makes best use of the council's capacity to invest. Works would be likely to start in the second phase of the LABV (c2014-2015). Immediate essential capital investment required for existing infrastructure, but around 50% of the potential £3m cost would be saved.

Assessment - Preferred option as it ensures best value for the council in managing its assets to secure new provision at the best price.

3 New provision to be provided through the leisure contract

Features - New provision could be funded through the leisure contractor if the length of the contract were sufficient to make repayments affordable. It is anticipated this would mean a 10 and more likely a 20 year contract through competitive tender when the current contract ends in 2017. This model has been adopted elsewhere and works well.

Assessment - This option is feasible and would be the preferred solution if it were not feasible to invest more quickly through the LABV.

7.2 It is recommended that the Council proceeds with Option 2 as its preferred route.

7.3 The Council is currently exploring the potential for a LABV, and a decision is expected to be made by September 2012. The LABV has the advantage of enabling a number of sites to be considered, which would be tested in a robust way against a client specification for space, services and location.

7.4 In view of the wider context of the Council's capital programme, the proposed approach is to develop the client specification in detail, informed by the research set out in section 6 above by September 2012. If after September 2012 the Council decides to proceed with the LABV, the specification would feed into the LABV programme and site appraisals would be done through that route. If the

Council does not proceed with the LABV, the option of using renewal of the leisure contract to secure investment would be developed.

8 **Comments of Other Committees**

None

9 **Conclusion**

- 9.1 The Council's leisure provision located on the Montem site needs substantial capital investment to maintain current services estimated at between £1.5m and £3m over the next five years. It is proposed to test whether the aspiration for modernised leisure facilities could be delivered through the council's capital programme, initially developing proposals as part of the project to test the LABV model up to September 2012.

Appendices Attached

- A Leisure facilities in Slough (more facts and figures to be added to profiles)

Background papers

Slough Community Leisure management fee. Cabinet report, 13 June 2011.

Appendix A

Leisure facilities in Slough

Montem Leisure Centre

A single building with facilities over three floors and comprising a dated, yet comprehensive offer, of wet led and sports hall facilities together with a health and fitness suite which incorporates aerobic classes. The facilities, and in particular, the wet led activities are in need of significant investment to keep them operational for any meaningful period beyond the existing management contract. The building is not efficiently laid out and this must translate into higher than necessary operational and managerial staffing costs. The building itself is close to being past its useful life without major investment. Furthermore its position and location within the whole Montem Lane site does not maximise the potential of the site.

Slough Ice Arena

This building shares the same site as the Montem Leisure Centre. It is a more modern structure but one that does not lend itself to having the operations expanded within the existing envelope to any significant degree. Whilst ancillary uses and activities are included within the building the principle use is as an Ice Arena for recreational ice skating with facilities for additional team and individual ice related activities. There is staged seating surrounding the ice pad for spectator orientated events. The plant is understood to be in need of modernisation and the building needs some refurbishment.

Ten pin bowling

Formally a tennis centre, this building is modern enough for the activity that occupies it. The Tenpin lanes together with the bar/cafe area and pool/snooker and gaming machine areas are modern and have recently been the subject of a total refit. This represents a good modern facility although it is isolated from the usual commercial leisure uses of a cinema, family orientated restaurants and other family related leisure activities that would normally be adjacent to such an offer. The building is set into the Salt Hill Park which offers good quality and comprehensive outdoor rackets and ball related activities. The vehicular access and signage to the venue are very poor and in need of significant upgrade to enable this facility to maximise its potential.

Langley Leisure Centre

This is a self contained building providing water led, health and fitness and associated sports facilities to the specific area of Langley. The building is in a reasonable state of repair and the offer is fresh. With the usual programme of general maintenance and management it should be capable of continuing in its present format for the foreseeable future. There is little potential for expansion.

The Centre (Farnham Road)

A modern steel framed building in a prominent location with a long frontage to Farnham Road and positioned opposite the Farnham Road retail and trade parks. Designed essentially over a single floor to offer events and limited community facilities. This has been well used as a wedding venue facility and conferencing/meeting facility.

