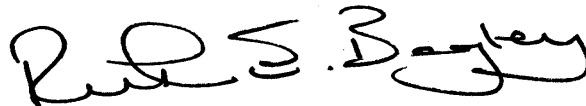


Date of issue: 3<sup>rd</sup> February, 2012

<b>MEETING</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors M S Mann (Chair), Basharat, Davis, Haines, Minhas, Munawar, O'Connor, Plenty and Smith )
<b>DATE AND TIME:</b>	MONDAY, 13TH FEBRUARY, 2012 AT 6.30 PM
<b>VENUE:</b>	SAPPHIRE 5, THE CENTRE, FARNHAM ROAD, SLOUGH, BERKSHIRE SL1 4UT
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	SHABANA KAUSER 01753 787503

NOTICE OF MEETING

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



**RUTH BAGLEY**  
Chief Executive

AGENDA

PART 1

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

**AGENDA**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

(Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct).

2. Minutes of the Last Meeting held on 17th January, 2012 1 - 6

**SCRUTINY ISSUES**

3. Member Questions

*(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).*

4. Draft Medium Term Financial Strategy 2012/2013-2015/2016: Presentation by Julie Evans, Strategic Director of Resources

5. Project, Performance and Financial Reporting for 2011/12

6. Income Collection and Debt Recovery Policy/ Write off of Irrecoverable Debt 7 - 22

7. Consideration of reports marked to be noted/for information 23 - 44

*(The Committee will consider any reports marked to be noted/for information and determine whether future scrutiny is considered necessary: maximum of 5 minutes allocated).*

- Police Reform and Social Responsibility Act 2011
- National Health Service and Public Health Reforms
- Asset Disposals 2011- Report to Follow

8. Forward Work Programme 45 - 46

9. Attendance Record 47 - 48

10. Date of Next Meeting- 6th March, 2012



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.

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**Overview & Scrutiny Committee – Meeting held on Tuesday, 17th January, 2012.**

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

**Also present under Rule 30:-** Councillor Parmar

**Apologies for Absence:-** Councillor Minhas and Smith

**PART I**

**66. Declaration of Interest**

None were received.

**67. Minutes of the Last Meeting held on 6th December, 2012**

The minutes of the last meeting held on 6<sup>th</sup> December, 2011 were approved as a correct record.

**68. Member Questions**

None received.

**69. Project, Performance and Financial Reporting 2011/12**

Kevin Gordon, Assistant Director (AD), Professional Services, introduced a report setting out the Council's overall performance covering the period up to and including November, 2011.

Gold Projects

The AD summarised the position regarding the Council's Ten Gold projects. It was highlighted that 7 of the projects had been assessed as having an overall green status, and 3 had an amber status. None of the projects had been assessed as having a red status.

The AD responded to a number of Member questions including those relating to the delivery of the personalisation project where Members questioned the support available and the continuity of care. The Committee was advised that the project and its scope had been enlarged. The AD advised that an update on the figures would be provided in the next gold project report.

In regard to the Family Placement Service, a Member noted that a number of agency staff had been recruited and ask whether these would eventually be replaced by full time staff. The AD advised that it had been essential to recruit staff Members as soon as possible because the project was time limited. It was agreed however that a full response to this question would be circulated

## Overview & Scrutiny Committee - 17.01.12

to Members. Members asked a number of further questions regarding the new public health transition programme and how funds would be clawed back. Members were advised that the final position would not be known until the end of February.

In response to questions regarding the Safeguarding Improvement Board, the AD advised that the report contained within the agenda was created early in December and a number of issues were still in the process of being sorted. The Committee was advised that a meeting of the Improvement Board had been held in the previous week and there was still a lot of work to be carried out over the ensuing 12 months. Members were advised that the Director of Education and Children's Services (ECS) would bring an update report to the ECS Scrutiny Panel. Members also queried the position regarding school places in Slough and were advised that the ECS Panel had considered this issue in detail and details of the findings would be provided for Committee Members. In response to the question as to whether more schools could be provided in popular catchment areas, where a preference had been made for a school place, the Chief Executive advised that it would be very difficult to always meet a particular preference. It was agreed that the Council's policy regarding the issue of choice of school place be circulated to Committee Members.

### Performance Update

The AD summarised the update on the Council's performance indicators at 30<sup>th</sup> November, 2011, with reference to key people, key volume, and key quality measures. The Committee also noted the detail of the key inspection results and outcome measures.

The AD referred Members to the statistics regarding the use of temporary staff and highlighted that the figures in the report were the 'median average'. The AD advised that overall the picture regarding the use of temporary staff was improving. In the ensuing debate Members questioned whether agencies received a substantial mark up and the AD advised that measures were in place to review and improve this. A Member suggested that this area had not been explored and should be reviewed by the Employment and Appeals Committee or the Overview and Scrutiny Committee. It was agreed that this subject would be considered by the Employment and Appeals Committee at its next meeting and that the outcome of this would be reported to the Overview and Scrutiny Committee.

The Committee was referred to a tabled document which set out a summary analysis of appraisals held in the year to 16<sup>th</sup> January, 2012. It was highlighted that figures for the Resources and Regeneration directorate were not available due to data cleansing issues. The Committee noted that the current percentage of staff who had received an appraisal in the 12 months to 16<sup>th</sup> January, 2012 was 58.2% and this compared favourably to the position in the 12 months proceeding the 26<sup>th</sup> October, 2011 report when the percentage was 33.8%. The AD suggested and it was agreed that an update on the

## Overview & Scrutiny Committee - 17.01.12

appraisal and other workforce data including vacancies and use of temporary staff to be provided within the performance report on a quarterly basis.

In the ensuing debate a Member asked whether the figures for appraisals included those carried out for temporary staff Members. The AD confirmed that the figures produced by Human Resources did not apply to temporary staff but it was expected that their managers were taking the necessary steps to appraise these individuals. It was agreed that a report on this matter be considered at the next meeting of the Committee. Members were reassured that temporary staff would have a meeting with a senior staff Member to discuss their performance and it was highlighted that whenever performance was not satisfactory that the contract of employment could be brought to an end very quickly. It was agreed that a detailed report on the appraisal system for temporary staff including sessional staff be considered by the Committee at its next meeting.

### Financial Reporting

Emma Foy, Interim Head of Central Finance, outlined a finance report and advised that the Council's net revenue budget for 2011/12 was £105.1m and the Housing Services agreed net operating budget for this period was a surplus of £87k. The current forecast under spend for the 2011/12 general fund at the end of period 8 was £1.323m being a net reduction in expenditure of £968k since the previous month. There was currently a forecast under spend of £116k for the Housing Revenue account. The Committee noted the month on month movement in variances within each directorate and the Members were referred to the urgent issues and risks in the relevant period. The Officer also discussed emerging opportunities, staffing budgets and the capital monitoring position.

Members asked a number of questions in the ensuing debate regarding the situation should more schools become academies and the taking on of school finance staff by Arvato. The Committee also discussed the possibility that the local government grant could be cut in future and the future position regarding calculations being attributable to local business rates.

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

## **70. Effect of the Economic Downturn on Slough**

Shabnam Ali, Economic Development Policy Officer, introduced an update report regarding the effect of the economic downturn in Slough which had been requested by the Committee at its meeting on 7<sup>th</sup> June, 2011. Members noted the position regarding unemployment support, the statistics on qualifications and activity on the area of new business. The Officer also discussed the position regarding the Slough property market and the establishment of the Thames Valley Berkshire Local Enterprise Partnership. The Committee noted that a draft economic development plan was in place,

## Overview & Scrutiny Committee - 17.01.12

informed by the local economic assessment and the plan would be finalised soon and distributed to partners.

Members raised a number of comments and questions in the ensuing debate including the concern that there was a lack of training for middle aged jobless individuals also the number of unemployed in the under 25 age group was of concern. The Chief Executive advised that Slough still had a strong economy and the Council was providing support and improving partnership arrangements to encourage local businesses to employ people from the Slough area. It was accepted that the current circumstances were challenging but short, medium and long term plans were in place to address issues. It was confirmed that Slough's unemployment rate was usually higher than other Berkshire authorities but this was even more the case with the under 25 age group. The Committee was advised that whenever a company reduced the numbers in its workforce the Council could act as a broker between companies to assist with the transfer of jobs from one company to another.

**Resolved** – That the report be noted and that an update be provided in June 2012.

### 71. **Government Proposals on the Council House Right to Buy Scheme and its effect on Slough**

Ken Hopkins, Interim Head of Housing Management, outlined a report setting out the Government's latest position on the Right to Buy (RTB) Scheme for social housing and the effect that this could have on Slough Borough Council. The Committee was reminded that in the previous year the government had announced its intention to change the rules regarding the current RTB scheme to stimulate sales and a related consultation was being held up to the period ending 2<sup>nd</sup> February, 2012. The Officer highlighted that the most publicised aspect of the change proposed was the move to a single national discount cap of £50k. Members noted the treatment of the capital receipts from of the current RTB scheme whereby after accounting for liable costs, 75% of the net receipt was paid to Central Government. The proposed arrangements made significant changes to this to enable the commitment to a one for one replacement of units sold. The financial and practical difficulties of this aspiration were discussed by the Officer and it was highlighted that Councils could not procure the housing replacement on a one off one for one basis. The Officer concluded that many unknowns remained within the proposals to make any firm predictions of how the changes would affect Slough directly but the Government had a firm intention to implement the changes in April 2012.

In the ensuing debate Members expressed great concern regarding the Council's inability to rebuild further Council housing and the vast numbers of individuals on its housing waiting list. The Committee requested that Neil



## **Overview & Scrutiny Committee - 17.01.12**

Aves, Assistant Director, Housing Services reflect the Committee's concerns within his response to the consultation document.

**Resolved** – That the report be noted and that Assistant Director, Housing Services, reflect the Committees concerns within his consultation response.

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

The Committee noted the content of two reports on the Local Strategic Partnership and Partnership Governance and Highway Changes in Chalvey. A Member requested details on the costs of the current road trials in Chalvey and it was agreed that the information would be forwarded by the relevant Officer to the Member.

**Resolved** – That the information reports be noted.

### **73. Attendance Record**

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

### **74. Forward Work Programme**

It was confirmed that the meeting of the Committee scheduled for the 2<sup>nd</sup> February, 2012 had been cancelled and the meeting would now be held on 13<sup>th</sup> February, 2012.

The Committee reviewed its work programme and amendments were made as follows:

- Housing (Neil Aves) – availability, waiting lists and emergency housing process – the report would be considered at the meeting on 10<sup>th</sup> April, 2012 and not in March.
- Indices of Deprivation – with reference to the Foxborough Ward 10<sup>th</sup> April, 2012.

### **75. Date of Next Meeting**

The date of the next meeting was confirmed as Monday, 13<sup>th</sup> February.

Chair

(Note: The Meeting opened at 6.37 pm and closed at 8.23 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 13th February 2012

**CONTACT OFFICER:** Emma Foy, Interim Head of Central Finance  
**(For all enquiries)** (01753) 875358  
Roger Parkin, Director of Customer and Transactional Services  
(01753) 875207

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

**INCOME COLLECTION AND DEBT RECOVERY POLICY/ WRITE OFF OF IRRECOVERABLE DEBT**

1 **Purpose of Report**

The Committee is requested to consider the report that will be considered by Cabinet at its meeting on 14<sup>th</sup> February, 2012, regarding the approval of a new Income Collection and Debt Recovery policy for the Council and the write off various irrecoverable individual debts.

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

The Committee is requested to consider the following recommendations that will be considered by Cabinet and whether the Committee wishes to endorse and/or make further recommendations to Cabinet:

- a) That the Income Collection and Debt Recovery policy as set out in Appendix 1 be approved; and
- b) That the debts set out in the summary at paragraph 5.4 and the details in Appendix 2 in the Part 2 papers of this report be approved for write off.

3. **Key Priorities – Taking pride in Slough and making a difference to communities and our environment**

The adoption of the Income Collection and Debt Recovery Policy and the write off of irrecoverable debt will help to improve financial and asset planning, monitoring and stewardship aim of Key Priority 5- maintaining excellent governance within the Council to ensure it is efficient, effective and economic in everything it does.

4. **Other Implications**

(a) **Financial**

The adoption of the Income Collection and Debt Recovery Policy will ensure that a uniform approach is taken to the collection of sundry debts across the Council.

