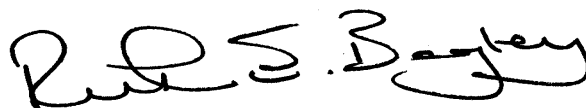


Date of issue: 06 July 2012

MEETING	CABINET	
	Councillor Anderson	Leader of the Council - Finance & Strategy
	Councillor S Chaudhry	Performance & Accountability
	Councillor P K Mann	Opportunity & Skills
	Councillor Munawar	Community & Leisure
	Councillor Pantelic	Education and Children
	Councillor Parmar	Environment & Open Spaces
	Councillor Swindlehurst	Neighbourhoods & Renewal
	Councillor Walsh	Health & Wellbeing
DATE AND TIME:	MONDAY, 16TH JULY, 2012 AT 6.30 PM	
VENUE:	MEETING ROOM 3, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	CATHERINE MEEK	01753 875011

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART I

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

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

(Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct). | | |
| 2. | Minutes of the Meeting held on 11th June 2012 | 1 - 4 | - |
| 3. | Slough Cycle Hire Scheme | 5 - 8 | All |
| 4. | Slough Means Business: Positioning Slough to take Advantage of UK Economic Growth | 9 - 34 | All |
| 5. | Residential and Nursing Care - Future Commissioning Intentions and Service Provision | 35 - 50 | All |
| 6. | Project to Establish the Actual Cost of Care Relating to Registered Care Services for Service Users of Adult Social Care placed in Slough and Outside of the Borough | 51 - 64 | All |
| 7. | Corporate Plan 2012/13 | 65 - 68 | All |
| 8. | Project, Performance and Financial Monitoring 2012/13 | 69 - 100 | All |
| 9. | Raising Participation Partnership - Legal Agreement | 101 - 110 | All |
| 10. | Highway Changes in Chalvey | 111 - 150 | Chalvey |
| 11. | Statutory Service Plans | 151 - 158 | All |
| 12. | Review of Locally Agreed Syllabus for Religious Education | 159 - 160 | All |
| 13. | References from Overview and Scrutiny | - | - |
| 14. | Executive Forward Plan | 161 - 172 | - |

EXCLUSION OF THE PRESS AND PUBLIC

15. It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

**AGENDA
ITEM**

REPORT TITLE

PAGE

WARD

PART II

16.	Asset Disposals by Lease - Horsemoor Green Youth & Community Centre off Common Road, Langley and Pakistan Welfare Association Youth and Community Centre, Darvills Lane, Chalvey	173 - 180	Chalvey; Upton
17.	Part II Minutes of the meeting held on 11th June 2012	181 - 182	-

Press and Public

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 11th June, 2012.

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

Also present under Rule 30:- Councillors Strutton and A S Wright

Apologies for Absence:- Councillor P K Mann

PART 1

1. Declarations of Interest

None.

2. Minutes of the Meeting held on 16th April 2012

Councillor Chaudhry requested that the minutes be amended so as to detail himself as having given apologies as opposed to having been present.

Resolved – That the minutes of the meeting on 16th April 2012 be approved as a correct record and signed by the Chair, subject to the required amendment.

3. Slough Labour Party's Manifesto

The Cabinet was presented with a copy of Slough Labour Party's Manifesto and advised good progress had been made already. Three pledges regarding neighbourhoods and Street Cleaning were now underway. A detailed report regarding Slough's economic position would be presented at the Cabinet's July meeting.

In response to a question the Cabinet was advised that at least 96% of the Council's housing stock was now regarded as meeting the 'decent homes' standard. The majority of homes not in compliance where as a result of access to the properties having been refused.

Resolved – That the Slough Labour Party's Manifesto be noted.

4. General Fund Revenue and Capital Budget Outturn Report 2011/12

The Cabinet was presented with the final outturn position on the General Fund for the year ended 31st March 2012 and was advised that budget monitoring throughout the financial year reflected whether the financial priorities had been met and, if not, would give reasons why. After taking into account the agreed carry-forwards and reserve adjustments, required as part of the 2011/12 closedown process, the Council's service's final outturn for 2011/12 represents a £3.545 (3.12%) under-spend against the agreed budget of £113.758m.

It was noted that after taking into account all items affecting the Council's General Fund, including the agreed carry-forwards and reserve adjustments the final 2011/12 outturn was an under-spent, enabling a contribution of £1.6m to be made to the General fund balances, increasing the General Fund balance to £7.986m.

The Cabinet congratulated the Officers for having increased the balance of the Council's reserve fund.

Resolved -

- (a) That the final outturn position on the General Fund for the year ended 31st March 2012 be noted.
- (b) That the recommendations regarding required carry forwards in to 2012/13 be approved.
- (c) That the list of required reserve adjustments as part of the closedown process be approved.

5. Services Supporting Behaviour: the future management and co-ordination of this service by schools

The Cabinet was advised of the review of the services provided to schools by the local authority and to identify cost effective options for the future delivery of the services to meet the Council's non statutory duties and responsibilities. Services Supporting Behaviour assisted Slough mainstream schools who managed young children with social, behavioural and emotional difficulties. This was a non statutory service and was funded by the Dedicated Schools Grant and school Service Level Agreements. It was intended that this central service be amalgamated with special school's outreach services, creating a new school-to-school service for behaviour support. It was anticipated that the services would be run jointly by Haybrook College and Littledown School.

The new arrangements would be in line with the new SEN national agenda for the special schools being a resource for mainstream schools alongside the national promotion of school-to-school support networks.

In response to a question, officers advised that the project had not been developed with the Slough academies, however they would be able to buy into the service should they wish to do so.

Resolved -

- (a) That Services Supporting Behaviour (SSB) be exempted from the scope of the main project of the review of services to schools.
- (b) That a robust project plan with timescales and milestones be prepared highlighting the key activities that need to be completed to ensure a smooth transition from the current model to the proposed approach. The project plan will address all the necessary consultation with unions and staff with the intention of completing

Cabinet - 11.06.12

the process for the beginning of the new school year in September 2012 .

- (c) That the next steps associated with transfer of the service be delegated to the Chief Executive following consultation with the Commissioner for Education and Children's Services.

6. Scheme of Delegation to Officers - Executive Functions

The Cabinet considered the Scheme of Delegation to Officers, as set out in Part of 3 of the Council's Constitution, insofar as the scheme relates to the executive functions.

Resolved – That the Scheme of Delegation to Officers set out in Part 3 of the Council's Constitution (as submitted to and agreed at the Annual Meeting of the Council) be adopted insofar as the Scheme relates to executive functions.

7. References from Overview and Scrutiny

None.

8. Executive Forward Plan

Resolved - That the Executive Forward Plan be approved.

9. Exclusion of the Press and Public

Resolved – That the Press and Public be excluded from the meeting during consideration of the item in Part II of the agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the authority holding that information) as defined in Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972.

(The following is a summary of the items considered in Part II of the meeting.)

10. Asset Disposal - 425 Trelawney Avenue

The Cabinet considered and agreed a preferred and second preferred bidder for the sale of 425 Trelawney Avenue and the terms of the Conveyance Agreement.

11. Part II Minutes of the Meeting held on 16th April 2012

The Cabinet approved the Part II minutes.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.35 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th July 2012

CONTACT OFFICER: Savio DeCruz Team Leader Integrated Transport and Road
Safety
(For all enquiries) (01753) 875640

WARD(S): All

PORTFOLIO: Community and Leisure, Councillor Munawar

PART I
KEY DECISION

SLOUGH CYCLE HIRE SCHEME

1 Purpose of Report

To seek approval from Cabinet to proceed with a pilot Slough Cycle Hire Scheme.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the pilot Slough Cycle Hire scheme for the borough be approved and that the Council work closely with local businesses to ensure sustainability of the scheme.
- (b) That discussions proceed with local businesses and our partners Anesco and Groundwork Thames Valley for the introduction of a cycle hire scheme in Slough.

3 Community Strategy Priorities

Priorities:

- Economy and Skills

As part of the Local Sustainable Transport Fund (LSTF) of which the council's transport division has been awarded £4.3m, outcomes have been identified to stimulate economic development by providing accessibility to jobs in and near to the borough. By providing a cheap cycle hire scheme, this will enable residents to have easier access to places of employment and in return stimulate the local economy. In addition the long term maintenance and repair of the hired cycles via a social enterprise model run by Groundwork will also provide direct employment opportunities for local unemployed people and accredited training opportunities for young people at risk of becoming NEET.