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet	DATE: 21 November 2011
CONTACT OFFICER: (For all enquiries)	Kate Pratt, Communications Manager (01753) 875088	
WARD(S):	All	
PORTFOLIO:	Cllr Shafiq Chaudhry, Community & Leisure Cllr Rob Anderson, Finance & Strategy.	

PART I
NON-KEY DECISION

PUBLIC OUTDOOR EVENTS POLICY

1 Purpose of Report

This report sets out the background to a new public outdoor events policy for the council. The policy will govern all outdoor events in the town centre and the council’s parks and open spaces to which the public is invited or can attend. Having a prescribed events policy will give clarity to event organisers and ensure the council meets its obligations in terms of health and safety, protecting council assets and using resources correctly.

2 Recommendation(s)/Proposed Action

Cabinet is requested to:

- a) Approve the public outdoor events policy (at appendix A)
- b) Approve the proposed scale of fees and charges (at appendix B)
- c) Approve the implementation of the policy and fees and charges from 1 January 2012

3 Community Strategy Priorities

- **Celebrating Diversity, Enabling inclusion**
Events held in Slough contribute to a vibrant community and celebrate all that is good about Slough’s history, population, culture and diversity. The policy governs all events to ensure they are inclusive and that they adhere to the council’s comprehensive equalities plan
- **Adding years to Life and Life to years**
Events are a vital part of Slough’s cultural scene with many attracting people of all ages and encouraging participation.
- **Being Safe, Feeling Safe**
The policy ensures all health and safety requirements are adhered to, to ensure each and every event in Slough is run to strict safety guidelines including road safety, public safety and fire safety.

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

Many of Slough's events are held within the borough's parks and open spaces. The new policy is designed to protect the parks from any environmental damage caused by events taking place and to mitigate any damage which may occur. It also designed to protect the public amenity for the benefit of residents. Events also help promote parks and the town centre as community venues and facilities as well as fun places to be.

4 **Other Implications**

(a) Financial

The policy and the fees and charges are proposed to ensure non-council events in Slough take place with no financial cost to the council.

The policy can be implemented at no cost to the council.

(b) Risk Management

The policy has been developed in part to reduce and mitigate the risks of holding public events within the borough. Such events pose potential risks in terms of health and safety, public order and costs to the council. If events are managed in the way set out in the policy such risks will be minimised. Individual risk assessments will be carried out for each event. There is an inherent risk to the council should a fit for purpose policy not be in place.

(c) Human Rights Act and Other Legal Implications

The policy provides for a clear legal arrangement between organisations and individuals holding events and the council and will protect the council's interests.

(d) Equalities Impact Assessment

An EIA has been completed for the policy. Events provide an opportunity for different communities to come together and therefore promote community cohesion.

The policy supports equal access of all protected characteristic groups to access public events.

There is a requirement that events in the town centre and parks and open spaces should not promote a particular religion to ensure that discrimination is prevented.

However events related to festivals that are of a non-promotional nature, for example Diwali fireworks or carol singing will still be permitted.

5 **Supporting Information**

5.1 Events in Slough are booked and arranged through the commercial officer, part of the communications team. All events are required to go to the multi-agency safety advisory group (SAG) before the council issues approval for the event to take place.

5.2 Slough's parks and open spaces, population and history make it a popular location for large and small events, fun fairs, commercial activities and promotions.

5.3 Currently, in Slough's parks, there two main events – Bonfire and Fireworks Spectacular and the Canal Festival – which are organised by Slough Borough

Council. In addition to this there are around eight funfairs booked across the borough, two large commercial events and numerous smaller carnivals and charitable events.

5.4 This financial year, Slough's town square has been booked for commercial or charitable activities nearly every week, including block bookings.

5.5 Slough's last events policy was contained within a wider document created in the 1980s. Since then there have been major changes in legislation governing events management and an increase in commercial event applications in Slough.