Total write offs of £3.10m are requested in this report. Of this £2.01m is for National Non Domestic Rates (NNDR) and this will fall as a charge on the NNDR

pool rather than the Council's General Fund, provided that the external auditor is satisfied that the Council has acted with all due diligence in seeking to recover the debt.

Former Tenant Arrears of £0.31m for write off. Of these some 20% emanate from tenants in temporary accommodation, who tend to be of a transient nature, often vacating the premises without warning. These tenants are generally very difficult to locate and become uneconomical to pursue. The value of these cases represents 9% of the total proposed write off

Most of the debts recommended for write off were fully or partially provided against in the Council's financial statements at 31 March 2011.

(b) Human Rights Act and Other Legal Implications

The Council has a general duty to take all reasonable and economic steps to recover monies due to it. The policies, procedures and practices adopted by the Council in this regard are considered to be satisfactory. There are no specific Human Rights Act implications.

(c) Equality Impact Assessment

The Council is facing a period of unprecedented cuts in public funding and is planning cuts of about £7m for 2011/12, with further cuts planned over the coming financial years. In order to reduce the impact on frontline service delivery the council, as part of its Medium Term Financial Strategy is looking to improve its income collection and reduce its debt liability. To assist with this strategy the current debt recovery policy has been reviewed and updated.

In addition to this the Council is also seeking to work in partnership with a local service provider in establishing a multi functional public service delivery hub, who will be responsible for improving the councils income collection and debt recovery activities.

It is therefore important that we have robust policies and procedures in place that provide a clear understanding to the service provider and offer support to our service users, especially the vulnerable elements of our community.

(d) Risk Assessment

Adoption of the draft Income Collection and Debt Recovery policy will mitigate the risk of non-recovery of current and new sundry debts by ensuring that there is a common understanding across the Council of our approach to debt collection.

(e) Workforce

There are no workforce implications.

## 5 Supporting Information

- 5.1 A detailed review of the Council's sundry debt collection policy and procedures has been undertaken following a corporate initiative to improve collection performance. A draft Income Collection and Debt Recovery Policy is attached as an Appendix. The

draft has been seen by Directors, Assistant Directors and key service managers and it incorporates suggested changes.

5.2 The key features of the draft policy are:

- It recognises the Council's responsibility to protect Council Tax payers by collecting debt whilst at the same time recognising the need to support vulnerable debtors.
- The Council will, where it is permitted and practical, seek to obtain payment prior to or at the point of service delivery to reduce the number of debts to be collected.
- Invoices will be issued on a timely basis and will clearly set out the amount to be paid, the deadline for payment and the means of payment available.
- The Council will treat vulnerable debtors professionally and compassionately and will offer an assessment of entitlement to benefits where appropriate.
- Payment methods will be clearly explained to customers and direct debit will be offered for the payment of recurring debts.
- The Council will use all permitted means to enforce payments including the county court process.

5.3 As part of the process of ensuring that our accounting records present fairly the financial position of the Council, periodic reviews of all outstanding debts are undertaken. A decision is taken as to whether those debts are likely to prove recoverable given the time and resources already devoted to obtaining payment and the sum outstanding.

5.4 The table on the next page provides a summary of the value and volume of debts for write off by reason of category (e.g. bankrupt, abscond etc) and by type (council Tax, NNDR, sundry debts etc) that Cabinet is asked to endorse as being irrecoverable.

Table: Summary of proposed debt write offs

Reason	NNDR		Former Tenant Arrears		Council Tax		Sundry Debtors		Total	
	No.	Value £	No.	Value £	No.	Value £	No.	Value £	No.	Value £
Liquidation	32	494,615.21							32	494,615.21
Dissolved	54	790,101.28							54	790,101.28
Administration	13	608,542.27							13	608,542.27
Bankruptcies					22	25,929.14			22	25,929.14
Out of Time Limit	16	15,178.23							16	15,178.23
Absconded	8	87,889.25			175	134,623.12			183	222,512.37
Deceased	1	17,369.87	342	169,778.66	23	22,066.18			366	209,214.71
Irrecoverable- Collection Agency			26	24,241.37					26	24,241.37
Statute Barred			204	178,129.33			77	247,931.54	281	426,060.87
Uneconomical			126	2,021.61	485	277,203.49	162	120.93	773	279,346.03
	124	2,013,696.11	698	374,170.97	705	459,821.93	239	248,052.47	1766	3,095,741.48

- 5.5 In addition to the proposed former tenant arrears write offs some 538 write ons of £61,620.40 have been identified.
- 5.6 The sundry debts identified for write off are irrecoverable because they are statute barred under the Limitation Act. (1980). These are debts for which no payment has been received in the past six years and where the debtor has not acknowledged the debt in writing in the same period. A review of older non-statute barred debt is underway and it is likely that further write offs will be required and will reported to the Cabinet at a future meeting.
- 5.7 Where debts are written off because the debtor has absconded, further attempts to collect will be made if contact is established with the debtor in the future. Occasionally, where debts are written off due to bankruptcy or liquidation, small payments may subsequently be received from liquidators, receivers or trustees.
- 5.8 Adequate provision for write off has been made. A copy of this report has been provided for review by the External Auditor.

## 6 **Conclusion**

Members are requested to review and approve the revised Income Collection and Debt Recovery policy and to approve the requested write offs.

## 7 **Appendices Attached**

Appendix 1 - Draft Income Collection and Debt Recovery Policy

## 8 **Background Papers**

None.

## Appendix 1

### **SLOUGH BOROUGH COUNCIL**

#### **INCOME COLLECTION AND DEBT RECOVERY POLICY**

##### **1 Objectives**

1.1 This policy seeks to set best practice with consistent and effective processes for the maximisation of income and the management of the Council's debt. It should be read in conjunction with the Financial Regulations set out in the Council's Constitution.

1.2 The specific aims of the policy are:

- To develop a corporate approach towards sharing debtor information across collection teams and managing multiple debts owed to the Council.
- To use cost effective and fair collection and recovery practices in the pursuance of all debts owed to the Council, ensuring that those with the means to pay do pay to protect the interests of Council Tax payers.
- To ensure a professional, consistent and timely approach to recovery action across all of the Council's functions.
- To fully consider the debtor's circumstances and ability to pay.
- To treat individuals consistently and fairly regardless of age, sex, race, gender disability and sexual orientation and to ensure that the individual's rights under the Data Protection Act and Human Rights legislation are protected.

##### **2 Debts Covered by this Policy**

2.1 The debts covered by this policy are as follows:

- Accounts Receivable (Sundry Debts)
- Former Tenant Arrears
- Commercial Rents
- Adult Social Care Fees & Charges
- Penalty Charge Notices

2.2 Debts for Council Tax, National Non Domestic Rates, current rent arrears and overpaid housing benefits are collected in accordance with their own specific income management policies.

2.3 The policy will apply to all departments of the Council and focus on collecting the charge set rather than how the charge is arrived at. Ability to pay is a key concern when considering debt recovery.



### 3 **Fair Debt Collection**

3.1 This policy aims to adopt fair debt collection and recovery practices including:

- Ensuring that bills are accurate, timely and clear.
- Providing appropriate and easy payment methods.
- Encouraging people who fall into arrears to contact us and agree to payment arrangements appropriate to their circumstances.
- Helping to reduce the effect of debt on people on low incomes by informing them of the general availability of income-related benefits and by trying to ensure that maximum benefit take-up occurs.
- Advising people where they can get independent advice with financial problems
- Identifying deliberate non-payers or those who delay payment and taking timely and effective enforcement action.

### 4. **Prepayment for Goods and Services**

4.1 Where permitted by law the Council will seek payment in advance of supplying goods and services under statute. For commercial services the Council will seek payment in advance wherever it is practical to do so.

### 5 **Raising Invoices**

5.1 No invoice will be raised without full and accurate debtor information and supporting documentation including the name of the party to be invoiced, postal address, email address and telephone number.

5.2 Before supplying requested goods and services to a new commercial customer which amount to £10,000 or more, officers must carry out a company search and credit check through the Accounts Receivable team.

5.3 The Council will not normally raise invoices for a value of £20 or less unless required to do by statute or to protect the Council's interests.

5.4 Where a charge is for a low value, repeated service, an invoice will be raised on a periodic basis (quarterly as a minimum) whenever possible.

5.5 All invoices will be despatched within two days of generation.

5.6 The Council will aim to develop a facility so that invoices will be sent electronically where the debtor is able to receive such invoices.

## **6 Payment Methods**

6.1 The Council will promote payment by the following methods:

- Direct Debit (to be implemented)
- Standing Order for regular fixed payments
- Debit/ Credit Card
- Direct Bank Payments

6.2 Payments by cheque will be accepted by post. Cash payments will only be accepted at the My Council office or other Council offices with cash receipting facilities and will be subject to review in accordance with Money Laundering Regulations.

6.3 Further details of acceptable payment methods and locations are set out below.

### **6.3.1 Available Methods of Payment**

#### **Direct Debit**

This is the preferred method of payment for Council Tax, Business Rates and Housing Rents since it is the easiest and most cost effective method of collection. The Council is working to offer direct debit as a payment method for other types of debt but not one off charges or parking fines.

#### **Debit Card/ Credit Card**

Debit/ credit card payments are accepted for all Council debts, rent, charges and parking fines.

#### **24 Hours a Day**

Payment can be made 24 hours a day, 7 days a week by debit/ credit card by:

- Telephone: 0845 303 9488
- Online at: [www.slough.gov.uk](http://www.slough.gov.uk)

Internet banking payments can be made directly to the Council's bank account:

- Sort code 08-90-16
- Bank Account No. 61038422

Any internet banking payment should include a transaction reference such as the Council Tax reference number, invoice number etc.

#### **Payment Card**

A payment card can be used to pay Council Tax or rent at any post office or at My Council.

## **Post**

Cheques made payable to Slough Borough Council can be posted to:

Slough Borough Council  
My Council  
Landmark Place  
High Street  
Slough  
SL1 1JL

Posted payments should quote the transaction reference such as the Council Tax reference number, invoice number etc.

## **In Person**

Payment can be made in person at the Customer Service Centre between 9am (10am on Thursdays) and 4.45pm Monday to Friday:

My Council  
Landmark Place  
High Street  
Slough  
SL1 1JL

Parking fines can also be paid at the Parking Shop between 9am and 5pm Monday to Friday:

Parking Shop  
Unit 5  
Shaftesbury Court  
Chalvey Park  
Slough  
SL1 2ER

## **Disputed Invoices**

Debtors wishing to dispute invoices will be encouraged to promptly contact the Council. Contact may be made by telephone, letter, email, fax and in person. Contact details are set as below:

### **6.3.2 Sundry Debt Invoice Queries**

Sundry debt invoice queries can be made:

By telephone to 01753 875511 for payment issues and to the number shown on the invoice for anything else.

By fax to 01753 875371 quoting the invoice number

By post to Slough Borough Council  
Landmark Place  
High Street  
Slough  
SL1 1JL

By email to [enquiries@slough.gov.uk](mailto:enquiries@slough.gov.uk) quoting the invoice number

In person at: Slough Borough Council  
Landmark Place  
High Street  
Slough  
SL1 1JL

Opening Hours are Monday 9am to 6.30pm. Tuesday, Wednesday and Friday 9am to 5.30pm, Thursday 10am to 5.30pm and Saturday 9am to 1.30pm.

- 6.4 The Council will respond to disputed invoice queries as soon as possible. Investigation of any query raised by a debtor will commence within seven days of its receipt. The Accounts Receivable team will acknowledge the query and provide timescales to the debtor for its resolution. The Accounts Receivable team will notify the cost centre manager of the dispute. Where a cost centre manager becomes aware of a dispute before the Accounts Receivable team, the cost centre manager will provide details to the Accounts Receivable team as soon as possible.
- 6.5 Where a debt is deemed by the cost centre manager to have been raised in error, the cost centre manager will immediately arrange for its cancellation. This will only apply where the goods or services were not supplied to the debtor. Where the quantity or price shown on the invoice is incorrect, the cost centre manager will instruct the Accounts Receivable team to issue a credit note.