- Health and Wellbeing

Slough has recognised that some of its residents have problems with obesity, heart disease and diabetes. Many of these problems are caused through the lack of exercise and so by providing residents with a cheaper alternative to travel to work we will assist them in two ways by one; improving their general health and two; improving fitness.

- **Regeneration and Environment**

The LSTF is targeted at reducing congestion and improving air quality therefore, providing cycle facilities and the necessary cycle lane infrastructure the council will be able to minimise the amount of short distance journeys that residents make both for work and social.

- **Housing**

Though not directly linked to housing, in studies undertaken where a cycle hire scheme has been introduced, the property prices have risen as a result of making the area more accessible. This has pro and cons but overall it helps with stimulating the economy and the housing market.

- **Safer Communities**

Road Safety is essential when trying to encourage people to cycle but equally the more cyclists you have the safer it becomes. Providing traffic free routes using existing public rights of way and parks will provide safer environments for children and adults not only for leisure but travelling to school and work

Cross Cutting themes:

Civic responsibility – The Slough Cycle Hire scheme is aimed primarily for residents who live and work in Slough and is being promoted to help residents find work. The scheme aims to provide Slough with better connectivity to schools, business and leisure facilities. The scheme also aims to listen to residents in terms of providing cycle hubs where there is a demand from the public. The scheme also intends to use a social enterprise scheme to train NEETs to provide maintenance for the bike scheme.

Improving the image of the town – The benefits of the scheme are all positive for Slough in terms of image. This scheme will be one of the first bike hire schemes using social enterprise to support the sustainability of the project. It will help reduce congestion and contribute to the reduction in pollutants within two of the boroughs AQMA registered sites. The scheme will also help to put Slough down as a well integrated transport hub in the Thames Valley.

4 **Joint Strategic Needs Assessment (JSNA)**

The Slough Cycle Hire scheme aims to assist the local authority in improving three of the ten priorities within the JSNA. These are obesity, heart disease and diabetes which can be achieved by more residents using the bikes as an alternative mode of transport. A number of the ethnic minorities in Slough suffer from diabetes and heart disease and so by keeping them active this can help improve their quality of life.

5 **Other Implications**

(a) Financial

There are no direct financial implications as the Slough Cycle Hire scheme has to be self funding. However, to make the scheme viable and affordable to investors the council is looking to provide “in kind” a suitable facility where bike repairs and the management of the scheme can be undertaken. Various sites have been proposed around the borough, though no agreement has been reached. The scheme itself can be extremely resource draining with regard to on-going maintenance and the re-

circulation of bikes. In order to reduce this risk it is proposed that the management will come through social enterprise which will utilise grant funding to support the new venture. The council has received some money for the cycle hire scheme through the LSTF bid of which a proportion will be used for set up costs. A full breakdown of the business plan is included in the appendices.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal – None	None	
Property -		
Human Rights – None	None	
Health and Safety *users not appropriately having the necessary skills to ride safely. *bikes not being maintained	All users to sign up and declare they are competent cyclists. All bikes to be maintained and checked regularly for defects.	Staff required to undertake management and maintenance – to be sought through Groundwork Thames Valley
Employment Issues – *Staff required for management and maintenance	Groundwork Thames Valley to employ staff through social enterprise scheme	As above
Equalities Issues – None	None	
Community Support – None	None	
Communications – None	None	
Community Safety – None	None	
Financial – Insufficient funds	Sponsorship from private enterprise	
Timetable for delivery – None	None	
Project Capacity – None	None	
Other - None	None	

(c) Human Rights Act and Other Legal Implications

There are no implications with regard to the Human Rights Act.

(d) Equalities Impact Assessment

No areas have been identified within the EIA in terms of affecting residents in Slough.

(e) Workforce

The introduction of a pilot cycle hire scheme and associated social enterprise for repair and maintenance has no direct implications on SBC workforce other than helping to safeguard any in-house posts relating to cycling. This safeguarding assumption is based on the likely increase level of interest in cycling throughout the town and the associated desire to learn new on-road cycling skills. Groundwork will act as the employer of the social enterprise manager and cycling maintenance instructor(s).

6 **Supporting Information**

The Slough Cycle Hire scheme is to be introduced as a pilot scheme and then evaluated in terms of cost effectiveness and usage. All supporting information can be seen in the appendices.

7 **Comments of Other Committees**

The Slough Cycle Hire scheme has not been referred to scrutiny or any other sub committee and therefore there are no comments to add at this stage.

8 **Conclusion**

The council and its partners have undertaken a feasibility and business case plan for a cycle hire scheme in Slough. This scheme will be primarily delivered through private enterprise investment with the council contributing with remote accommodation and staff time. Cabinet are requested to approve the pilot Slough cycle hire scheme for the borough with the knowledge that the council will not be left with a financial liability.

9 **Appendices Attached**

'A' - Slough Cycle Hire business plan

10 **Background Papers**

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16 July 2012

CONTACT OFFICER: Shabnam Ali, Economic Policy Development Officer,
01753 875849

(For all enquiries) (01753) 875849

WARD(S): All

PORTFOLIO: Opportunity and Skills – Councillor Pavitar Mann

PART I
FOR INFORMATION

**SLOUGH MEANS BUSINESS:
POSITIONING SLOUGH TO TAKE ADVANTAGE OF UK ECONOMIC GROWTH**

Purpose of Report

- 1 To make Cabinet aware of activities across the Council that support economic growth, and to seek views on what more the council and its partners can do to build resilience in the local economy.
- 2 Slough has a thriving economy worth £9 billion, sitting at the heart of the Thames Valley, which is the most productive sub-region outside London. One of the major factors leading to Slough's success is the access to key national and international markets, through good road, rail and air links. The high number of national and international headquarters located in Slough gives local people great opportunities to work in businesses which are pushing the boundaries in their relative fields. The strength and buoyancy of the local economy complements a number of the council's priorities in other areas.
- 3 Slough cannot take for granted the businesses which are located here, and which contribute so much to the local economy. The Council is working with public and private sector partners to maintain, support and grow business and to ensure that Slough residents gain better jobs and increased prosperity.
- 4 This report therefore seeks to draw together the Council's response to the risks and opportunities by describing work already taking place, current threats and opportunities affecting the business sector in Slough. The report seeks input as to future support the council may need to give.

Recommendation

- 5 The Cabinet is requested to
 - Note the current activities led by the council and its partners
 - Endorse the council's work on the Western Rail Access to Heathrow (WRAtH) project to improve connectivity between Slough and Heathrow Airport
 - Consider other actions to support and grow the Slough economy

Community Strategy and JSNA Priorities

- 6 Community Strategy Priorities:
 - Economy and Skills
 - Regeneration and Environment
- 7 The report highlights the work undertaken at SBC that will contribute to the development of the above priorities which include action to attract and retain jobs and businesses, improve the skills of residents, improve Slough's infrastructure and improve the town's retail offer.
- 8 Similarly one of the Joint Strategic Needs Assessment's (JSNA) priorities is to increase skills and employment opportunities in recognition of the impact that this can have on wellbeing, through providing individuals and families with income levels to have a good quality of life and to obtain work that is fulfilling.

Other Implications

Financial

- 9 There are no direct financial implications contained in this report. There are council budgets to support this area of work held within different services and the financial implications of specific projects will have been reported when new work was agreed.

Risk Management

- 10 The risks of the projects and pieces of work set out in the appendix will have been assessed separately and where relevant will be included in the corporate and service risk registers.

Human Rights Act and Other Legal Implications

- 11 There are no Human Rights Act implications.

Equalities Impact Assessment

- 12 Each initiative listed in attachment A has undergone its own equalities impact assessment where appropriate. This report in its own right has no identified need for the completion of an EIA.