5.6 The new policy has been drafted after consideration of experience of SBC and non-SBC organised events and sets out principles and procedures with the aim of providing clear processes for event organisers. It also reflects best practice in other local authorities.

5.7 Currently there is no set and approved scale of fees and charges, no administration charges and no set charges for additional work which has led to some events in Slough being charged an amount which does not cover the council's costs. This may leave the council out of pocket and may have the unintended consequence of the council, and therefore taxpayers, subsidising commercial events run at a profit. The council needs to charge a market rate for the hire of its assets and for professional services it provides to event organisers.

5.8 The new policy, fees and charges aims to ensure commercial events take place with no cost to the council and sets out a 90% discount for charitable events in the borough. The discount for charities relates to the hire of the venue (a park or the town centre) but will still ensure costs are covered.

5.9 The fees and charges will be reviewed annually as part of the council's general review of charges.

6 **Comments of Other Committees**

None

7 **Conclusion**

Slough is very popular as a venue for commercial and non-commercial events, promotions and fun fairs. Events are a vital element of the cultural scene in Slough but events have to be managed effectively with external events putting no financial pressure on the council.

Cabinet is asked to approve the policy and the proposed fees and charges so we can ensure consistent control, management and monitoring of events in Slough.

8 **Appendices Attached**

'A' - Public outdoor events policy

'B' - Public outdoor events policy – fees and charges

9 **Background Papers**

None

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APPENDIX A

Public outdoor events policy

October 2011

Background

Slough is an area of cultural diversity with vibrant communities and a strong voluntary sector.

Slough's parks and open spaces, population and history make it a popular location for large and small events, fun fairs, commercial activities and promotions.

Events are a vital element of the cultural scene in Slough but events have to be managed effectively with external events putting no financial pressure on the council.

Slough's last events policy was contained within a wider document created in the 1980s.

This policy has been drafted after consideration of experience of SBC and non-SBC organised events and sets out principles and procedures with the aim of providing clear processes for event organisers.

A separate booking form will also be provided to all event organisers with detailed terms and conditions, which, along with this policy, will form part of a binding contract for event organisers wishing to use Slough as a location.

The policy will provide consistent control, management and monitoring of events in Slough.

Date of implementation

1 January 2012

Priorities

Slough Borough Council has a series of priorities for the town which feed into two central cores.

Events should contribute to the council's core priorities of:

- Environment – a place to live, work and play
- Economy and skills – prosperity for all
- Safer communities – being safe: feeling safe
- Health and wellbeing – adding years to life and life to years

Events should also contribute to the two central cores:

- Cohesive communities
- Proud to be Slough

Aim

The aim of the events policy is to promote and manage the staging of controlled and safe outdoor events within the borough of Slough in a way so they place no financial pressures on the council.

Objectives

- To ensure the maximum benefit to local residents from outdoor events in Slough
- To ensure the health and safety of all visitors to outdoor events in Slough
- To establish high standards of public safety, food handling, fire safety, environmental protection at events
- To ensure road safety and minimise the impact on the traffic network from events being held in Slough
- To minimise any detrimental effect of such events to Slough's environment
- To manage the bookings of the Town Square and all the council's parks and open spaces for events and promotional activities.

Criteria for event agreement

The following criteria will be used to determine whether approval will be given to a specific event:

- Public safety and security
- Effect on the local area
- Effect of the event on regular users of the public space
- Size of area required and numbers attending
- Impact on transport infrastructure – for example parking, road closures, congestion
- Quality of the event
- Relevance to council priorities
- The ability of the organisers to plan, manage and control the event
- No financial risk to Slough Borough Council
- Compliance with the HSE's The Events Safety Guide: A guide to health, safety and welfare at music and similar events (HSG195)
- Adherence to relevant legislation
- Adherence to the principles of the council's comprehensive equalities plan 2009
- Other criteria as specified by SAG or set out in conditions specific to the location of the event

Policies

1. Slough Borough Council arranged events take priority over all other bookings
2. Slough Borough Council will not approve an event which does not have the support of the multi-agency safety advisory group (SAG).