## 7. **Hardship**

- 7.1 Debtors (excluding business debtors) seeking help due to financial difficulties will, where appropriate:
- be offered an assessment of their ability to pay to be undertaken by the Finance Business Partner for the relevant Council service.
  - be invited to provide details of their means to pay by listing their income and expenditure with supporting evidence if necessary
  - be encouraged to use appropriate money advice services
  - be given access to the Council's interpretation service if required
  - be encouraged to seek benefit advice where appropriate
- 7.2 If it is found that the debtor is suffering severe financial hardship or has difficulty in managing their own affairs, the following will be considered:
- Can the debt be reduced? Is there any entitlement to relevant benefits, discounts, exemptions and reductions to minimise the potential for further debts to accrue?

- Does the debtor owe money to other Council services? If so, the debtor will be advised that, with their consent, all their Council debts may be taken into consideration when deciding on an arrangement.

7.3 Where a debtor agrees that all their Council debts can be considered collectively, officers from the relevant services will exchange information and seek to identify an appropriate payment arrangement and the basis on which payments will be allocated. Debts will be prioritised in accordance with government guidelines.

7.4 Where payment arrangements are made with a debtor, these will be confirmed in writing to the debtor and will be regularly monitored. Should the payment arrangement be breached, further recovery action will be taken. Debtors subject to a payment arrangement will be advised to contact the Council should they experience a change of circumstances affecting their ability to pay.

7.5 Where the amount to be subject to a payment arrangement is less than £200, the maximum time period for the arrangement will not normally exceed 12 months but this may be overridden where the debtor does not have the ability to pay within this period.

## 8 **Enforcement**

8.1 All debts will be allocated to a named officer. Typically this will be the originator of the invoice or their cost centre manager. All debtor accounts will be allocated to a specific debt recovery officer by the Transactional Finance Service Manager.

8.2 The debt recovery officer will coordinate an effective and timely debt recovery process and ensure close monitoring and a proactive approach to debt collection.

8.3 For sundry debts and commercial rent accounts managed in-house:

- Automated reminder letters will be sent to the debtor 28 and, if still unpaid, 35 days after an invoice has been issued.
- Regular case review meetings will be held between debt recovery officers and the originators of invoices or their cost centre manager to review debts outside of the Council's payment terms and determine appropriate recovery actions. In contentious cases, decisions may be referred to the Transactional Finance Service Manager and the relevant Assistant Director for the service area.
- Telephone contact with the debtor by the debt recovery officer may commence 14 days after an invoice has been issued and will continue for as long as considered appropriate. Where required a Council representative will visit the debtor.
- Where contact by the Council fails to recover the debt in a reasonable timescale, it will be referred to a debt collection agency or the in-house bailiffs team unless inappropriate due to the vulnerability of the customer or if other collection methods are likely to be more successful.
- The Council may use all appropriate means (including the use of tracing agencies) to locate a debtor who moves without providing a new contact address.
- The Council will seek recovery of unpaid debts through the court where appropriate and, at the earliest opportunity, secure a debt by placing a legal

charge on a debtor's property. Where a legal charge is inappropriate, other enforcement actions will be taken including the use of bailiffs to seize and sell debtors' goods. This process will normally be followed when dealing with rent and service charge arrears but may be supplemented by proceedings to possess the property and an approach to a leaseholder's mortgage company.

- As a last resort, the Council will, subject to a risk assessment, issue a bankruptcy petition (or a winding up petition for limited companies) where a debtor refuses to pay and other methods of enforcement fail.

8.4 Fees, charges and contributions for adult social care will be collected in accordance with the process for sundry debtors described in paragraph 9.3 above with the following variations:

- New service users will receive a personal visit from a Financial Assessment and Benefits Officer in order to complete a financial assessment. This will include a full benefits check and assistance with the completion of associated forms.
- If payment is not received after the initial reminder letter has been issued, the debt recovery officer will discuss the most appropriate method of collection with the social worker or occupational therapist responsible for the service user.
- The Council will make full use of its enforcement powers under Section 21 of the Health and Social Services and Social Security Adjudications Act (HASSASSA) (1983). If a service user gifts an asset within the six months before the service commences, the recipient of the gift becomes liable for the social care charges.
- The Council will make full use of its enforcement powers under Section 22 of HASSASSA (1983). Where a service user fails to pay an assessed charge for accommodation but has a beneficial interest in land, the Council will place a charge against a solely owned property and a caution against a jointly owned property.
- Debts for non-residential services are recovered under Section 17 of HASSASSA (1983).

8.5 Council tax debts will be recovered in accordance with the Council Tax (Administration and Enforcement) Regulations Act (1992) and subsequent amendments. National Non-Domestic Rates will be recovered in accordance with the Local Government Finance Act (1998) and subsequent regulations and amendments. Slough Borough Council appoints bailiffs to recover local taxation arrears in accordance with its own code of conduct. Only certificated bailiffs can levy "distress" for local taxation and fees charged to the debtor are governed by legislation.

- 8.6 Housing benefit overpayments will be recovered in accordance with Regulations 99-108 of the Housing Benefit (General) Regulations (2006) as amended. Slough Borough Council has debt recovery procedures in place where Housing Benefit has been overpaid but the debtor is no longer in receipt of the benefit.
- 8.7 Rent arrears are collected by the Housing Service in accordance with its Income Management Procedure.
- 8.8 Arrears on externally managed commercial tenancies are recovered in accordance with the procedures specified in each contract.
- 8.9 The Council's debt recovery standards are set out below:

9. **Debt Recovery Standards**

The debt recovery standard is to ensure that all customers are treated in a consistent way across the whole Council and to ensure prompt payment and recovery action is taken no matter what the invoice is for.

<b>Timescale</b>	<b>What will happen</b>	<b>What this means</b>
0 Days	Invoice / invoice sent to the customer	The money is now owed to the Council
14 days	Reminder	The payment is overdue
28 days	<b>Final reminder</b>	The payment is significantly overdue and will affect the ability of the Council to continue providing services.
35 days	Letter Before Claim (This needs to be better clarified)	The Council will now take legal action if the invoice is not paid
46 days	Summons issued to the court	Legal action is now in process
60-67 days	County Court Judgments (CCJ)	The Council will apply to the court for a CCJ. The debtors credit rating will be affected
<p><b>Any or some of the following options are now available:</b></p> <p><b>Note – all these options below will add additional administration and court costs to the debt</b></p>		
81 days +	Charging Order obtained	This will put the charge on a debtor's property. When the property is sold the debt will be recovered from the proceeds.
81 days +	Bailiffs Instructed	Bailiffs can seize debtor's possessions to the value of the debt plus costs.
81 days +	Debt Collection Agencies Instructed	Life becomes uncomfortable for the debtor until the debt has been paid i.e. night time phone calls etc
81 days +	Possession proceedings commence	If the debtor is leaseholder they will lose their home
81 days +	Eviction proceedings commence	If a Council tenant they will lose your home
81 days +	Deduction from benefits commences	This will ensure that money will be recovered direct from a claimants benefits at source
81 days +	Attachment of Earnings arranged	This will ensure that money will be recovered directly from a debtor's wages via the employer.
81 days +	Third Party Debtor Order obtained	Money will be taken directly from a debtors bank account(s)
81 days +	Liability Orders (Business Rates) obtained	Referral to a Bailiff or Imprisonment
81 days +	Bankruptcy proceedings initiated	Forced closure of debtors business
81 days +	Liquidation proceedings initiated	Forced closure of debtors business
81 days +	Committal to prison proceedings	Debtor sent to prison



## **Exceptions to the agreed debt recovery standards**

The recovery of outstanding debt in some Council sections is governed by legislation, and this will take precedence over the debt recovery standard.

### **10. Debt Write Off**

10.1 Irrecoverable debts will be written off in accordance Part 4, Section 4.6 of the Council's constitution.

10.2 Debts will normally only be written off if the debtor is:

- Deceased with no assets
- Bankrupt with no assets
- In an Individual Voluntary Arrangement and the arrangement is adhered to
- Gone away and no trace
- After a custodial sentence for non-payment of Council tax if so instructed by the court
- Dissolved limited company

Following a review, it may also be determined that a debt is uneconomical to collect.

### **11. Performance Monitoring and Reporting of Debt**

11.1 The Council will set separate performance targets for income and cash collection.

11.2 A detailed sundry aged debt report will be issued to cost centre managers on a monthly basis. A summarised report, highlighting trends, will be issued to Corporate Management Team, Assistant Directors and the Head of Finance on a monthly basis.

11.3 The Council will provide against specific debts where there is a significant risk of non-payment. It will also apply a general provision to debts outside of the Council's payment terms. Bad debt provision movements will be credited to or charged to the relevant cost centre and will be monitored on a monthly basis. Cost centre managers will therefore be accountable both for their income budgets and also for the collection of outstanding debt.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 13 February 2012

**CONTACT OFFICER:** Sarah Forsyth (Scrutiny Officer)  
**(For all Enquiries)** (01753) 875657

**WARD(S):** All

**PART I**

**FOR INFORMATION**

**POLICE REFORM AND SOCIAL RESPONSIBILITY ACT 2011**

1. **Purpose of Report**

To inform the Overview and Scrutiny Committee of the latest situation with the police reforms in light of the passing of the Police Reform and Social Responsibility Act 2011.

2. **Recommendations**

That the Overview and Scrutiny Committee:

- 1) note the requirements of the new Police Reforms and Social Responsibility Act;
- 2) note that the Neighbourhoods and Community Services Scrutiny Panel will consider how local scrutiny bodies can play a role in the development of the new arrangements and work to ensure that Slough's interests are strongly represented, and will report back to the O&S Committee; and

3. **Community Strategy Priorities**

- **Safer communities**

4. **Supporting Information**

**Overview**

- 4.1 There are a number of elements that make up the Police Reform and Social Responsibility Act, and the impact on Community Safety Partnerships is one element (see report to Neighbourhoods and Community Services Scrutiny Panel, 15 September 2011), but this report focuses specifically on the changes to the Police Authority body and the creation of a Police and Crime Commissioner and Police and Crime Panel.
- 4.2 The Police Reform and Social Responsibility Bill was introduced into Parliament in December 2010, and proposed the most significant reforms to policing

accountability and day-to-day operations in the UK in the last 50 years. The Bill received Royal Assent in September 2011.

- 4.3 The most significant change to the arrangements will be the creation of a directly elected Police and Crime Commissioner (P&CC), replacing the traditional Police Authority. The election of the first P&CCs will take place in November 2012, with four-year terms and a limit of two terms for any one individual.
- 4.4 The P&CC is responsible for the efficient and effective running of the Police Force, and must hold the Chief Constable (CC) to account in this (including the power to hire/fire the CC).
- 4.5 The P&CC must produce a five-year Police and Crime Plan which will set out their police and crime objectives, financial resources available to the CC, performance measures and information relating to available grants. Following this, annual reports will be required.
- 4.6 The new Police and Crime Panel (P&CP) will be the scrutiny body which is intended to hold the elected P&CC to account. The P&CP will comprise of councillors from the Local Authorities in the policing area along with a couple of independent members. Therefore, the Thames Valley Panel will comprise of 20 seats (18 Local Authorities and two independent co-optees).
- 4.7 The main role of the P&CP is advising, influencing and recommending to the P&CC. However, the P&CP will have specific functions:
  - Contributing to the development of the P&CC's Police and Crime Plan (on which it will be a statutory consultee)
  - Scrutinise and make reports and recommendations on matters relating to the P&CC
  - Review P&CC appointments
  - Monitor complaints
  - Question the P&CC on the Annual Report at a public meeting
  - Veto power on precept and Chief Constable appointment

## 5. **Comments of Other Committees**

- 5.1 Minute from meeting of Neighbourhoods and Community Services Scrutiny Panel on 15 September 2011 where there was an initial briefing on the Police Reform and Social Responsibility Bill:

“James Priestman, Head of Community Safety presented a paper on the Police Reform and Social Responsibility Bill. Officers confirmed that this was a briefing supplied by Thames Valley Police HQ and as such, and given the fact that the Bill was still subject to change, officers present would not be able to answer any specific questions.

A number of general questions were raised including the likelihood that the elected commissioner would not have any substantive knowledge of Slough. Officers confirmed that due to changes to the Police Authorities and the way policing is arranged in the Thames Valley context – there was a very real possibility that the elected commissioner may not have substantive knowledge of Slough.

Members noted the contents of the report and thanked the officers for the short presentation.”