Focus of Economic Development work

- 13 Since the production of the Local Economic Assessment (LEA) in 2010, an assessment of the state of economy in East Berks covering Slough and Royal Borough Windsor and Maidenhead has been carried out. The assessment set out to evaluate and forecast key economic indicators including employment, business start up, skills and infrastructure. We have a clear picture of where the successes and gaps exist in the town's economy. This has helped to focus activity and resources in the most needed places.
- 14 The Council has an Economic Development Plan which stresses our overall objective of raising prosperity of the town and its communities through:
 - Maintaining and growing the Slough economy
 - Increase levels of economic activity
 - Increase levels of income of residents
- 15 Based upon the LEA and its key recommendations, the main areas of focus for Economic Development are:

Skills, Employment, Apprenticeships:

- To increase number of Apprenticeship opportunities for local people
- To increase number of Apprentices within the Slough Borough
- To increase employment opportunities for local people
- To increase the skill set of local people and ensure this meets business requirements
- To decrease unemployment claimants
- To increase employment levels
- To encourage personal and professional growth

Business Engagement and Start Ups

- Increase the number of start up businesses and support the growth of existing ones.

Transport and Communications Infrastructure

- To provide strategic infrastructure which attracts and retains business
- To improve prosperity through investment in the physical environment

Inward Investment and Town Centre Regeneration

- To attract international and national business to Slough
- To develop a vibrant town centre

16 The detail of activity being undertaken by services throughout the Council and with partners in pursuit of these themes of work is set out in Appendix A. This demonstrates a range of strategic tactical projects delivered by services within the Council and with partners within and outside the borough.

Current economic context in Slough

17 Despite the economic downturn and the recessions that have followed, Slough has remained a strong economic force and has responded to difficulties very well. We cannot be complacent and need to ensure that: business remains committed to Slough; that local services, infrastructure and skills deliver what business needs; and that jobs are retained locally and are accessible to local people.

18 Data shows that 17 million ft² of office space is due for rental renewal across the Thames Valley in the next three years. This is higher than the ten year average renewal rate, and it is therefore more crucial than ever to create a business friendly environment in Slough which will encourage businesses to remain locally, rather than relocating elsewhere.

19 Unemployment has increased but not at the rate of some other areas. The support available in the town has enabled people to get back into the labour market as quickly as possible. The number of jobs has declined slightly but our strong communications and transport links enable the workforce to travel to work and look for work in neighbouring authorities fairly easily, where necessary.

20 International business view Slough as one of the best locations outside of London hence HTC's and Hytera's recent moves. To support this further an inward investment website has been developed that showcases Slough as a top choice for location www.sloughmeansbusiness.co.uk

21 Our work around supporting communities in skills development is still important. We offer courses in our adult learning centres that prepare our communities for life in Slough and UK as well as focus around key skills for employment.

Current business activity in Slough

Skills, Employment, Apprenticeships

- 22 Aspire / Aspire For You launched 2 July. A project initially identified by one of the Council's Partnership Delivery Groups (PDG) and developed by SEGRO. Works with local businesses, educational institutions, employment services and training providers to raise the skills and aspirations of Slough residents, promote learning and development of skills and to increase recruitment opportunities for local people. The council will lead on Aspire for You a programme to enable local people to skill up and acquire local jobs whilst serving the recruitment needs of local business.
- 23 Arvato which since April 1 has partnered with the council to deliver back office functions, has made significant pledges to increase employment and apprenticeships in the town. Arvato will create around 500 new jobs over 10 years, and 100 apprenticeships to NVQ Level 2.

Business Engagement and Start Ups

- 24 This is a period of change and consolidation, with businesses relocating to Slough, relocating out of Slough, and existing businesses developing their presence here. It is essential that the Council invests in the factors which attract and retain business in the borough and that we forge links with individual businesses and business umbrella bodies to ensure that we are aware of business confidence and specific intentions and needs.
- 25 Hytera, Slough's first Chinese HQ has been supported in its relocation in the UK, the third of Hytera's European HQs. Hytera is a leading designer and manufacturer of professional mobile radio communication equipment all over the world
- 26 HTC have also bought a property in the Town Centre and are operating their European HQ successfully from there. HTC are a leading mobile device designer and manufacturer established in 1997
- 27 arvato have entered into partnership with the council in the delivery of back-office functions, including revenues, benefits, HR functions and finance services at the Thames Valley Transactional Services Centre in Langley. A Slough location is important to arvato and their desire to expand their business in the local area.
- 28 Earlier in the year, Akzonobel announced the closure of manufacturing in Slough. The council have worked closely with them over many years to ensure they maintain a presence in Slough, and the company now have plans to consolidate their HQ and Research & Development activities in Slough which will ensure that the net jobs are retained.

- 29 This represents an intense level of engagement with local businesses of all kinds by the Chief Executive and other officers, and the Leader of the Council and relevant members of the Cabinet. This level of engagement leads to positive partnership working between the council and businesses, and supports the retention of existing businesses.
- 30 Unilever have announced the closure of its Slough manufacturing plant. This will affect a number of people mostly local, with a low skills base and maybe even language issues. The Council have offered to support the company to enabled local people find alternative employment opportunities.
- 31 Typically, the support that is available in such circumstances is tailored and flexible according to the needs of the company. It includes careers and skills analysis for individuals to highlight gaps, access to job clubs, CV and application form writing, interview skills and vacancy information. It also directs people to courses and training that is available both at SBC and other providers.

Transport and Communications Infrastructure

- 32 All the companies above, and many more in Slough, have quoted proximity to Heathrow and accessibility to other parts of the country as being the key factor in moving into Slough. Consequently the Council has with partners focused on delivery of strategic infrastructure notably Western Rail Access to Heathrow (WRAtH) and lobbied for improved rail links to London.
- 33 Western Rail Access to Heathrow (WRAtH) is a project which seeks to link Slough directly with Heathrow Terminal 5, while also delivering journey time reductions of up to 70% for 20% of the UK's population (12 million passengers) across the Thames Valley, south west, West Midlands, South Wales and south coast. The project is predicted to cost around £500m which could be funded either as part of Department for Transport investment in infrastructure supporting improved access to national gateways, as described in HM Treasury National Infrastructure Plan 2011, or could be privately funded. The project is predicted to generate £800 million of additional economic activity in the Thames Valley, and stimulate the creation of 42,000 new jobs. Other significant benefits would also arise from the removal of 1 million car journeys from some of the most congested parts of the strategic road network and a reduction in CO₂ emissions of 5,200 tonnes.
- 34 Uncertainty now abounds around the future of Heathrow, and this is of great concern to many businesses in the town. It is common knowledge that Heathrow operates at 98% capacity, and there is a desire from airlines to operate new routes to emerging markets which cannot be served through current capacity. Heathrow is of vital importance to the local economy, directly employing 76,000 people of whom 7,500 come from Slough. It also supports a further 220,000 jobs in west London and the Thames Valley. 75% of businesses located in the Thames Valley cite Heathrow as one of the primary factors for their location, and 70% of businesses locating in the Thames Valley for the first time locate within 60 minutes of the airport. The Government is preparing to consult over the

summer on the future of UK aviation, which will provide an opportunity to scrutinise proposals for a Thames Estuary Airport. This option would require the closure of Heathrow airport. Thames Valley Chamber of Commerce have already experienced a reluctance to invest in the Thames Valley by foreign businesses owing to the uncertainty which exists around future aviation provision in the region.

- 35 As part of the Great Western Franchise Replacement Consultation, the council has also represented the views of local businesses in stating the importance of rapid rail links to London and highlighting the threats Crossrail may create if rapid rail services are not preserved.
- 36 The six Berkshire Unitary Authorities and Thames Valley Berkshire Local Enterprise Partnership are working to increase Broadband speeds across the region. Businesses want to see Broadband speeds of 24Mbit/sec or faster. While over 80% of premises will receive Superfast Broadband by 2015 as part of providers intention to roll out faster speeds, it is the remaining 37,000 properties which this project aims to cover. The project wants to deliver Superfast Broadband to 90% of properties, and regular Broadband to the remaining 10% of properties.