3. Event bookings will only be considered if submitted a reasonable time in advance of the date requested.
4. Slough will only host one circus or similar event per calendar year
5. All large events (5,000 people or more) to be held at Upton Court Park
6. Slough will only host one large event (5,000 people or more) at Upton Court Park in any four week period, inclusive of weekends.
7. No events or activities promoting a particular religion or political party to take place in Slough Town Square or any of the council's parks or open spaces.
8. Charitable events will only be approved if hosted by a registered charity.
9. A deposit will be required for all event bookings. This deposit is non-refundable in the event of a cancellation but will be returned to the event organiser following completion of the event and no additional costs being incurred (see 14). The deposit will reflect the possible costs of waste collection, restitution of the site, utilities and projected staff attendance beyond the administration fee. The deposit will be required four weeks before the event date.
10. All commercial events or promotions will be required to pay a fee for each day / week they have use of the venue. All fees will be required four weeks before the event date.
11. All charitable events or promotions will be offered a discount of 90% on the commercial fee for each day / week they have use of the venue unless otherwise decided by the commercial officer in conjunction with the communications manager. All fees will be required four weeks before the event date.
12. All commercial events or promotions will be required to pay an administration fee. All fees will be required four weeks before the event.
13. All charitable events or promotions will be offered a discount of 90% on the commercial administration fee unless otherwise decided by the commercial officer in conjunction with the communications manager. All fees will be required four weeks before the event.
14. The council will charge additional fees for events requiring:
 - a. additional litter collection (during or post event)
 - b. removing park furniture
 - c. officers being present at the event
 - d. repairs to park equipment, hard or soft landscaping, gates, fencing and bollards
 - e. use of changing rooms or opening and closing of gates
 - f. use of water from metered external taps (Upton Court Park)
 - g. electricity (Town Square only)
 - h. removal of flyposting
 - i. additional work undertaken by officers due to organisers not adhering to advice or recommendations from SAG, the HSE's The Events Safety Guide: A guide to health, safety and welfare at music and similar events (HSG195), missing deadlines for paperwork or changing the event plan after the paperwork has been submitted.
15. Public liability insurance of £10million is required for all bookings in the High Street or for any large event. Proof of appropriate insurance must be received before a booking is confirmed.

16. All licensing legislation must be adhered to. Fees will be charged by the council's licensing service, payable on approval of the licence application.
17. Litter caused by an event is not household waste and removal and appropriate disposal is the responsibility of the event organiser.

Fees and charges

The council will set an annual scale of fees and charges for event hire, based on the type of event, amount of venue used, capacity attendance, effect on the local population and event duration.

The appendix sets out the fees and charges.

These charges will form part of the council's annual review of fees and charges.

The following regulations apply:

- Prices include hire of the venue for one day and a separate administration fee.
- The fee provides for a one day event and includes one day setting up and one day taking down. Any additional days needed for set up or taking down will be charged at the agreed daily rate.
- Funfair set up and de-rig will be charged at a flat fee of £100 per day following the one free day given for each.
- Discretion to waiver or vary fees may be exercised by the commercial officer in conjunction with the communications manager.

Further information

For any further information on the events policy please contact Slough

Borough Council events on:

Tel: 01753 875194

Email: events@slough.gov.uk

Web: www.slough.gov.uk

Appendix B

Fees and charges for outdoor events in Slough

Large parks (for example Upton Court Park, Kedermister Park, Salt Hill Park)

Commercial: £3,000 to £12,000 per day

Rate will depend on:

- extent of park used (for example: lower rates for part of a park used, higher rates for all of a park used)
- projected attendance
- charging policy of event
- and will include the administration fee

Charitable, not-for-profit: 10% of commercial rate

Smaller parks (for example Lascelles Park, Mercian Way Recreation Ground, Bloom Park)

Commercial: £2,000 to £5,000 per day

Rate will depend on:

- extent of park used
- projected attendance
- charging policy of event
- and will include the administration fee

Charitable, not for profit: 10% of commercial rate

Funfairs

Large (six to 10 powered rides, rollercoasters and more than 10 stalls, temporary structures / ancillary vehicles): £1,000 per day.