5.2 The Safer Slough Partnership (SSP) discussed the implications of the new P&CC at its meeting on the 30 January and agreed it would be important for the SSP to present the following arguments as to why it would be important for the P&CC to prioritise Slough and to work through the SSP:

- The volume of crime in Slough is such that the P&CC can have an impact on total crime in Thames Valley by focussing on a relatively small area
- Slough deserves help. It is providing jobs and schools that benefit the whole of Thames Valley. It is coping with challenges that are not common to other areas in Thames Valley.
- The structures and functions for reducing crime in Slough are well-developed – Slough is an easy area to work with. The impact would be felt beyond Slough if existing partnership initiatives were not given enough funding to continue.

## 6. **Conclusion**

Of particular importance when taking this process forward is ensuring that, in a large policing area like the Thames Valley, Slough’s voice is not lost amongst those of the larger Local Authorities. The issues that Slough faces often vary from those of the other Authorities and it will be important that this is not lost on the P&CC or P&CP as the policy direction for the Thames Valley over the next five years is set.

All partners involved in the Safer Slough Partnership have stressed the serious concern that Slough does not lose focus or funding as it fights its particular issues. It will be important that the Neighbourhoods and Community Services Scrutiny Panel play a central role in ensuring that the outcome of the new arrangements meet the particular requirements of Slough.

## 7. **Background Papers**

- 1 - Police Reform and Social Responsibility Act 2011 published by TSO (The Stationery Office)
- 2 - Police Reform and Social Responsibility Bill report to the Neighbourhoods and Community Services Scrutiny Panel on 15 September 2011.
- 3 - Policing White Paper (Policy Briefing 5, Centre for Public Scrutiny) July 2010
- 4 - Policing and Social Responsibility Bill (Policy Briefing 8, Centre for Public Scrutiny) February 2011

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## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 13 February 2012

**CONTACT OFFICER:** Jane Wood, Strategic Director of Community and Wellbeing  
Tracy Luck, Head of Policy and Communications  
**(For all enquiries)** (01753) 875518

**WARDS:** All

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

#### **NATIONAL HEALTH SERVICE AND PUBLIC HEALTH REFORM**

##### **1 Purpose of Report**

To receive the report considered by the Health Scrutiny Panel on the 1 February 2012, which will update the Committee on the NHS and public health service changes which form part of the Health and Social Care Bill, currently being considered by Parliament.

##### **2 Recommendations/Proposed Action**

That the Committee:

- 1) Note the reforms so far and their implications for Slough.
- 2) Note that the Health Scrutiny Panel has and will continue to scrutinise the implementation of the proposed reforms.

##### **3 Sustainable Community Strategy Priorities**

The SCS, which was refreshed in 2011, sets out the strategic objectives and priorities for the borough until 2028:

- Economy and Skills
- Health and Wellbeing
- Housing
- Regeneration and Environment
- Safer Communities

All of these priorities form the wider determinants of health and contribute to the wellbeing of the people of Slough. The SCS will in future be monitored by the Health and Wellbeing Board.

#### 4 **Other Implications**

(a) **Financial** – it is proposed that a ring-fenced grant (made under section 31 of the Local Government Act 2003) will be allocated to councils to fund public health services. 'Shadow' budget allocations will be made this year before allocations for the 2013/14 financial year.

(b) **Risk Management** – some aspects of the changes will require the development of a risk plan, particularly in relation to the transfer of staff from the PCT to the local authority, but this will need to be developed when the model of service provision is agreed.

(c) **Human Rights Act and Other Legal Implications** – the additional statutory requirements placed on local authorities introduced by the Bill are set out in the report. The progress of the Bill, its Royal Assent in due course and the publication of Regulations under the Act, together with any further guidance issued by the Department of Health will need to be reviewed and will continue to direct and shape the further work required by the Local Authority.

(d) **Equalities Impact Assessment** – an EIA will be required when the public health service delivery model is agreed and when specific proposals such as Local HealthWatch procurement are developed.

(e) **Workforce** – the public health forms will include the transfer of public health staff, including the Director of Public Health to top tier local authorities in April 2013. The implications of this for Slough, which currently shares a Director of Public Health with the other two East Berkshire local authorities is set out in the report.

#### 5 **Background Information**

5.1 The Health Scrutiny Panel received a report on NHS and public health reform at their meeting on 8 February 2011, following the publication of the White Papers 'Equity and Excellence: Liberating the NHS' and 'Healthy Lives, Healthy People'. During the past year the Health and Social Care Bill (the Bill) has been published and is currently being considered by Parliament.

5.2 The Bill has major implications for the local health system and the relationship between that system and local government. In particular it provides for the:

- Abolition of PCTs and the establishment of Clinical Commissioning Groups (CCGs), led by GPs, to commission health services locally;
- Transfers responsibility for public health to local government;
- Requires councils to establish Health and Wellbeing Boards.

5.3 The Bill devolves power and responsibility for the commissioning of NHS Services:

- The role of the Secretary of State will change to one of strategic direction setting and holding the NHS to account.
- GPs will get responsibility for commissioning a wide range of healthcare services, with some exceptions. The Bill allows GPs to join together in consortia, and to commission services in the ways that they judge will deliver the best outcomes for patients



- A new National Commissioning Board will support CCGs. The Commissioning Board will set health outcomes, allocate and account for NHS resources, authorise the establishment of consortia, and have powers of direction over consortia in specified areas and circumstances (such as risk of failure). It will also commission specific services (for example, primary medical services and national specialised services) and will oversee the work of consortia.
- Strategic Health Authorities (SHAs) are to be abolished from April 2012 and Primary Care Trusts (PCTs) from April 2013.
- The Foundation Trust model will be reformed with an aim to support all NHS Trusts to become foundation trusts by 2014.

Creates a new role for Local Authorities in Public Health:

- Public Health England (PHE) will be the national public health service.
- Local authorities will be given responsibility for health improvement currently carried out by Primary Care Trusts (PCTs)
- Directors of Public Health (DsPH), jointly appointed by councils and PHE, will have a leading role in discharging local authorities' public health functions.
- Health and Wellbeing Boards (HWBs) will be statutory in every upper tier local authority and will be required to bring together GP consortia, DsPH, children's services, adult social services and others. The HWBs will have a statutory responsibility to develop a 'joint health and wellbeing strategy' that both local authority and NHS commissioners will be required to have regard to.

Sets up new accountability and scrutiny arrangements:

- Health Watch England will be established as the national voice of patients and the public. Local Involvement Networks (LINKs) will be replaced by local Health Watch organisations.
- 'Monitor' will be transformed into the economic regulator for health and adult social care services. Along with the Care Quality Commission, Monitor will licence providers.
- The National Institute for Health and Clinical Excellence (NICE) and the Information Centre will be enshrined in primary legislation for the first time to maintain their independence.

5.4 There was considerable opposition by health professionals following publication of the Bill and this led to the government's "pause" and recommendations by the Future Forum, most of which were incorporated into the 363 amendments to the Bill published at the end of August 2011. There is a developing agenda in relation to public health and therefore some degree of uncertainty about particular aspects. The report attempts to set out what is currently known but that uncertainty means that many questions are still to be answered.

## 5.5 Responsibilities of Clinical Commissioning Groups (CCGs)

5.5.1 The CCGs will:

- Be responsible for managing their combined budget and deciding how best to use these resources to meet the healthcare needs of the patients for whom they are responsible.

- Have the freedom to decide which aspects of commissioning activity they undertake themselves, and which require collaboration across several consortia, for instance through a lead commissioner. In some cases, commissioning will be permitted to take place at a sub-consortium or practice level.
- Decide commissioning priorities to reflect local need, supported by a national framework of quality standards, tariffs and national contracts established by the board. It will be a requirement for priorities to reflect need as set out in the Joint Strategic Needs Assessment (JSNA).
- Become increasingly influential in driving up the quality of general practice and be expected to intervene in the first instance where there are concerns that an individual practice is causing wasteful or ineffective use of NHS resources.
- Be the responsible commissioner for any patients registered within constituent practices – and those in the area who are not registered with a practice.
- Develop arrangements to hold constituent practices to account.

### **5.5.2 Proposed funding of Consortia**

Practice-level budgets will be calculated on the basis of registered patient numbers within the consortia boundary and allocated directly to consortia. Consortia commissioning budgets will include a maximum management allowance to reflect costs associated with commissioning. Consortia may choose to commission services from one or more constituent practice over and above the primary care services they have a duty to provide. Further work will be taken forward to allow this while guarding against conflicts of interest.

### **5.5.3 What is happening in Slough?**

A single CCG has been established, coterminous with the Council's boundaries. The Strategic Director of Community and Wellbeing is a member of the CCG Panel and has a vote. Appointments to the board were made by interview and the chair was selected by the CCG. The CCG has held a number of meetings and has agreed terms of reference. It has also agreed conflict of interest procedures. The CCG has started to review performance and finance issues, for example what Slough is spending e.g. from elective surgery to prescriptions. This has led to some trailblazing work for example controlling the overspending prescriptions budget. It is also working with the PCT to develop new health pathways. The Slough CCG is looking at federation options with others CCGs. It may be that the Health Scrutiny Panel would want to request a presentation by the CCG on their work at a future meeting.

## **5.6 Health and Wellbeing Boards**

- 5.6.1 The core aim of the Health and Wellbeing Boards (HWBs) is to improve efficiency, secure better care and, ultimately, ensure better health and wellbeing outcomes for the local population. The Boards are expected to integrate commissioning across NHS, public health and social care services, breaking down divisions between the NHS and local authorities by bringing together those who commission services across the NHS, public health, social care and children's services to plan services for their area, and encouraging them to work in a more integrated way.

5.6.2 The Boards will have responsibilities for ensuring that the current and future needs of the local population are understood and best served by health and social care commissioners and providers. They will assess local needs and develop a shared strategy for how best to address them, providing a strategic framework for local commissioning plans. They will be expected to facilitate democratic patient and carer input into the commissioning of local services and give communities more say in health and social care services for local people. They will do this by including elected representatives and patient representatives (via the local HealthWatch once it is in place) in shaping the strategic direction of health and social services in their area, and by acting as the forum for holding those responsible for commissioning decisions to account.

5.6.3 The role envisaged for HWBs has been strengthened as a result of the Government's 'listening exercise' as part of its 'pause' earlier in the year. In response to Future Forum recommendations, the Boards will have a stronger role in addressing wider health determinants, promoting joint commissioning and integrated provision between health, public health and social care. There will also be a new duty on the Boards to involve users and the public, and a requirement for CCGs to involve HWBs as they develop their commissioning plans, with HWBs having the authority to refer commissioning plans back to the Clinical Commissioning Consortium or the NHS Commissioning Board if they are not satisfied that the plans are in line with the JSNA or Joint Health and Wellbeing Strategy (JHWS) (although HWBs will have no veto rights).

5.6.4 Specifically, the Boards will:

- Produce the JSNA and JHWS;
- Be responsible for ensuring that the CCGs commissioning plans align with the joint strategy;
- Play a role in the annual assessment of CCGs and in the initial authorisation process;
- Be required to involve users and the public in the JSNA and JHWS.

5.6.5 Statutory requirements

HWBs are a statutory requirement; every upper-tier local authority is required to lead on developing a HWB in their locality and to establish a Shadow HWB by April 2012. These will become fully constituted bodies under forthcoming legislation in April 2013.

There are a number of specific statutory requirements that relate to the governance, membership and functions of HWBs:

- The legislation will require the Boards to be established as a committee of the council, with local government legislation being amended to reflect the proposed membership of them;
- The minimum core membership will be prescribed, namely:
  - At least one councillor;
  - The directors of adult services, children's services and public health;
  - A representative of the local HealthWatch organisation;
  - A representative of each relevant CCG;

- And, for some purposes, a representative of the NHS Commissioning Board;
- They will have a duty to involve users and the public in the commissioning of local health and social care services;
- They will have a duty to promote joint commissioning and integrated working between the NHS and local government;
- The legislation sets expectations that HWBs are involved throughout the NHS commissioning process, so commissioning plans (CCGs and others) are in line with the JHWS;
- The JHWS, which the HWB are expected to produce, will be a statutory requirement for both local authorities and CCG;
- The JSNA, which the HWBs are expected to produce, will be a statutory requirement for both local authorities and the CCG, and the HWB will be required to demonstrate that due regard has been given to the findings of the JSNA;
- NHS and local authority will be required to consult with HWB and have regard to the JSNA and JHWS when drawing up their annual commissioning plans;
- Legislation gives HWBs a role in the annual assessment of CCGs (and a non-statutory role in their initial authorisation).