Inward Investment and Town Centre Regeneration

- 37 In addition to the direct promotion of Slough as a business location through the website, www.sloughmeansbusiness.co.uk the council can also promote business development in the town through regeneration and planning policies. The Heart of Slough regeneration project has improved one of the major gateways into the town, and has remodelled public transport access to make this a more attractive option. A number of key town centre sites have been identified for office, residential and service sector development, as well as development of proposals for The Curve. As a package this does not only enhance the quality of business premises in the town. It increases the number of people shopping in the town centre (footfall). It also improves cultural and leisure opportunities, making the town more attractive for inward investment and for shopping.
- 38 Regeneration elsewhere in the town, in Britwell and Chalvey, also contributes to the council's priority to make Slough a great place to live, work and play, which will encourage more people who work in Slough, to also live in Slough.
- 39 Through the implementation of a 20 year Local Development Framework (LDF) the council gives certainty to business about the future direction of the town centre. From this they can predict the development of commercial and residential properties in the town centre to give an indication of where their clients and employees could be drawn from. The LDF has been tested through public inquiry and adopted by the council as a blueprint for the future.

40 The Council approved a simplified planning zone on Slough Trading Estate some years ago. This allows swifter planning decision-making and more flexibility for major development. In October 2010 the Council has approved SEGRO's £500 million 20 year Masterplan which will provide for the evolving needs of business in the area and includes consent for the development of 150,000 sq m of office, leisure and amenity space.

Unemployment

41 Official job seekers allowance figures show unemployment at 3,359 (3.8%). This is higher than regional average (2.6%) but lower than National average (3.9%). This figure is the lowest it has been since the start of year 2012.
(source:Nomisweb May 2012)

Month	Number	Percentage	South east average	UK average
May 2011	3,293	3.7	2.5	3.7
June 2011	3,203	3.6	2.4	3.7
July 2011	3,255	3.7	2.5	3.8
Aug 2011	3,330	3.8	2.6	3.9
Sept 2011	3,445	3.9	2.6	3.9
Oct 2011	3,333	3.8	2.6	3.8
Nov 2011	3,327	3.8	2.6	3.8
Dec 2011	3,329	3.8	2.6	3.9
Jan 2012	3,388	3.8	2.7	4.0
Feb 2012	3,465	3.9	2.8	4.1
Mar 2012	3,439	3.9	2.9	4.1
April 2012	3,422	3.9	2.9	4.0
May 2012	3,359	3.8	2.6	3.9

Employment

42 68,100 (75.4%) people aged between 16-64 are economically active. As a percentage it is lower than both regional (79.2%) and national (76.1%) average. This figure indicates the number of people available for the labour market. It is an important indicator when companies are looking to move to an area as it highlights how many people are potentially available to them for employment.
(source: Nomisweb May 2012)

Skills

43 Our adult population still have a lower level of NVQ qualification at NVQ level 2, 3 and 4 compared to regional average as well as national average. At NVQ 2 Slough is currently 56.8%, regional average 70.8% and nationally 67.3%. This means that much of the adult learning provision needs to be focused around adults who are below levels 2 and 3.
(source: Nomisweb May 2012)

Wages

- 44 The average workplace salary is approx £31,000 per annum whereas the average resident salary is £26,000. There is still a difference in the two and the main cause of this is linked to lower level of skills amongst the adult population. (source: Annual Survey of workplace earnings ONS 2011)

Comments of Other Committees

- 45 None

Conclusion

- 46 This report has been prepared to ensure that the Cabinet is aware of the range of work that supports economic growth in Slough. This work contributes to making Slough and its communities prosperous, skilled and employable. It also makes Slough a good place to live in and enable access to key services that help communities grow.

Appendices Attached (if any)

- 'A' - Table of Initiatives

Background Papers

- Nomisweb – Labour Market data Jun 2012

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Appendix A: Economic development activities

SKILLS, EMPLOYMENT AND APPRENTICESHIPS					
Project	Aims	Progress	Priorities/Targets	Target Audience	Partners
Skills Enterprise Employment (SEE) Partnership Delivery Group (PDG) Apprenticeship Task and Finish Group	<ul style="list-style-type: none"> To focus on raising awareness and profile of Apprenticeships within the local area, specifically within the business community To promote the educational and employment value of Apprenticeships 	<ul style="list-style-type: none"> A local event on July 3 to engage business community and local residents to raise profile of apprenticeships Task and Finish group looking to set a target to increase the number of apprenticeships in the town To work with corporate business to help them deliver a tailored and specific apprenticeship programme for their company 	<ul style="list-style-type: none"> To increase number of Apprenticeship opportunities for local people To increase number of Apprentices within the Slough Borough 	<ul style="list-style-type: none"> Business Community Schools & Colleges Parents/Guardians Young people 	<ul style="list-style-type: none"> Slough Borough Council East Berkshire College Learning to Work National Apprenticeship Service Local Enterprise Partnership
Skills Enterprise Employment (SEE) Partnership Delivery Group (PDG) Local Recruitment	<ul style="list-style-type: none"> To work collaboratively with key partners to increase awareness of opportunities available within 	<ul style="list-style-type: none"> Task and Finish Group have had to change focus and now will lead on Aspire for You activities ensuring SEE PDG objectives are also met Task and Finish Group will be setting up a Local Recruitment 	<ul style="list-style-type: none"> To increase employment opportunities for local people To increase the skill set of local people to match business needs 	<ul style="list-style-type: none"> Local residents School leavers College Students Graduates Unemployed Working 	<ul style="list-style-type: none"> Slough Borough Council Learning to Work Job Centre Plus Lonza East Berkshire

<p>Partnership Task and Finish Group</p>	<p>the local area</p> <ul style="list-style-type: none"> To increase and develop the skill set of Slough to match local business requirements 	<p>Forum bringing together local private and public sector employment service related partners to discuss gaps in Slough and to identify opportunities for collaborative working</p>	<ul style="list-style-type: none"> To encourage and support local people returning to education To encourage local people to take responsibility of their future goals 	<p>community</p> <ul style="list-style-type: none"> Employment Service providers Recruitment Agencies Work Programme Providers 	<p>College</p>
<p>Aspire/ Aspire for You SBC led support to a SEGRO initiative developed in association with SBC and East Berkshire College</p>	<ul style="list-style-type: none"> To work with local businesses, educational institutions, employment services and training providers to improve local skills and raise aspirations of the Slough community To promote learning and development of skills To increase recruitment 	<ul style="list-style-type: none"> SBC leading on Aspire for You strand Devised a plan of activity that works with business to offer employability skills programme in the community or at the New Aspire Centre Autumn 2012 Local businesses to offer CPD opportunities for Employment Learning Advisors To lead on a Local recruitment Forum, that addresses the needs and challenges of business To develop a mechanism to access live vacancies and promote to Slough residents 	<ul style="list-style-type: none"> To increase employment opportunities for local people To develop strong links with local employers To increase the skill set of local people and ensure this meets business requirements To encourage own responsibility of career aspirations and developments To encourage personal and professional growth 	<ul style="list-style-type: none"> Young People Parents/Guardians Local residents Local working community Educational Institutions Business Community Training Providers Recruitment Agencies 	<ul style="list-style-type: none"> SEGRO East Berkshire College Slough Borough Council Learning to Work Mars

	<p>opportunities for the Slough community</p> <ul style="list-style-type: none"> This partnership project is being delivered complimentary to the SEE PDG Task and Finish Groups 	<ul style="list-style-type: none"> To develop employment and learning opportunities for Graduates 			
<p>Adult Learning</p>	<ul style="list-style-type: none"> To offer the local community a wide variety of daytime and evening courses To assist learners to learn and develop new or existing skills To support individuals returning to a learning environment. To work with parents to support their children's 	<ul style="list-style-type: none"> Arrangements for the delivery of a shared service, with Slough being the lead accountable body for the delivery of Community Learning across Slough and Windsor and Maidenhead are progressing well. In 2010/11, 3566 learners were registered for various Life Long Learning courses In 2010/11, the number of actual class attendances across all courses was 91% 79% of ESOL learners achieved an ESOL mode / unit of qualification 	<ul style="list-style-type: none"> To promote learning and developing skills To support residents in obtaining qualifications. 	<ul style="list-style-type: none"> Local residents School leavers Unemployed Working community Parents of school, age children. Adults with low skill levels 	<ul style="list-style-type: none"> Slough Borough Council Royal Borough of Windsor and Maidenhead Workers Education Association Community and voluntary sector

	education				
<p>SBC Apprenticeship Programme</p>	<ul style="list-style-type: none"> To offer young people a Business Administration Apprenticeship qualification To offer young people the opportunity to work in different departments within the Council 	<ul style="list-style-type: none"> 21 Apprentices to start in Sept 2012 for SBC SBC to manage delivery of 6 additional Apprentices for Arvato Sept 2012 	<ul style="list-style-type: none"> To increase employment 	<ul style="list-style-type: none"> Local residents School leavers 	<ul style="list-style-type: none"> Slough Borough Council Arvato East Berkshire College
<p>SBC Work</p>	<ul style="list-style-type: none"> To offer 	<ul style="list-style-type: none"> New stream of work to be 	<ul style="list-style-type: none"> To provide an accurate 	<ul style="list-style-type: none"> School pupils 	<ul style="list-style-type: none"> Slough Borough