Small (less than six powered rides, no rollercoasters, less than 10 stalls and less than 10 temporary structures / ancillary vehicles): £400 per day.

Town Square

Commercial event or promotion: £500 to £1,000 per day

Rate will depend on:

- extent of High Street used
- projected attendance
- single event or block booking
- and will include the administration fee

Charitable, not for profit: 10% of the commercial rate.

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CABINET - Monday, 12th December, 2011

Item	Port-folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<ul style="list-style-type: none"> Medium Term Financial Strategy This report sets out the latest projections of the Council's Revenue and Capital Budgets 	F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300			None.	√
<ul style="list-style-type: none"> Performance and Finance Monitoring 2011/12 <i>This report presents information to the Cabinet on the latest financial and performance monitoring from Across the Council.</i> 	F&S, P&A	All	All	Julie Evans, Strategic Director of Resources and Regeneration, Emma Foy, Interim Head of Central Finance Tel: 01753 875300, Tel: 01753 875358		Overview and Scrutiny 06/12/2011	None.	
<ul style="list-style-type: none"> Health and Wellbeing Board 	H&W	All	All	Jane Wood, Strategic Director of Community and Wellbeing Tel: (01753) 875751		Health and Wellbeing Board	None.	√
<ul style="list-style-type: none"> Highway Changes in Chalvey - Update Report To report to Cabinet on the progress of the implementation of Experimental Traffic Regulation Orders in Chalvey. 	N&R	Chalvey	A Cleaner, Greener place to live, Work and Play; Being Safe, Feeling Safe	Joe Carter, Head of Transport Tel: (01753) 875653	Representatives of the Chalvey community, including individuals and residents' groups.		None.	√

AGENDA ITEM 10

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

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

Item	Port-folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<ul style="list-style-type: none"> References from Overview and Scrutiny <p>To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<ul style="list-style-type: none"> Executive Forward Plan <p>To present to cabinet the latest, published Executive Forward Plan.</p>	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview and Scrutiny 06/12/2011	None.	

CABINET - Monday, 23rd January, 2012

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<ul style="list-style-type: none"> Medium Term Financial Strategy 	F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300			None.	√
<ul style="list-style-type: none"> Performance and Finance Monitoring 2011/12 	P&A, F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300		Overview and Scrutiny 17/01/12	None.	
<ul style="list-style-type: none"> Adult Learning - Future Models To consider recommendations on options for the future management of the adult learning service. 	O&S	All	All	Andrew Stevens, Assistant Director For Learning & Cultural Engagement Tel: 01753 875753		Education and Children's Services Scrutiny Panel (TBC)	None.	√
<ul style="list-style-type: none"> References from Overview and Scrutiny To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels. 	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<ul style="list-style-type: none"> Executive Forward Plan To present to cabinet the latest, published Executive Forward Plan. 	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview and Scrutiny 17/01/12	None.	

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

CABINET - Monday 6th February, 2012

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<ul style="list-style-type: none"> Medium Term Financial Strategy <p>This report sets out the latest projections of the Council's Revenue and Capital Budgets.</p>	F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300			None.	√
<ul style="list-style-type: none"> Performance and Financial Monitoring 2011/12 <p>To present information to Cabinet on the latest financial and performance monitoring from across the Council.</p>	P&A, F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300		Overview and Scrutiny Committee 02/02/12	None.	
<ul style="list-style-type: none"> References from Overview and Scrutiny <p>To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	√
<ul style="list-style-type: none"> Executive Forward Plan <p>To present to the Cabinet the latest published Executive Forward Plan.</p>	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview and Scrutiny 02/02/12	None.	√