#### 5.6.6 What is happening in Slough?

Last summer the council commissioned the consultancy Shared Intelligence (Si) to assist in developing the Council's response to the public health reforms. Specifically in relation to the formation of a Health and Wellbeing Board, Si developed draft terms of reference, suggested membership and an outline work programme.

Building on the Si work a Shadow HWB has been formed and has held a planning meeting and a first working meeting. Si's work emphasised the particular circumstances of Slough, where the wider determinants of health, including housing, skills and crime are of importance (as clearly evidenced in the refresh of the JSNA). It was therefore agreed that the Shadow HWB would replace the former Local Strategic Partnership as it will act as the umbrella partnership for the borough and retaining the LSP would have led to duplication. The terms of reference of the Shadow HWB are attached as **Appendix 'A'**. The Shadow HWB will be considering a name for the board which reflects its wider responsibilities.

Also attached as **Appendix 'B'** is a document called "Operating principles for health and wellbeing board" prepared jointly by the Department of Health and Local Government Association, amongst others, which sets out some useful information, including success criteria for boards.

The Shadow HWB has been developing a sub structure and has agreed that the Children's, Safer Slough, Skills, Employment and Enterprise, Community Cohesion, and Climate Change Partnerships will sit below the Board and report into it. A reformed Health and Wellbeing Sub Group will also be set up to deal with the detailed specific health work which the HWB will need to delegate to a delivery group.

The membership of the Shadow HWB has been agreed to reflect the need to ensure work is coordinated on the wider determinants of health and is chaired by Councillor Robert Anderson, Leader of SBC. In addition to the statutorily required members

includes representatives from Thames Valley Police, the business and voluntary sectors and the Royal Berkshire Fire and Rescue Service. It will be important for this range of partners to play an active part in delivering the aims of the HWB, for example domestic violence is known to have a significant impact on both the health and wellbeing of adults and children in Slough and a number of partners will be able to contribute to a response and prevention.

It will be important for the Health Scrutiny Panel to establish how it will work with and scrutinise the HWB. The Panel will scrutinise the Board's strategic policy development and performance outcomes. This relationship should be developed during the Shadow HWB stage. To facilitate this the minutes of Shadow HWB meetings will be made available to Health Scrutiny Panel Members.

## **6. Public Health**

6.1. From April 2013 top tier local authorities will have a statutory responsibility to employ a DPH jointly with PHE. DsPH will lead local public health efforts: this role can be shared with other councils if agreed locally. In this joint arrangement DsPH will be professionally accountable to the Chief Medical Officer (CMO) and part of the Public Health England professional network. They will also be accountable to the council and HWB for local delivery and outcomes.

6.2 The DPH as a public health specialist will be responsible for all the new public health functions of local authorities, including any conferred on local authorities by regulation. The Health and Social Care Bill will in addition make it a statutory requirement for the DPH to produce an annual report on the health of the local population, and for the local authority to publish it. DsPH will also be statutory members of health and wellbeing boards, and will wish to use the boards as the key formal mechanism for promoting integrated, effective delivery of services. There is an expectation, though not a requirement that the DPH will report to the Chief Executive and be seen as the lead officer for Members to contact on health matters. Specifically the DPH will:

- Be the principal adviser on health matters including needs assessment and priority setting
- Be responsible for the reduction of health inequalities and disease prevention including interventions, commissioning, and provision
- Ensure evidence based commissioning: GP, primary care, secondary , specialist - care and pathways
- Ensure the provision of health protection and emergency preparedness/response, including infections/control
- Be responsible for workforce development – whole system.

6.3 DsPH tasks will include:

- Developing an approach to improving health and wellbeing locally, identifying need, promoting equality and tackling health inequalities and monitoring outcomes
- Providing and using evidence relating to health and wellbeing informing the role, functions and outcomes of the HWBs
- Advising and supporting GP consortia on the population aspects of NHS services and evidence based commissioning including integrated pathways

- Collaborating with local partners on improving health and wellbeing, including GP consortia, other local DsPH, local businesses and others.

6..4 The proposed division of responsibilities for the commissioning of public health functions is set out in **Appendix 'C'**.

## 6.5 What is happening in Slough?

6.5.1 The transfer of the DPH and their staff to local authorities is relatively straightforward in areas where the DPH's remit is coterminous with the upper tier authority (e.g. county councils and London boroughs). However, currently Slough shares a DPH with the other East Berkshire councils (Bracknell Forest and Windsor and Maidenhead). A further complicating factor is that prior to abolition of the PCTs in April 2013, the East and West Berkshire PCTs have been clustered together with a joint management structure (although currently retaining two DsPH).

6.5.2 The Council has been examining different models of managing public health in consultation with partners, including the PCT and with other Berkshire local authorities. As mentioned in paragraph 5.6.6 the Shared Intelligence consultancy has been providing advice to the council about the public health transition and this has included development of workforce options. The three options developed are to have a public health function dedicated to Slough, to share a function with the East Berkshire councils or all of the Berkshire councils or a hybrid model with a shared DPH and some other functions with some dedicated Slough staff.

6.5.3 A cross-Berkshire group convened to progress the transition but decisions will depend on the value of the grant to local authorities. Guidance was issued to PCTs at the end of 2011 and outline transition plans need to be produced by 27 January.

## 7. Local HealthWatch

7.1 Local HealthWatch will become operational in April 2013 (this is a recent postponement from October 2012). Local authorities will be responsible for facilitating the development of an effective local HealthWatch which provides opportunities for people to have their say about the quality and development of their local health and adult social care services, particularly to influence the commissioning of services and to scrutinise them.

7.2 The functions of local HealthWatch will include:- signposting, advice and information giving, assisting with complaints, community networking, intelligence work on national and local statistics in order to inform the commissioning overview functions and assist patients in their choices, enter and view, and possibly advocacy. Local HealthWatch will need the resources to support all of these functions and to support the training of volunteer members carrying out monitoring visits, inspections, enter and view and participating in Health and Wellbeing Board and a wide range of influencing activities in relation to commissioning.

7.3 Local HealthWatch will provide a single point of contact, by connecting people to the right NHS and social care advice and advocacy services, and by helping people to find information that will enable them to choose the services they need and require. It will support people to speak out and give those who want it, an opportunity to get more involved in a range of different ways.

- 7.4 Local HealthWatch will not be a 'network' like the LINK. It will be a "body corporate", so at some point, Local HealthWatch may need to be set up as a charity, company or similar body, which means that it:
- will be an organisation in its own right, and no longer 'just' a network overseen by volunteer groups
  - may appoint its own staff
  - will have to produce its own annual accounts
  - will have standards provided by a national HealthWatch organisation, HealthWatch England, against which Local HealthWatch organisations can be measured.
  - will be subject to the Equality Act 2010. (It is not yet clear what the implications of this will mean, but it may be that Local HealthWatch will have to demonstrate how it is meeting its obligations under the Equality Act, by engaging with all the different sections of the community.)
- 7.5 It appears that Local HealthWatch will be led by local members or volunteers, and that paid staff will be there to support volunteers, as is the current situation with LINKs. The Health and Social Care Bill talks about Local HealthWatch 'members'. It is not clear exactly how HealthWatch will define 'members', but it is possible that the Department of Health considers that Local HealthWatch organisations will be run and 'owned' by a board of members, similar to charity trustees or health board non-executive directors. Some parts of the Bill suggest that Local HealthWatch members might be paid. The Bill also states that Local HealthWatch members must be "representative of local communities" and this will be a challenge for a diverse area like Slough.
- 7.6 There continues to be considerable uncertainty about the formations of LHW. Local authorities are expected to set up an organisation to meet local needs but there is no recommended procurement route or recommended specification, although there will be consultation on what a 'good' LHW looks like.
- 7.7 Local Authorities must make arrangements to establish a Local HealthWatch a contract. Local authorities will fund Local HealthWatch in the same way that they fund the LINKs: i.e. they will put together specifications for Local HealthWatch and put this out for organisations to bid for. They will then performance manage the contracts, and can terminate them if they think the performance of the Local HealthWatch is unsatisfactory. The Health and Social Care Bill says that local authorities may possibly make HealthWatch arrangements 'directly with the Local HealthWatch'. There is debate about what this means, as how can local authorities make arrangements with a body that does not yet exist? In theory, what could happen is that groups of local volunteers might get together and form an organisation (such as a social enterprise or charity) and then bid for the Local HealthWatch contract. However, as such groups would have no experience of tendering then it is hard to see how this could work.
- 7.8 Local HealthWatch will be funded from money from central government. The amount for each local authority will be different based on need and is not ring-fenced and will roughly equate to the current LINK budget plus 65% of the Patient Advisory Liaison Service (PALS) local budget. There will also be additional funding in 2013 if Local HealthWatch is successful in bidding for the complaints advocacy (currently Independent Complaints Advisory Service or ICAS) work that local authorities will have to commission.
- 7.9 The following functions will transfer from PALS to Local HealthWatch:

- Providing information about the NHS and help with health related enquiries
- Helping resolve concerns or problems patients have when using the NHS
- Providing information about the NHS complaints procedure and how to get independent help to make a complaint
- Signposting patients to agencies and support groups outside the NHS
- Informing people about how to get more involved in their own healthcare and the NHS locally
- Improving the NHS by gathering feedback about services and experiences for people who design and manage services
- Identifying problems or gaps in services and reporting them to NHS Trusts.

It is not yet clear what will happen to PCT PALS staff contracts.

#### 7.10 **What is happening in Slough?**

Work has now started to develop a Local HealthWatch model that will meet the needs of local people. There will be close working with the Slough LINK to learn from their experience. We will be reviewing our consultation and engagement arrangements, what has worked well, looking at gaps and involving GPs.

#### 8. **Next stages**

The current Department of Health timetable is:

##### **Early 2012**

PCT outline transition plans prepared  
 Letter about Directors of Public Health appointments  
 Public Health outcomes framework published  
 Building the PHE People Transition Policy document published  
 Public health workforce strategy consultation launched  
 Shadow local authority allocations for 2012/13 announced  
 LGG HR Guidance  
 Sender's HR guidance