<p>Experience Programme</p>	<p>individuals the chance to experience a working environment</p> <ul style="list-style-type: none"> To provide an opportunity for individuals to understand and learn about the Council and how it operates 	<p>developed by Jan 2013</p> <ul style="list-style-type: none"> Part funding for first year post identified for appointment October 2012 	<p>account of the world of work</p>	<ul style="list-style-type: none"> College Students Graduates Unemployed 	<p>Council</p>
<p>Job Clubs</p>	<ul style="list-style-type: none"> To provide access to newspapers, journals and internet access to job seekers To provide support and guidance on job searching and applying To provide support on interview and assessment 	<ul style="list-style-type: none"> 5 Job Clubs across the town 2 Lone Parent Job Club in Thomas Gray Centre and Langley library Approx 120 people access the service a month Offering additional 1 hr face to face service 3/5 new clients are seen at weekly surgery at JCP for Lone parent referrals IAG intermediary service with JCP – ongoing referrals received 	<ul style="list-style-type: none"> To decrease unemployment claimants To increase employment levels To improve job seeking skills 	<ul style="list-style-type: none"> Local residents School leavers College Students Graduates Unemployed Working community 	<ul style="list-style-type: none"> Slough Borough Council Aspire

<p>Careers Information, Advice and</p>	<p>techniques</p>	<ul style="list-style-type: none"> • Subcontractor for Work Programme • Referrals to BAA retail, construction and Aviation Academy • Leading on Aspire for You stream to deliver workshops/ employability skills programmes that meets the needs of business and supporting the community to access local recruitment opportunities, • Supporting Employers that are currently displacing staff (this service has also been offered in house) • 20 volunteers worked in Employment & Enterprise during Sep 2011 – March 2012, 60% progressed onto sustainable employment 	<ul style="list-style-type: none"> • To decrease unemployment claimants 	<ul style="list-style-type: none"> • Local residents • School leavers • College Students 	<ul style="list-style-type: none"> • Slough Borough Council
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Guidance Service	<p>guidance on</p> <ul style="list-style-type: none"> To promote the benefits of learning and help individuals to address and overcome the barriers to learning To support individuals in making realistic and informed career choices 	<p>670 clients (April 2012 – March 2013)</p> <ul style="list-style-type: none"> Matrix reaccréditation planned for early October, scope will be the New Shared Service 	<ul style="list-style-type: none"> To increase employment levels To increase the number of individuals returning to learning and education 	<ul style="list-style-type: none"> Graduates Unemployed Working community 	
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BUSINESS ENGAGEMENT AND START UPS

Project	Aims	Progress	Priorities/Targets	Target Audience	Partners
<p>Business Start Ups via Business Enterprise Skills Development task and Finish</p>	<ul style="list-style-type: none"> To increase the number of start ups To provide advice, support and training to people 	<ul style="list-style-type: none"> A Task and Finish Group established to push this agenda in the Town Looking to engage more private sector partners as members of the group ie O2 	<ul style="list-style-type: none"> Increase the number of start up businesses and support the growth of existing ones. 	<ul style="list-style-type: none"> Local SMEs Start Ups Aspiring entrepreneurs 	<ul style="list-style-type: none"> Slough Borough Council Other Business support services

<p>Group</p>	<p>who have aspirations of starting up a business</p> <ul style="list-style-type: none"> To offer the support and guidance of SBC's Business Community Advisor To create and develop Enterprise Clubs and Start Up courses 	<ul style="list-style-type: none"> Community Business Advisor appointed 			
<p>SME Mentoring Scheme</p>	<ul style="list-style-type: none"> To increase survival rates of business To provide a free service, connecting SMEs with large corporate organisations for 	<ul style="list-style-type: none"> A small pilot of mentoring has just been completed and a report on lessons learnt completed. 10 small businesses facing hardship due to economic climate have been mentored by established SME's. The findings from the report 	<ul style="list-style-type: none"> Increase the number of start up businesses and support the growth of existing ones. 	<ul style="list-style-type: none"> New businesses in particular those that are facing particular growth issues or hardship Existing businesses that can provide support to local businesses. 	<ul style="list-style-type: none"> Slough Borough Council Slough Business Community Partnership

	<p>mentoring</p> <ul style="list-style-type: none"> To provide support and guidance growth to new businesses. To increase the pool of mentors in Slough 	<p>will be used to design a further project.</p>			
<p>Open for to Business</p>	<ul style="list-style-type: none"> To enable economic growth on a local level To create a town that works with business in a coordinated, supportive way which enables them to grow and function effectively. 	<ul style="list-style-type: none"> An internal workshop held with business facing officers to understand how we can work better together. A draft action plan devised to undertake activities of consultation with business to understand business needs. Business forums and networks will be supported to allow better engagement with business community. 	<ul style="list-style-type: none"> Increase the number of start up businesses and support the growth of existing ones. 	<ul style="list-style-type: none"> Internal frontline services providing a service specifically to businesses Local business community 	<ul style="list-style-type: none"> Slough Borough Council
<p>Business</p>	<ul style="list-style-type: none"> Increase the 	<ul style="list-style-type: none"> A brochure available now 	<ul style="list-style-type: none"> Increase the number 	<ul style="list-style-type: none"> Local SMEs 	<ul style="list-style-type: none"> Internal services

<p>Directory</p>	<p>number of start up businesses and support the growth of existing ones.</p> <ul style="list-style-type: none"> To provide a comprehensive list of businesses in Slough To provide the business community information on the business support services provided by the Council. 	<ul style="list-style-type: none"> A CD Rom including the listing and enhanced services that enables mail merge and tailored searches 	<p>of start up businesses and support the growth of existing ones.</p>	<ul style="list-style-type: none"> Local Corporate Start Ups Local Residents New businesses looking to relocate 	
<p>BAA Meet the Buyer</p>	<ul style="list-style-type: none"> To provide local SMEs an opportunity to meet major Buyers and procure contracts to supply goods 	<ul style="list-style-type: none"> SBC Procurement represented at the event to raise awareness of available contracts and procurement procedures for local businesses The event promoted to local businesses and advice given 	<ul style="list-style-type: none"> To support the growth of local SMEs 	<ul style="list-style-type: none"> Local SMEs Large Corporate organisations 	<ul style="list-style-type: none"> British Airways Authority Slough Borough Council Slough Business Community Partnership Thames Valley

	and services	on how to win contracts with large corporates. <ul style="list-style-type: none"> Slough businesses have won contracts with Heathrow based businesses generating income in Slough 			Chamber of Commerce
Business partnerships and engagement	<ul style="list-style-type: none"> To create an environment where the needs of business are well understood and a strategic or tactical response can be provided rapidly 	<ul style="list-style-type: none"> Regular contacts at a senior level with major business Membership and active involvement with Thames Valley Berkshire Local Enterprise Partnership, TV Chamber of Commerce and Slough Business Community Partnership etc 	<ul style="list-style-type: none"> To retain and grow business investment 	<ul style="list-style-type: none"> Existing businesses Possible inward investors 	<ul style="list-style-type: none"> TVBLEP TVCC SBCP BEBP

TRANSPORT AND COMMUNICATIONS INFRASTRUCTURE

Project	Aims	Progress	Priorities/Targets	Target Audience	Partners
Western Rail Access to Heathrow (WRATH)	<ul style="list-style-type: none"> To deliver direct rail services to Heathrow from Reading, via Maidenhead and 	<ul style="list-style-type: none"> Feasibility and option appraisal (2010) Economic Impact study (2011) Regional Growth Fund Bid (2011) 	<ul style="list-style-type: none"> To provide strategic infrastructure which attracts and retains business 	<ul style="list-style-type: none"> Businesses Residents 	<ul style="list-style-type: none"> Local Enterprise Partnership Great Western Partnership SEGRO

	<p>Slough</p> <ul style="list-style-type: none"> To reduce journey times to Heathrow 	<ul style="list-style-type: none"> Western Rail Access to Heathrow included in the National Infrastructure Plan published by HM Treasury in November 2011 as one of only two airport rail schemes. (Section 3.47, p49) 10/01/12 – High Speed 2 announcement includes support from Government for surface rail enhancements around Heathrow and welcomes the work carried out to date on WRATH. The report acknowledges that an HS2 link from the east does not resolve access issues from the west, which WRATH does. 		<ul style="list-style-type: none"> Thames Valley Chamber of Commerce IOD BAA 	
<p>Berkshire Superfast Broadband Project</p>	<p>By 2015, 90% of premises in Berkshire will have access to superfast broadband with speeds of at least</p>	<ul style="list-style-type: none"> To work with the main providers of superfast broadband – BT and Fujitsu to understand who is the best to deliver across Berkshire To ensure Slough coverage reaches those that currently 	<ul style="list-style-type: none"> To provide strategic infrastructure which attracts and retains business 	<ul style="list-style-type: none"> Residents Businesses 	<ul style="list-style-type: none"> Local Enterprise Partnership Slough Borough Council Berkshire Unitary Authorities

		24Mbps with remaining 10% having access to 2Mbps.	have no connectivity or very slow connectivity. <ul style="list-style-type: none"> SBC to lead on the procurement phase of the project 			
Local Development Framework (LDF)	The Framework sets how development in the town can deliver prosperous communities	<ul style="list-style-type: none"> Core Strategy 2006-2026 in place Adopted December 2008 Annual Monitoring Report (AMR) 2010/11 finding published Format of future (AMR's) due to change as a result of Localism, this includes the indicators that are monitored Future reports will focus on meeting local needs 	<ul style="list-style-type: none"> To provide strategic infrastructure which attracts and retains business and grows employment opportunities and helps deliver prosperous communities. 	<ul style="list-style-type: none"> Residents Business Developers 	<ul style="list-style-type: none"> Internal Services Planning Authorities Business Residents 	

INWARD INVESTMENT AND TOWN CENTRE REGENERATION

Project	Aims	Progress	Priorities/Targets	Target Audience	Partners
Link to China	<ul style="list-style-type: none"> To showcase Slough as a viable economic location 	<ul style="list-style-type: none"> Slough represented in China in front of Chinese businesses on inward investment plans and 	<ul style="list-style-type: none"> To attract international business to Slough 	<ul style="list-style-type: none"> Chinese Companies Local export companies 	<ul style="list-style-type: none"> Slough Borough Council British Chambers

	<p>for Chinese companies</p>	<p>WRATH in April 12.</p> <ul style="list-style-type: none"> • USB sticks presented to over 100 Chinese companies with sloughmeansbusiness website for promotion <p>A Chinese delegation to arrive in Slough in September where we will host 40 companies and showcase Slough to them.</p>		<ul style="list-style-type: none"> • Other International and National companies 	<p>of Commerce</p> <ul style="list-style-type: none"> • SEGRO • Other private sector partners
<p>Inward Investment Website – www.sloughmeansbusiness.co.uk</p>	<ul style="list-style-type: none"> • To showcase Slough as a prime location for National and International businesses • To provide relevant information and statistics on local economy, facilities, services and communities. • To ensure new businesses into Slough are given 	<ul style="list-style-type: none"> • Website launched and promotion underway • Website featured in a national business magazine – The Business Mag • Article in Citizen • Articles due in TVCC and SEGRO magazines • Links to Chamber website, LEP website, Link to China website • First report on hits and enquiries etc from website due Sept 12. 	<ul style="list-style-type: none"> • To attract international and national business to Slough 	<ul style="list-style-type: none"> • New & existing, national and international businesses 	<ul style="list-style-type: none"> • SBC • Thames Valley Chamber of Commerce

<p>Heart of Slough</p>	<p>full support during their transition</p>	<ul style="list-style-type: none"> • To create or enable the physical environment, civic, commercial, retail, leisure and housing provision which will attract people and business to the town centre • To create facilities which will draw business and workers from across the town into the town centre • To enable high quality housing which will deliver valuable footfall into the town centre 	<ul style="list-style-type: none"> • Masterplan approved • Bus station completed • Transport infrastructure an public real including station forecourt completed • Plans for the Curve well-developed • Consideration of a LABV which can facilitate further regeneration well advanced 	<ul style="list-style-type: none"> • To improve prosperity through investment in the physical environment • To develop a vibrant town centre 	<ul style="list-style-type: none"> • Commercial investors • New and existing retailers • Residents, visitors and workers across the town • Major business 	<ul style="list-style-type: none"> • SBC • HCA • Development Securities • University of West London • Criterion • LABV partner if approved
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<p>Town centre management</p>	<ul style="list-style-type: none"> • To ensure that retailers and businesses in the town centre and other primary retail areas have a well maintained environment in which to do business. • To ensure that the concerns of retailers are addressed • To promote and facilitate collective solutions to the needs of retailers • To provide an environment which draws visitors and workers into the town centre 	<ul style="list-style-type: none"> • Budget created for Town Centre Manager and post to be advertised soon 	<ul style="list-style-type: none"> • To retain and attract retail and commercial business • To develop a vibrant town centre and satellite centres 	<ul style="list-style-type: none"> • New and existing retailers • Residents, visitors and workers across the town • Major business 	<ul style="list-style-type: none"> • Slough Borough Council • Enterprise Landlords • Individual retailers
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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th July 2012

CONTACT OFFICER: Mike Bibby – Assistant Director, Personalisation,
Commissioning & Partnerships
(For all enquiries) (01753) 875800

WARD(S): All

PORTFOLIO: Cllr Walsh – Health & Wellbeing.

PART I
KEY DECISION

Residential and Nursing Care – future commissioning intentions and service provision

1 Purpose of Report

1.1 To inform Cabinet of proposals for the future commissioning of residential and nursing care for older people in Slough including implications for current service provision, and to seek Cabinet's approval to undertake consultation on those proposals.

2 Recommendation(s)/Proposed Action

2.1 Cabinet is requested to resolve:

- (a) That consultation be undertaken with key stakeholders on the strategy for future commissioning of residential care
- (b) That residential and nursing care be commissioned in line with procurement guidelines and legislation following consultation to align with current and projected demand
- (c) That consultation be undertaken with residents of Gurney House their family members and other key stakeholders on the future of that service
- (d) That a market testing exercise be undertaken to explore the possibility of selling Gurney House to an organisation that would also provide a remodelled service on the site
- (e) That following consultation on the future of services currently provided by BUPA at Gurney House, a report be presented to Health Scrutiny Panel in November for comment and to Cabinet in December 2012 for decision

3 Sustainable Community Strategy Priorities –

Priorities:

- Health and Wellbeing

Implementation of the next phase of the programme of work relating to residential and nursing care for older people will ensure that high quality services are

commissioned which meet the needs of local people and reflect the changing requirements for care and support.

4 **Joint Strategic Needs Assessment (JSNA)**

The JSNA identifies that early-on-set dementia is an issue in Slough. It also recognises that early on-set of a number of long term health conditions is also a concern.

Responding to these needs has been identified as a priority of the Slough Wellbeing Board.

5 **Other Implications**

(a) Financial

During 2011/12 a total of just over £7million was spent on residential and nursing care for older people in block and spot contract arrangements. Provision is made within the 2012/13 budget for similar spend.

PPRG savings of £100,000 have been previously agreed relating to Gurney House. This was based on successful resolution of plans to reconfigure and recommission this service. Options to achieve this saving have been explored but have not proved viable.

This report sets out proposals to recommission services in line with changing needs to ensure better value for money.