##### **March**

Local transition plans agreed

##### **April**

Chief Executive PHE designate starts

##### **Early summer**

PHE People Transition Policy including terms and conditions

##### **2013**

##### **April**

Public Health England established

#### 9. **Background Papers**

None other than statutory publications



## Appendix B: The Councils property asset portfolio (as at 01/09/11)

<b>Category A Assets that are likely to stay operational</b>	
<b>Property Name</b>	<b>Current Status</b>
2 SWAN COURT SL1 2PW	Highway Housing no road scheme
32 CHALVEY ROAD EAST SL1 2LU	Highway Housing no road scheme
8a VICTORIA STREET SL2 5ND	Highway Housing no road scheme
88 BATH ROAD SLOUGH SL1 3XE	Highway Housing no road scheme
37 CHURCH STREET SL1 2NL CHALVEY	Highway Housing no road scheme
WASTE TRANSFER STATION - WHITE HART LANE SL1 2SF	Let to Enterprise
SLOUGH CROWN COURT CHALVEY PARK	Let to Courts
SLOUGH DEAF CENTRE, WINDMILL ROAD,	Let to Slough & District Deaf Centre
SALT HILL PARK, BATH ROAD	PPOA
SALT HILL LODGE 84 BATH ROAD	Let to NIAS
SALT HILL LODGE (2), 28 BATH RD / STOKE POGES LANE	Let to Slough Refugee Centre
fmr PARKVIEW (Kashmiri Karahi) RESTAURANT, SALT HILL PARK	Let to Restaurant
CREMATORIUM & CEMETERY, STOKE ROAD	Operational Cemetery
LAND AT FIVE POINTS	Public Parks and Open Areas
SITE of FORMER 1 LANGLEY BROOM, SLOUGH	Public Parks and Open Areas
LAND ADJACENT 7 LAYBURN CRESCENT, BRANDS HILL	Public Parks and Open Areas
GODOLPHIN RECREATION GROUND, GODOLPHIN ROAD	Public Parks and Open Areas
MANOR PARK, BEECHWOOD ROAD	Public Parks and Open Areas
GRANVILLE RECREATION GROUNDS, GRANVILLE AVENUE	Public Parks and Open Areas
BEECHWOOD OPEN SPACE	Public Parks and Open Areas
CIPPENHAM VILLAGE GREEN	Public Parks and Open Areas
CIPPENHAM VILLAGE POND & ROSE GARDENS	Public Parks and Open Areas
RICHARDS WAY OPEN SPACE	Public Parks and Open Areas
PIPPINS PARK	Public Parks and Open Areas
CROWN MEADOW	Public Parks and Open Areas
ALBANY PARK / PIPPINS ORCHARD	Public Parks and Open Areas
FARADAY ROAD PLAY AREA	Public Parks and Open Areas
HERSCHEL PARK	Public Parks and Open Areas
HERSCHEL PARK EXTENSION	Public Parks and Open Areas
HURWORTH AVENUE & WOOD	Public Parks and Open Areas
UPTON COURT PARK	Public Parks and Open Areas
CHALVEY RECREATION GROUND	Public Parks and Open Areas
CIPPENHAM RECREATION GROUND	Public Parks and Open Areas
KEDERMISTER PARK, REDDINGTON DRIVE	Public Parks and Open Areas
LASCELLES PLAYING FIELDS, LASCELLES PARK	Public Parks and Open Areas
LONGMEAD PUMPING STATION, UPTON COURT PARK	Let to Thames Water
BRIDPORT WAY OPEN SPACE	Public Parks and Open Areas
SPRINGGATE FIELD	Public Parks and Open Areas
HALKINGCROFT	Public Parks and Open Areas
SLOUGH RUGBY CLUB LAND, UPTON COURT PARK	Let to Slough Rugby Club
YEW TREE ROAD REST GARDENS	Public Parks and Open Areas
ROCHFORDS OPEN SPACE	Public Parks and Open Areas
CARDIGAN CLOSE PLAY AREA	Public Parks and Open Areas
PEAR TREE CLOSE	Public Parks and Open Areas
FERRERS CLOSE OPEN SPACE	Public Parks and Open Areas
DEER WOOD PARK	Public Parks and Open Areas
GERVAISE CLOSE	Public Parks and Open Areas
TWO MILE DRIVE	Public Parks and Open Areas
STREAMSIDE WALK	Public Parks and Open Areas
GOWINGS GREEN	Public Parks and Open Areas
MOOR FURLONG	Public Parks and Open Areas
HOYLAKE CLOSE	Public Parks and Open Areas
LITTLE CHAPELS CLOSE	Public Parks and Open Areas
PLAINES CLOSE	Public Parks and Open Areas
STORNAAWAY ROAD	Public Parks and Open Areas
HARVEY PARK LANGLEY, TAMAR WAY	Public Parks and Open Areas
WEEKES DRIVE RECREATION GROUND	Public Parks and Open Areas
HORSEMOOR GREEN RECREATION GROUND, COMMON ROAD	Public Parks and Open Areas
LANGLEY WAR MEMORIAL RECREATION GROUND, LANGLEY RO	Public Parks and Open Areas
MAPLIN PARK, MEADFIELD ROAD	Public Parks and Open Areas
BLOOM PK. GOODMAN PARK	Public Parks and Open Areas
LAND NORTH OF ROCHFORDS, UXBRIDGE ROAD	Public Parks and Open Areas
BAYLIS PARK, STOKE POGES LANE	Public Parks and Open Areas
THE GREAT HEDGE, ELTHAM AVENUE	Public Parks and Open Areas
POS PLAY AREA, NORTH OF NINE ACRES CIPPENHAM	Public Parks and Open Areas
POS NORTH OF RICHARDS WAY, CIPPENHAM	Public Parks and Open Areas

POS NORTH OF EARLS LANE, CIPPENHAM	Public Parks and Open Areas
POS BUFFER ZONE EAST AND WEST OF RICHARDS WAY	Public Parks and Open Areas
POS, HUNTERS WAY	Public Parks and Open Areas
LEISURE LAND NORTH SIDE WELLESLEY ROAD	Public Parks and Open Areas
OPEN SPACE/CRICKET PITCH CIPPENHAM	Public Parks and Open Areas
LISMORE PARK	Public Parks and Open Areas
RECYCLING CENTRE, STREAMSIDE (OFF EARLS LANE CIPPENHAM)	Recycling Area
MERCIAN WAY RECREATION GROUND	Public Parks and Open Areas
MOAT - WINDSOR MEADOWS, WOOD LANE	Public Parks and Open Areas
BUTTERMERE AVENUE	Amenity and Open Area
AMENITY VERGES FARNHAM LANE	Amenity and Open Area
COCKSHERD WOOD BRITWELL, FARNHAM LANE	Public Parks and Open Areas
LAND LYNCH HILL ROAD	Public Parks and Open Areas
REC GROUND NTH LONG FURLONG DR	Public Parks and Open Areas
LAND NTH OF LONG FURLONG DRIVE	Public Parks and Open Areas
SHEFFIELD & BUCKINGHAM REST GARDENS	Public Parks and Open Areas
UPTON LEA PLAYGROUND, MAPLE CRESCENT	Public Parks and Open Areas
LAND REAR 249 STOKE ROAD	Public Parks and Open Areas
LAND ADJ OLDWAY LANE ALLT, HUNTERCOMBE LANE SITE	Public Parks and Open Areas
LAND IN KEEL DRIVE	Public Parks and Open Areas
LAND NTH 411 FARNHAM ROAD	Public Parks and Open Areas
LAND AT KENILWORTH CLOSE	Public Parks and Open Areas
NATURE RESERVE, HAYMILL VALLEY	Public Parks and Open Areas
3RD UPTON SCOUT HQ, UPTON COURT PARK	Let to Scouts
PRESSURE REDUCING STATION, FARNHAM LANE, COCKSHERD	Let to National Grid
AVEBURY PLAY AREA	Public Parks and Open Areas
SPACKMANS WAY PLAY AREA	Public Parks and Open Areas
GRAMPIAN WAY PLAY AREA	Public Parks and Open Areas
TOWER HOUSE PLAY AREA	Public Parks and Open Areas
GOLDSWORTHY WAY PLAY AREA	Public Parks and Open Areas
MARESCROFT PLAY AREA	Public Parks and Open Areas
COLNBROOK RECREATION PLAY AREA	Public Parks and Open Areas
CONCORDE WAY PLAY AREA	Public Parks and Open Areas
NEWCHURCH ROAD PLAY AREA	Public Parks and Open Areas
LAND AT UPPER LEES ROAD	Public Parks and Open Areas
KEDDERMISTER PARK GIRL GUIDES HQ, REDDINGTON DRIVE	Let to Girl Guides
SHEFFIELD AND BUCKINGHAM REST GARDENS	Public Park and Open Area
LAND AT TANHOUSE FARM COLNBROOK	Amenity Land Green Belt
TOWN SQUARE HIGH STREET	Public Open Areas
HUNTERCOMBE SPUR LAND, OLDWAY LANE - 2	Let to Grazing
LAND AT PARK ROAD, FARNHAM ROYAL	Let to South Bucks
LAND IN SPACKMANS WAY/BRAMAS CLOSE	Amenity and Open Area
HERSCHEL STREET MULTI STOREY CAR PARK	Car Park
HATFIELD ROAD MSCP, CAR PARK, THE GROVE (Incl. UPRN 7003)	Car Park
GROVE CAR PARK, THE GROVE	Car Park
CAR PARK THE GREEN CHALVEY (D170)	Car Park
CAR PARK HARROW MARKET, HARROW ROAD (D170)	Car Park
CAR PARK PARLAUNT ROAD, PARLAUNT ROAD SHOPS (D170)	Car Park
CAR PARK SHEEHY WAY (D170)	Car Park
BURLINGTON ROAD CAR PARK	Car Park
ELMSHOTT WAY OPEN CAR PARK	Car Park
LOWER CIPPENHAM LANE OPEN CAR PARK	Car Park
VICARAGE WAY CAR PARK, COLNBROOK	Car Park
BAYLIS COURT NURSERY SCHOOL SLOUGH - Oatlands Driv	School
CHALVEY EARLY YEARS NURSERY SCHOOL Ladbroke Road, CHAL	School
CIPPENHAM NURSERY SCHOOL SLOUGH - St Andrews Way	School
WILLOW PRIMARY SCHOOL SLOUGH, Wexham Rd SL2 5JW	School
SLOUGH (Early Years) CENTRE NURSERY SCHOOL - Buckingham A	School
CIPPENHAM INFANT SCHOOL SLOUGH - Dennis Way SL1 5J	School
CLAYCOTS PRIMARY SCHOOL SLOUGH (Infant & Middle) M	School
FOXBOROUGH COMBINED PRIMARY SCHOOL LANGLEY - Commo	School
GODOLPHIN INFANTS SCHOOL	School
GODOLPHIN JUNIOR SCHOOL SLOUGH - Oatlands Drive SL	School
JAMES ELLIMAN PRIMARY SCHOOL - Elliman Ave SL2 5BA	School
MARISH PRIMARY SCHOOL SLOUGH - Swabey Rd SL3 8NZ (	School
PARLAUNT PARK COMBINED PRIMARY SCHOOL SLOUGH - Ken	School
WESTERN HOUSE PRIMARY SCHOOL CIPPENHAM - Richards	School
WEXHAM COURT COMBINED PRIMARY SCHOOL SLOUGH - Chur	School
CARETAKERS HOUSE, WEXHAM COURT PRIMARY	fmr Caretakers House Incorporated into school
WESTGATE SCHOOL - Cippenham Lane SL1 5AH (F)	School

WEXHAM C SECONDARY SCHOOL SLOUGH - Norway Drive SL	School
LITTLEDOWN SCHOOL SLOUGH - Queens Rd SL1 3QW	School
fmr COMMUNITY EDUCATION CENTRE - 53 STOKE RD SLOUGH	School
WESTERN HOUSE PRIMARY SCHOOL CIPPENHAM - Richards	School
PIPPINS PRIMARY SCHOOL - Raymond Close SL3 0PR (F	School
HAYMILL - HAYBROOK COLLEGE, BURNHAM LANE SL1 6LZ	School
HAYMILL - MILLSIDE SCHOOL	School
PENN WOOD PFI SCHOOL	School
BEECHWOOD PFI SCHOOL	School
ARBOR VALE PFI SCHOOL	School
CARETAKERS HOUSE, MONTEM PRIMARY	Former Caretakers House
CLAYCOTS CHILD CARE CENTRE - Monksfield Way SL2 1Q	School/Childrens Centre
MONTEM CHILD CARE CENTRE SL1 2TE	School/Childrens Centre
WILLIAM PENN CHILD CARE CENTRE SL2 1PH	School/Childrens Centre
MARISH CHILD CARE CENTRE	School/Childrens Centre
JAMES ELLIMAN GRADUATED CHILDRENS CENTRE	School/Childrens Centre
YEW TREE ROAD GRADUATED CHILDRENS CENTRE	School/Childrens Centre
WEXHAM ROAD CHILDRENS CENTRE	School/Childrens Centre
ST ANDREWS WAY CHILDRENS CENTRE	School/Childrens Centre
ORCHARD AVENUE CHILDRENS CENTRE	School/Childrens Centre
HAYMILL - HAYBROOK COLLEGE, BURNHAM LANE SL1 6LZ	School
HAYMILL - MILLSIDE SCHOOL	School
THE OLD SCHOOL, VICARAGE WAY, COLNBROOK	New Childrens Centre & Library
MALLARDS CHILDRENS RESIDENTIAL HOME	Childrens Home
WEXHAM LEA CHILDREN'S CENTRE (new, in IQRA complex)	School
CIPPENHAM NURSERY CHILDREN'S CENTRE	School
CARETAKERS HOUSE, CLAYCOTS PRIMARY	Caretakers House
CARETAKERS HOUSE, FOXBOROUGH PRIMARY	Caretakers House
CARETAKERS HOUSE, JAMES ELLIMAN PRIMARY	Caretakers House
CARETAKERS HOUSE WEXHAM SECONDARY	Caretakers House
CARETAKERS HOUSE PENN WOOD PRIMARY	Caretakers House
CARETAKERS HOUSE WESTERN HOUSE	Caretakers House
CHALVEY COMMUNITY CENTRE (FORMER TVCC)	Community Centre
CIPPENHAM COMMUNITY HALL, EARLS LANE	Community Centre
LANGLEY PAVILLION (Part), MEMORIAL GROUND, LANGLEY ROAD	Let to Sea Cadets & Comm. Hall
LANGLEY PAVILION (Part) MEMORIAL GROUND, LANGLEY ROAD	Community Centre
YOUTH OFFENDERS TEAM , Floor 2 46/48 HIGH STREET, SLOUGH	Offices
NEW HORIZONS MENTAL HEALTH RESOURCE CENTRE	Offices
4 PRIORS CLOSE, PRIORS DAY SERVICES,	Day Centre
DAY CENTRE ELLIMAN AVE-LEARNING DISABILITY, 27 PURSERS	Day Centre
LANGLEY RESOURCE UNIT, SPITFIRE CLOSE SL3 8JK	Day Centre
NEW LANGLEY LIBRARY, TRELAWNEY AVENUE	Library, sub lease from A2
SPEEDWELL WEXHAM NURSERY	Disability Centre
pt 1 & 2nd FLOOR MAPLE HOUSE, WILLIAM ST	Operational DAAT
ST MARTINS PLACE, 51 BATH ROAD SLOUGH SL1 3UF	Operational
70 FOX ROAD SLOUGH SL3 7SJ	Hsg Offices
427 LONDON ROAD SL3 8PS	Hsg Traveller Site
TRAVELLER SITE HORTON RD. POYLE	Hsg Traveller Site
MOBILE FOXBOROUGH HOMES SITE	Hsg Traveller Site
NEW SLOUGH BUS STATION, BRUNEL WAY.	New Bus Station
CARE HOME SITE, WEXHAM ROAD	Let to Care UK - Care Home
EXTRA CARE HOME SITE, WEXHAM ROAD	Let to Hanover HA, extra care home
EXTRA CARE HOME SITE, NORTHAMPTON AVENUE	Let to Hanover HA, extra care home
<b>PFI &amp; Academy Schools</b>	
LANGLEY ACADEMY - Langley Rd SL3 7EF	Land let to Academy
PENN WOOD PRIMARY SCHOOL - Penn Rd SL2 1PH (old W	PFI School
BEECHWOOD SCHOOL SLOUGH - Long Readings Lane, SL2 (PFI)	PFI School
ARBOUR VALE SPECIAL SCHOOL SLOUGH (new build PFI)	PFI School
SCHOOL HOUSE - PENN ROAD SLOUGH SL2 1PG	PFI School
CARETAKERS HOUSE, BEECHWOOD SECONDARY	PFI School
<b>Slough Community Leisure</b>	
BOWLING CENTRE, SALT HILL PARK, BATH ROAD	Newly refurbished
LANGLEY LEISURE CENTRE, PARLAUNT ROAD	Operational
THAMES VALLEY ATHLETIC CENTRE	Operational
OUTDOOR TENNIS COURTS SALT HILL PARK	Operational