It also makes proposals for consultation on the future of Gurney House. If these proposals are supported, there will be cost implications which cannot be quantified in detail at this stage. A further report with recommendations for the future including detailed financial analysis and cost implications will be prepared following consultation

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal Possibility of legal challenge to proposals for future provision	Detailed and comprehensive consultation with key stakeholders	Commissioning opportunity to ensure high quality provision that meets changing needs
Property Quality of property at Gurney House and its suitability to meet future needs	On-going maintenance and repair to ensure safe service provision prior to decision on long term future	Commissioning opportunity to ensure high quality provision that meets changing needs in appropriate environment
Human Rights		

Rights of care home residents to security of accommodation, safe levels of care, and expression of the needs and preferences	Comprehensive consultation and engagement Identification of suitable alternative service provision if required	Commissioning opportunity to ensure high quality provision that meets changing needs in appropriate environment Consultation will identify needs and preferences
Health and Safety Facilities do not provide appropriate environment to meet long-term complex care needs	On-going maintenance and repair to ensure safe service provision prior to decision on long term future	Commissioning opportunity to ensure high quality provision that meets changing needs in appropriate environment
Employment Issues Possible reverse TUPE implications and redundancies dependent on option supported for future provision at Gurney House	Detailed project planning Consultation with affected staff Support to staff from Council and current employer	None
Equalities Issues Proposals impact specifically on older and disabled people	Equalities Impact Assessment completed Comprehensive consultation Further EIA to be completed following consultation and prior to decision on future plans	Commissioning opportunity to ensure high quality provision that meets changing needs in appropriate environment
Community Support None	N/A	Policy is to support more people in their own home where appropriate and promote integration into the community
Communications The report covers complex and sensitive issues. These need to be communicated clearly to key stakeholders to minimise anxiety and manage media responses	Detailed communications plan developed Regular consultation and information updates with key stakeholders Joint communications with provider agency where appropriate	Engagement of key stakeholders through consultation to identify future options
Community Safety		

None	N/A	N/A
Financial Costs associated with implementing chosen options for the future. Dependent on option supported these may be 'one-off' additional costs, or on-going pressures	Detailed financial modelling of options for recommendation	Securing better value for money through better alignment of commissioned services with projected need
Timetable for delivery Timetable is either too short to complete consultation and analysis of responses, or too lengthy in terms of uncertainty before final decision made for future options	Detailed project management Comprehensive consultation programme with timescales Significant period of consultation analysis allowed for On-going support for people affected	Opportunity for stakeholders to influence timescale for implementation of options
Project Capacity Insufficient capacity and expertise within project group	Project group established Experienced staff from range of disciplines engaged Work programme regularly reviewed	Engagement of staff with previous experience of similar work which has been successfully delivered
Other		

(c) Human Rights Act and Other Legal Implications

Section 21 National Assistance Act 1948 provides that local authorities are required to provide residential accommodation to persons who by reason of age, illness, disability or other circumstances are in need of care and attention which is not otherwise available to them. A local authority is empowered and authorised to make arrangements with private sector and voluntary sector providers to fulfil its obligations to provide residential accommodation (section 26 NAA 1948).

The Council is required to embark upon a process of consultation regarding any service review proposals and take relevant feedback into consideration before reaching any decision regarding re-design / alternative provision. Proper consultation is an essential pre-requisite to a lawful decision to deliver these services in a different manner. Lawful consultation must be at a time when proposals are at a formative stage. The consultation exercise must include a clear statement setting out the relevant context and implications of the options under consideration so that those consulted can give an informed response. The

outcomes of the consultation must conscientiously be taken into account when a decision is made.

Before a decision is made a full equality impact assessment should be completed to ensure that Members have sufficient information to enable it to fully consider the impact of the proposed options on the need to promote equality for persons with the “protected characteristics”. The new Equality Duty covers the following protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

In terms of Human Rights, Article 8: the right to respect for private and family life may be engaged. Following completion of the consultation process the Council will need to ensure that the needs of residents have been fully assessed.

(d) Equalities Impact Assessment

An Equality Impact Assessment (EIA) has been completed.

This shows that the proposals in this report would specifically affect people with regard to age and disability issues.

Potential adverse impacts will be mitigated through comprehensive consultation and engagement of all affected stakeholders including care home residents, their families friends and carers. Specific support will be provided to individuals during the consultation process.

A further detailed EIA will be completed following consultation and prior to recommendations for future action.

(e) Workforce

There are no workforce implications for Council employees at this stage.

There may be implications in the future dependent on the outcome of consultation on proposals for the future of Gurney House. Reverse TUPE applies to staff in this facility as the service was previously provided by the old Berkshire County Council.

These issues will be fully addressed in future reports if necessary and dependent on consultation outcomes.

6 Supporting Information

6.1 Background:

6.1.2 Over the last four years the Council has implemented an extensive change programme in Adult Social Care to improve outcomes for service users and develop the range services provided to local people.

6.1.3 These initiatives have proven successful in improving outcomes for service users and have achieved the aims of:

- Enabling people to remain within their own home
- Promoting independence

- Integration in the community

- 6.1.4 A key element of this programme has related to the provision of residential and nursing care for older people. The first phase of this work saw the development of new care facilities and the closure of care homes provided directly by the Council. This report sets out proposals for phase 2 of the residential and nursing care programme which will build on achievements to date.
- 6.1.5 In September 2008 Cabinet approved plans for the implementation of a re-provision programme following detailed options appraisals and widespread consultation with stakeholders.
- 6.1.6 These plans were developed in response to changing patterns of need within the local community which showed a decrease in demand for residential care and increases in requirements for nursing care and residential and nursing care for Elderly Mental Health (EMH) needs. The plans also reflected the policy focus on promoting independence through increased support in community settings.
- 6.1.7 Phase 1 involved a number of key initiatives and developments including:
- Provision of new purpose built residential and nursing care services in the 120 bed facility at Oak House of which the Council purchases 90 beds under a contractual agreement
 - Development of Extra Care services at Northampton Place and The Pines providing 126 Self contained flats with on-site care and support
 - Establishment of enhanced intermediate care services and more recently in April 2011 the reablement service

These initiatives have proven successful with:

- a phased programme of closure between 2009 and 2010 of the Longcroft, Newbeech and Wexham residential care homes run by the Council
 - successful transfer of residents to Oak House or Extra Care facilities
 - consistently high occupancy levels in the residential EMH and nursing care beds at Oak House
 - opening of the Extra Care facilities in 2009 which have provided accommodation and support to a number of people who would previously been admitted to residential care. Over 100 people with care needs have benefited from these services.
 - effective rehabilitative support provided through the multi-disciplinary intermediate care and reablement services which has enabled people to remain in their own homes or return home following hospital admission, thus reducing the need for residential or nursing care. Over 1500 people benefitted from these service in 2011/12 with over 98% of service users remaining independent at home 3 months after receiving the service.
- 6.1.8 Enabling people to live independently was re-endorsed as a key priority in the 'Putting Me First' strategy approved by Cabinet in September 2010. The strategy stated that:
- 'We will focus on providing support that enables people to continue to live in their own homes for as long as possible. This will build on achievements in recent years which have seen an increase in the number of people supported to live in their own homes, and consequent reductions in the numbers in residential care.'

6.1.9 Other workstreams to achieve this aspiration include support for more people to remain in their own homes through other service responses such as increased use of telecare and assistive technology. Work has commenced to increase the number of people benefiting from the provision of telecare and this will be further pursued during the coming year.

6.1.10 Cabinet also agreed at its meeting in September 2008 as part of phase 1 of the programme to commence negotiations for the sale of Gurney House residential care home and to reconfigure the services commissioned there to provide more specialist care to meet the needs of elderly people with age related mental health conditions such as dementia.

6.1.11 This report sets out the next phase of the strategy and programme for the provision of residential and nursing care for older people. There are two elements to this phase of the programme:

1. Aligning commissioning of bed based services to match current and future projected needs
2. Agreeing future arrangements concerning services provided at Gurney House

6.1.12 In terms of commissioning, the report provides information on the general trends in placements made in recent years demonstrating the changing local needs. It also describes current commissioning arrangements and the need for adjustments in the commissioning intentions, the opportunities for which arise with the expiry of existing contractual arrangements.

6.1.13 With regard to Gurney House, the report outlines the work undertaken since the Cabinet decision in 2008, options for the future and plans to consult on them.