**Category B Assets that could stay operational with potential for co - location**

Property Name	Current Status
MONTEM PRIMARY SCHOOL SLOUGH - Chalvey Grove SL1 2	School & Expansion Land
ROTUNDA BUILDING NORTHAMPTON AVE	Use by Herschel & Haybrook
ROTUNDA ANNEXE NORTHAMPTON AVE	Let to Vol Sector
SLOUGH YOUNG PEOPLES CENTRE, 323 HIGH STREET	Offices & Operational
CHALVEY COMMUNITY CENTRE, CHALVEY	Community Centre
CIPPENHAM LIBRARY, ELMSHOT LANE, SL1 5RB	Library
MANOR PARK YOUTH AND COMMUNITY CENTRE	Y & C Centre
MANOR PARK COMMUNITY HALL, VILLIERS ROAD	Community Hall use by Age Concern
LEA COMMUNITY CENTRE, WEXHAM ROAD	Community Centre
MARIA COWLAND COMMUNITY HALL, 26 BOWER WAY	Let to Age Concern
WESTFIELD COMMUNITY HALL, SEVERN CRESCENT	Community Centre
LANDMARK PLACE	Operational Offices
39 BLANDFORD PLACE (EBWA)	Hsg
98 BLANDFORD PLACE (EBWA)	Hsg
27 CHURCH STREET (CAB, Shelter & SCVS)	Operational
3 ST LAURENCE WAY,	Operational
AIRWAYS HOUSE	Operational, Lease expires dec 2012
ALLOTMENTS, LAND EAST OF STOKE POGES, STOKE ROAD	Allotment
SAMPSONS GREEN (ROCKESBY RD./WAVELL RD.) ALLOTMENT	Allotment
ALLOTMENTS, CHERRY ORCHARD, STOKE ROAD	Allotment
ALLOTMENTS, COLLEGE ROAD	Allotment
ALLOTMENTS, COWPER ROAD	Allotment
ALLOTMENTS, GRANVILLE AVENUE	Allotment
ALLOTMENTS, HORSEMOOR GREEN, OFF COMMON ROAD	Allotment
ALLOTMENTS, SLOUGH ROAD, LAND S.W. OF M4, NEAR THE	Allotment
ALLOTMENTS, RAGSTONE ROAD	Allotment
ALLOTMENTS, WESTPOINT, OLDWAY LANE	Allotment
ALLOTMENTS, HARROW ROAD, GREEN DRIVE	Allotment
KEEL DRIVE ALLOTMENTS	Allotment
2 PRIORS CLOSE	
LAND AT CHERRIES	Let to Wexham Parish Council
LAND AT NORWAY DRIVE	Let to Wexham Parish Council
LAND NORTH MUDDY LANE	Let to Sikh Social Trust
YMCA LAND, LADBROOKE ROAD	Let to YMCA
LAND AT CHURCH LANE, WEXHAM	Public Park and Open Area
Slough Community Leisure	
THE CENTRE/SPIRIT CONFERENCE CENTRE	Operational

**Category C Assets that are expensive to run, not fit for purpose and/or have a potential capital receipt or are possible LABV Asset.**

Property Name	Current Status
MONTEM RECREATION GROUND	Public Parks and Open Areas
THE MILAN CENTRE, QUEENS ROAD	Community Centre
THOMAS GRAY CENTRE, Queens Road SL1 3QW	Offices & WEA
WEST WING	Community & Arts Centre
GURNEY HOUSE UPTON ROAD SLOUGH SL1 2AE	Let to BUPA
HORSEMOOR GREEN YOUTH & COMMUNITY CENTRE,	E & CS -Y&C Centres Review
4 RAGSTONE ROAD SLOUGH SL1 2PU - CARETAKERS HOUSE	Slough & Eton School Caretaker Hsg
LAVENDER COURT, 1 PRIORS CLOSE (See 5208)	Residential Priors
3 PRIORS CLOSE RESPOND RESPITE CARE ADULTS CENTRE	Residential
HAYMILL COMMUNITY CENTRE BUILDINGS	Community Centre & Offices
LANGLEY COMMUNITY HALL, LANGLEY ROAD	Community Centre
WEEKES DRIVE COMMUNITY HALL, Tamarisk Way	Community Centre
CORNER HOUSE 254a FARNHAM ROAD	Let to Vol Sector, Crossroads
629 BATH ROAD	Let to Thames Valley Positive Suport
HARVEY PARK DRESSING ROOM, TAMAR WAY (Pavilion)	Parks Dressing Room
KEDERMISTER DRESSING ROOMS, REDDINGTON DRIVE	Parks Dressing Room
MERCIAN WAY RECREATION GROUND DRESSING ROOMS	Parks Dressing Room
SALT HILL DRESSING ROOMS, SALT HILL PARK	Vacant
UPTON COURT PARK DRESSING ROOMS, UPTON COURT ROAD	Parks Dressing Room
CHALVEY WORKING MENS CLUB	Let to CWMC & Labour Party
27 HARROW ROAD (P756)8081	Local Office
LAND ADJACENT 27 AYLESBURY CRESCENT	Vacant
TOWN HALL (1930 BUILDING), BATH ROAD	Operational
TOWN HALL ANNEXE	Offices Demolition proposed 2011
SLOUGH MUSEUM, HIGH STREET	Operational
8/10 LEDGERS ROAD (Incl UPRN 8512)	Let to Voluntary Organisations
CIPPEHNAM RECREATION GROUND (Bowls Club)	Let to Bowls Club
PLYMOUTH ROAD INDUSTRIAL UNITS	Let From SEGRO Lease terminates 2013
7 TRELAWNEY AVENUE IND COURT	Industrial Unit
6 TRELAWNEY AVENUE IND COURT	Industrial Unit
5 TRELAWNEY AVENUE IND COURT	Industrial Unit
4 TRELAWNEY AVENUE IND COURT	Industrial Unit
3 TRELAWNEY AVENUE IND COURT	Industrial Unit
2 TRELAWNEY AVENUE IND COURT	Industrial Unit
1 TRELAWNEY AVENUE IND COURT	Industrial Unit
CENTRAL NURSERY LAND, WEXHAM ROAD moved to Cat D	Nursery Site
WEEKES DRIVE RECREATION GROUND	Public Park and Open Area
LANDFILL KENNEDY PARK	
BOWYER PLAYING FIELDS	Public Park and Open Area
LAND ADJ. 43 PETERSFIELD AVENUE	
15 THE SPINNEY	S/O House
CIPPENHAM BOYS/YOUTH CLUB, MERCIAN WAY	
LAND AT SPACKMANS WAY/BRAMMAS CLOSE	Amenity Land
LASCELLES DEPOT, LASCELLES PARK	Vacant Depot
LASCELLES CAFETERIA, LASCELLES PARK, LASCELLES ROAD (Incl. UPRN 8004, 8054)	Vacant
ORCHARD Y & C CENTRE 73A STOKE ROAD	E & CS -Y&C Centres Review
SLOUGH CENTRAL LIBRARY, HIGH STREET SL1 1EA	Library, sub let from HCA
MILLENIUM GREEN PROJECT, MONTEM RECREATION GROUND	Land leased to Trustees Chalvey Millenium Green Trust
CENTRAL NURSERY LAND, WEXHAM ROAD	Nursery Site, closed
STOKE WOOD, COLLUM GREEN ROAD, FARNHAM COMMON	Woodland adj. TW Reservoir
NEW PARK BUILDINGS, HERSCHEL PARK	Public Park and Open Area
ELECTRICITY SUB STATION SITES, 80 APPROX	Let to SSE. Dispose where advantageous
HERSCHEL/VICTORIA STREET LAND	Public Park and Open Area
LAND R/O KNOLTON WAY SHOPS/THE CHERRIES	Amenity Land
LAND REAR KENDAL CLOSE	Adjoining Slough Basin
324 TRELAWNEY AVENUE	Let to surgery
425 TRELAWNEY AVENUE	Let to surgery
LANGLEY POLICE STATION, HIGH STREET LANGLEY	Let to Thames Valley Police
ALBERT STREET CAR PARK	Car Park
ROCHFORDS HOSTEL	Vacant former Hostel
ROCHFORD YOUTH & COMMUNITY CENTRE, UXBRIDGE RD, SL	Community Centre
LAND NE CORNER MERCIAN ROAD	Former Parkland
THE LODGE, MERCIAN WAY	Former Park Keepers Lodge (let)
VACANT LAND ADJACENT FORMER CROSS KEYS P.H.	Surplus
BUS GARAGE STOKE ROAD (Stanley Cottages)	Let to Conlatuse
SHOPMOBILITY ALPHA STREET NORTH	Occupied by Shopmobility
26 WINDSOR ROAD, SLOUGH	Vacant
24 & 24A WINDSOR ROAD, SLOUGH	Let to Estate Agency
22 & 22A WINDSOR ROAD, SLOUGH	Let to Subway
ORCHARD Y & C CENTRE	Let to Stoke Road Mosque
PAKISTAN WELFARE ASSOCIATION fmr CHALVEY Y&C CENTRE, Darvills Lane,	Let to PWA
SITE FMR ARBOURVALE SPECIAL SCHOOL (excl West Wing)	Vacant Building

Britwell Regeneration	
NEWBEECH EPH & DAY CENTRE - Housing Development (Britwell Regeneration)	Site for New Housing
NEWBEECH HOUSE LONG READINGS LANE (Land Adjacent)	Site for New Housing
JOLLY LONDONER, WENTWORTH AVENUE	fmr PH Site for New Housing, demolition current.
BRITWELL LIBRARY, WENTWORTH AVENUE SL2 2AW	Library, site for New Housing
SERVICE STATION WENTWORTH AVENUE	Let to Service Station, early vacancy agreed.
KENNEDY PARK BRITWELL, LONG FURLONG DRIVE	Site 2A Housing Redevelopment & Parkland
LANDFILL KENNEDY PARK, LONG FURLONG DRIVE	Open Grassed Area, Proposed improved Park Area
95,97 WENTWORTH AVENUE	Shop
93 WENTWORTH AVENUE	Shop
91 WENTWORTH AVENUE	Shop
89 WENTWORTH AVENUE	Shop
87 WENTWORTH AVENUE	Shop
85 WENTWORTH AVENUE	Shop
83 WENTWORTH AVENUE	Shop
81 WENTWORTH AVENUE	Shop
79 WENTWORTH AVENUE	Shop
77 WENTWORTH AVENUE	Shop
75 WENTWORTH AVENUE	Shop
73 WENTWORTH AVENUE	SBC One Stop Shop
69,71 WENTWORTH AVENUE	Shop
63,65,67 WENTWORTH AVENUE	Shop
61 WENTWORTH AVENUE	Shop
59 WENTWORTH AVENUE	Shop
57 WENTWORTH AVENUE	Shop
55 WENTWORTH AVENUE	Shop
53 WENTWORTH AVENUE	Shop
51 WENTWORTH AVENUE	Shop
49 WENTWORTH AVENUE	Shop
47 WENTWORTH AVENUE	Shop
45 WENTWORTH AVENUE - 1	Shop
ELDERLY PERSONS BUNGALOWS MARUNDEN GREEN	Site 2B Premises being Vacated
FORMER GARAGE SITE PEMBERTON ROAD	Site 2A Housing Redevelopment
BRITWELL PLAYCENTRE, LONG FURLONG DRIVE	Site 2A Housing Redevelopment
41/43 WENTWORTH AVENUE, fmr MALT	Vacant, demolition current, site of proposed Community Hub.
WENTWORTH AVENUE INDUSTRIAL COURT, 12 UNITS	Vacant, demolition current, site of proposed Community Hub.
LAND NORTH PEMBERTON ROAD, BRITWELL	Let to Scouts Part Site 2A Housing Development
LAND SOUTH PEMBERTON ROAD, BRITWELL	Let to Guides Part Site 2A Housing Development
Britwell Regeneration related Operational Assets & Other SBC Ownerships	
BRITWELL BOYS CLUB, WENTWORTH AVENUE	Let to Trustees Britwell Y&C Project
KENNEDY PARK LODGE BRITWELL, L. FURLONG DR. (From	Hsg adj Britwell Regeneration
WENTWORTH MEDICAL CENTRE	Surgery leased to Doctor, Dentist & Pharmacy
NHS CHILD WELFARE CENTRE, WENTWORTH AVENUE	NHS Centre
Chalvey Regeneration	
fmr CHALVEY NURSERY SCHOOL (EYC) - THE GREN.- SITE C	TVCC Regeneration
CHALVEY REGENERATION INC. DIAGNOSTIC UNIT & VACANT LAND, SITE D	TVCC Regeneration
SITE OF FORMER SCOUT HUT LADBROOKE ROAD	Let to Chalvey Millenium Trust
CHALVEY PLAYLEADERSHIP, LADBROOKE ROAD, CHALVEY	Demolition Completed
Heart of Slough Regeneration	
WILLIAM STREET TOILETS, DAY CENTRE SITE, WILLIAM S	Demolished
fmr BRUNEL CAR PARK WELLINGTON STREET (Incl. 8050)	Sold to Development Securities, Demolition current.
fmr BRUNEL BUS STATION AMENITY BLDG (incl.8525)	Sold to Development Securities, Demolition current.
LAND ADJ fmr BRUNEL BUS STATION & SURPLUS HIGHWAY	Development site adjacent proposed Dev Sec Offices
SHOP KIOSK, DAY CENTRE SITE, WILLIAM STREET	Demolished
fmr UNIVERSITY CAR PARK, ex TVU SITE, WILLIAM ST	Car Park/Site Compound
3&5 MACKENZIE ST	Let as Shop
5A&B MACKENZIE ST	Vacant Offices
PRUDENTIAL BUILDING, WINDSOR ROAD/HIGH STREET	
PRUDENTIAL YARD CAR PARK	
Slough Community Leisure	
MONTEM SPORTS CENTRE, MONTEM LANE	Operational
ICE ARENA, MONTEM SITE. MONTEM LANE	Operational

HRA Shops	
254 SCAFELL ROAD	Shop
252 SCAFELL ROAD	Shop
9 MINSTER WAY	Shop
8 STONEYMEADE	Shop
6 STONEYMEADE	Shop
4 STONEYMEADE	Shop
2 STONEYMEADE	Shop
51 CHEVIOT ROAD	Shop
53 CHEVIOT ROAD	Shop
55 CHEVIOT ROAD	Shop
14 ANSLOW PLACE SHOPS	Shop
13 ANSLOW PLACE SHOPS	Shop
12 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
11 ANSLOW PLACE SHOPS	Shop
84 SAINT ANDREWS WAY	Shop
13 HARRISON WAY	Shop
11 HARRISON WAY	Shop
9 HARRISON WAY	Shop
7 HARRISON WAY	Shop
5 HARRISON WAY	Shop
104 KNOLTON WAY	Shop
98 KNOLTON WAY	Shop
96 KNOLTON WAY	Shop
90 KNOLTON WAY	Shop
86/88 KNOLTON WAY	Shop
9 ANSLOW PLACE SHOPS	Shop
82 KNOLTON WAY	Shop
80 KNOLTON WAY	Shop
74 KNOLTON WAY	Shop
24 PARLAUNT ROAD	Shop
22 PARLAUNT ROAD	Shop
20 PARLAUNT ROAD	Shop
18 PARLAUNT ROAD	Shop
16 PARLAUNT ROAD	Shop
14 PARLAUNT ROAD	Shop
SHAMROCK PH (FMR LANGLEY TAVERN) PARLAUNT ROAD	Public House
236 TRELAWNEY AVENUE	Shop
230 TRELAWNEY AVENUE	Shop
232 TRELAWNEY AVENUE	Shop
302 TRELAWNEY AVENUE	Shop
228 TRELAWNEY AVENUE	Shop
308 TRELAWNEY AVENUE	Shop
246 TRELAWNEY AVENUE	Shop
258 TRELAWNEY AVENUE	Shop
304 TRELAWNEY AVENUE	Shop
234 TRELAWNEY AVENUE	Shop
306 TRELAWNEY AVENUE	Shop
300 TRELAWNEY AVENUE	Shop
252 TRELAWNEY AVENUE	Shop
254 TRELAWNEY AVENUE	Shop
260 TRELAWNEY AVENUE	Shop
298 TRELAWNEY AVENUE	Shop
256 TRELAWNEY AVENUE	Shop
250 TRELAWNEY AVENUE	Shop
244 TRELAWNEY AVENUE	Shop
248 TRELAWNEY AVENUE	Shop
238/240 TRELAWNEY AVENUE	Shop
296 TRELAWNEY AVENUE	Shop
242 TRELAWNEY AVENUE	Shop

## Category D Assets that are vacant and/or surplus

Property Name	Current Status
LAND ADJACENT 7 ELLIS AVE. (R/O 5 BATH ROAD)	Surplus, Sale Agreed
HERSCHEL STREET/CHURCH STREET - Parcel of Land	Surplus
LAND ADJ TO 83 ELLIMAN AVE, 29, CHURCH STREET	Vacant Land
LYNCH PIN PH fmr. GROVE TAVERN, LONG FURLONG DRIVE	Let to Hall Trustees
314 HIGH ST	Let to Admiral Taverns
20 WINDMILL ROAD	Let to Restaurant
MERRY MAKERS PH AND COMMUNITY HALL	Former Group Housing
EARL OF CORNWALL P H	Let to Punch Taverns
LAVENDER FARM	Let to Greene King
CAR PARK SPACES HERSCHEL STRET, R/O 18/20 PARK ST	Agricultural Tenancy
SITE fmr. ROTUNDA Y & C - STADIUM ANNEXE, BELFAST AVE, SLOUGH	Part Let to Shop
WEXHAM HOUSE KNOLTON WAY, SL2 5SG	Surplus, transfer to SLR
279 LONG FURLONG DRIVE AND 1 EGERTON ROAD	Surplus Sale Agreed
ORCHARD Y & C CENTRE Mosque Car Park	Let Shop and House
ORCHARD Y & C CENTRE Car Valet Site	Let to Stoke Road Mosque
LAND AT WOODLAND AVENUE	Let to Operator
LAND AT NORTHBOROUGH ROAD R/O 27	Leting to Sikh Social Centre current
	Vacant Site
<b>Highway Improvement Line Bath Road</b>	
150 BATH ROAD SL1 3XE	Hgw Hsg
152 BATH ROAD SLOUGH SL1 3XE	Hgw Hsg
154 BATH ROAD SL1 3XE	Hgw Hsg
156 BATH ROAD SL1 3XE	Hgw Hsg
158 BATH ROAD SL1 3XE	Hgw Hsg
160 BATH ROAD SL1 3XE	Hgw Hsg
<b>Highway Improvement Line Windsor Road</b>	
81 to 95 WINDSOR ROAD (Incl. fmr UPRN 8328, 8329, 8465, 8508, 5154, 5155, 5156, 5231)	Surplus
97 WINDSOR ROAD	Housing
101 WINDSOR ROAD - GRD FLR	Highway Hsg
101A WINDSOR ROAD SLOUGH	Highway Hsg
103 WINDSOR ROAD	Highway Hsg
105 WINDSOR ROAD	Housing
107A WINDSOR ROAD - 1ST FLR	Highway Hsg
107 WINDSOR ROAD - GRD FLR	Highway Hsg
109 WINDSOR ROAD - GRD FLR	Highway Hsg
109A WINDSOR ROAD - 1ST FLR	Highway Hsg
111 WINDSOR ROAD	Highway Hsg
121b WINDSOR ROAD	Highway Hsg
121a WINDSOR ROAD - GROUND FLR	Highway Hsg
SITE OF 139 WINDSOR ROAD, SLOUGH (Highways Property)	Surplus Land
LAND ADJACENT TO 139 WINDSOR ROAD	Surplus Land



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

Agenda Items	Final deadline for Reports	Agenda Despatch	Date of Meeting
<p><b>Scrutiny Items</b></p> <ul style="list-style-type: none"> <li>• Chief Constable Annual Visit</li> <li>• Procurement Strategy and Processes (Jo Head) – in response to concerns raised in Annual Audit Letter</li> <li>• Performance and Finance Report (Julie Evans)</li> <li>• Parks and Open Spaces Strategy (John Rice) – to provide comment on proposed Strategy before it is considered by Cabinet (item to be confirmed as dependent on budget outcome)</li> </ul> <p><b>For Information</b> No items</p>	<p>Wednesday 22<sup>nd</sup> February 2012</p>	<p>Friday 24<sup>th</sup> February 2012</p>	<p>Tuesday 6<sup>th</sup> March 2012</p>
<p><b>Scrutiny Items</b></p> <ul style="list-style-type: none"> <li>• Annual Scrutiny Report (Sarah Forsyth)</li> <li>• Performance and Finance Report – including update on end of year appraisals completion rate (Julie Evans/Kevin Gordon)</li> <li>• Localism Bill – update and consideration of implications for Slough (Tracy Luck/Amanda Renn)</li> <li>• Housing – availability, waiting lists and emergency housing process (Neil Aves)</li> <li>• Post-implementation review of Art @ the Centre Scheme and consultation on replacement lamp light (Gillian Ralphs/Roger Kirkham)</li> <li>• Covert Surveillance –SBC Policy (Kevin Gordon)</li> </ul> <p><b>For Information</b> No items</p>	<p>Wednesday 28<sup>th</sup> March 2012</p>	<p>Friday 30<sup>th</sup> March 2012</p>	<p>Tuesday 10<sup>th</sup> April 2012</p>

Agenda Items	Final deadline for Reports	Agenda Despatch	Date of Meeting
<p><b>Un-programmed items:</b></p> <ul style="list-style-type: none"> <li>• Slough Learning Disability Change Programme 'Nothing About Me Without Me-' (GT?)</li> <li>• New Council Tenancy Agreement (Ken Hopkins) – will be programmed once timetable for taking to Cabinet confirmed</li> </ul>			

**Items for next municipal year:**

- Census 2011 – including visit by ONS to provide update (Summer 2012)
- Budget
- Finance and Performance Management
- Annual Scrutiny Report

MEMBERS' ATTENDANCE RECORD  
OVERVIEW AND SCRUTINY COMMITTEE

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

P = Present for whole meeting  
Ap = Apologies given

P\* = Present for part of meeting  
Ab = Absent, no apologies given

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