6.2 Current commissioning arrangements and the case for change:

6.2.1 The Council currently has a number of block contracting arrangements in place for the provision of residential and nursing care for older people.

6.2.2 One contract is with Care UK for services at Oak House which opened in 2009 as part of the reprovision programme. This contract runs up to 2024. All other block contracts require renewal and retendering.

6.2.3 Details of the block contracts, the type of services commissioned and contract values are given in the table below.

Care Home Commissioned	Services provided	Number of beds commissioned	Annual Contract value
Oak House	Residential EMH Residential Intermediate Care Respite Nursing EMH Nursing	90	£2,586,000
Windmill Care Centre	Nursing EMH nursing Respite	21	£620,000

Burnham House Care Centre	Nursing EMH nursing Respite	14	£370,000
Oxford House	Nursing Respite	21	£600,000
Gurney House	Residential Respite	34	£832,000

- 6.2.4 Residential and nursing care is also purchased on a 'spot' basis from a range of other provider agencies. Such placements are made as a result of service user or family member choice, where insufficient capacity is available in block purchase arrangements or where specialist support is required. As at the end of March 2012 there was a total of 75 spot purchased placements across all care categories.
- 6.2.5 Most placements are made within Slough, though care is also purchased in other areas of the country usually in cases where proximity to family members is the main consideration.
- 6.2.6 The total spend in 2011/12 on residential and nursing care for older people for both spot and block placements was £7,084,000.
- 6.2.7 The commissioning and contractual arrangements currently in place do not match the current and projected needs of local residents. In particular, current block contracts over-provide for the amount of residential care needed both now and in the future. The amount of nursing care commissioned through block contracts is also high. There is a shortage in terms of EMH residential care.
- 6.2.8 There is a need to review and revise the approach to commissioning to ensure that services purchased reflect and align with the current and future predicted needs and that high quality, value for money provision is available locally.
- 6.2.9 It is proposed that for areas where we need to stimulate and develop the market, such as residential EMH care, commissioning will involve a combination of small scale block contracts with other 'call-off' or cost and volume arrangements. This will secure provision that is required while retaining some flexibility in the market. Spot purchases will also be made as required. No further block contractual arrangements are proposed for residential care due to declining demand.
- 6.2.10 A key factor in commissioning for the future will be the quality of service provided and this will be a crucial element in the evaluation of tender submissions. Ensuring high quality, safe services for residents is a critical priority.
- 6.2.11 Any commissioning exercise will be carried out in line with the council's standing orders and legislative requirements. The commissioning proposals will be subject to consultation before tendering.
- 6.2.12 Opportunities for further development of Extra Care provision using existing council housing stock will also be explored. This is a long-term project and will require much more detailed analysis and preparation of fully costed option appraisals before any decisions can be made on this element of the programme.

6.3 Changing patterns of need:

6.3.1 As a result of the successful implementation of phase 1 older people reprovion strategy there has been a decline in the number of people requiring general residential care.

6.3.2 The report to Cabinet in September 2008 noted that:
“Over the last 5 year period admission rates to long stay residential care services has decreased by circa 40%. Current average demand for long term residential care stands at 146 bed placements”.

6.3.3 The report also stated that:
“Nursing home placement trends indicate that an additional 55 nursing care beds are required, to achieve a demand total of 187 local beds. Though the growth in actual demand has been slightly lower than projected in 2003/4, the growth rate for long-stay nursing has remained at a steady state of a net increase of 6 additional long stay beds each year”.

6.3.4 The table below shows the number of placements in the different categories of care as at April in recent years.

Category of Care	April 08	April 10	March 12
Residential	146	60	40
Residential EMH	11	26	39
Nursing	82	77	76
Nursing EMH	35	45	48

6.3.5 This clearly demonstrates the reduction in demand for residential care and the growth in particular in EMH care. This reflects the growth in the number of older people experiencing conditions such as dementia.

6.3.6 It can also be seen that the number of nursing beds required is below the figure of 187 predicted in 2008.

6.3.7 In summary, during the last four years the general trends are:

- A decline in residential care placements
- Increased placements in residential elderly mental health (EMH) and nursing EMH
- Nursing placements remaining relatively stable

6.3.8 These trends are expected to continue in the coming years.

6.3.9 The table below sets out the projected needs for residential and nursing EMH care for the next five years.

Category of Care	March 2013	March 2014	March 2015	March 2016	March 2017
Residential EMH	43	47	52	57	63
Nursing EMH	53	58	64	70	77

6.3.10 Analysis of projected needs data indicates an increase of approximately 10% in the number of people in Slough with dementia with this being highest in the over 85 age group. This increase is similar to projections for neighbouring Boroughs.

6.3.11 Services commissioned in the future need to reflect the changing pattern of needs

6.4 **Financial Issues:**

6.4.1 As outlined above, analysis of placement trend data locally, and figures from the national POPPI database demonstrate continued reductions in demand for residential care with increases in demand for residential and nursing EMH care. It is projected that over the next five years the number of people requiring residential care will fall to approximately 20.

6.4.2 Projecting demand is a difficult and complicated task and figures cannot be considered to be 'exact', but the overall trends are clear. Recent years have seen an increase of approximately 6 residential EMH placements a year with nursing EMH increasing at a slightly lower rate.

6.4.3 The current average price for nursing EMH care placements locally is £639 per week. Most residential care EMH placements locally currently cost £610 per week

6.4.4 An increase of 12 placements of these types a year would cost £370,000.

6.4.5 This cost is off-set by the reductions in demand for residential care which have seen significant void levels in block contracted beds of this type. For example, most residential care placements cost approximately £460 per week. A total of 16 residential placements would equate to the £370,000 figure.

6.4.6 There are currently significant vacancies in the residential care provision at Gurney House. There have also been a small number of voids in nursing care beds commissioned through block contracts with other providers during the last year.

6.4.7 It can therefore be seen that through realigning commissioned beds to match needs and eliminating block contract void costs the projected increase in placements in EMH services can be met within existing available resources.

6.5 Consultation on future commissioning strategy and intentions:

6.5.1 Before commencing any tendering exercise for the future commissioning of residential and nursing care for older people, it is proposed that consultation be undertaken with key stakeholders.

6.5.2 The consultation will seek comments on the commissioning priorities and possible approaches to commissioning. In particular consultation will seek views on:

- The policy to promote independence and support people to continue to live in their own homes
- The intention to re-align commissioned services with projected needs
- The type of services to be commissioned
- The standards of care to be provided

6.5.3 Consultation will take place in July and August and will engage key stakeholders including:

- Health Service Partners – eg Clinical Commissioning Group
- Locally based providers of residential and nursing care
- Relevant voluntary and independent sector agencies
- Focus group of older people

6.5.4 The outcomes of the consultation will inform future commissioning plans which will ensure the provision of high quality, value for money services which meet local needs now and into the future.

6.6 Summary of commissioning strategy issues

6.6.1 There are opportunities to re-commission services as current block contract arrangements need to be reviewed and renewed.

6.6.2 The pattern of placements in recent years has changed as anticipated in phase 1 of the Older People's Reprovision Strategy. Recent analysis of placement trends and projected needs demonstrate that the requirement for residential care will continue to reduce while the need for residential and nursing EMH care will increase.

6.6.3 There is an opportunity to better align commissioned bed based provision with current and future needs through re-commissioning. Through matching commissioned services to need, void costs will not be incurred so that projected future placement needs and costs can be met within existing resources.

6.7 Implications for current services – Gurney House

6.7.1 Most providers of residential or nursing care in Slough with whom the Council has either block or spot purchase arrangements are not solely reliant on the Local Authority for their business. The only exception is Gurney House.

6.7.2 Gurney House is a 34 bed Residential Care service provided by BUPA who took over the running of the home in 1999 when they bought out Court Cavendish, the previous provider. Prior to this the home was run by the former Berkshire County Council. The building is owned by Slough Borough Council who act as BUPA's landlords with rent of £56,000 per year being paid to the Council.

- 6.7.3 Slough Borough Council has continued to block contract for all the Residential care beds at Gurney House. The last contract and lease expired in 2009, however provision has continued under previous agreements and terms. The contract costs £830,000 per year.
- 6.7.4 Services at Gurney House were considered as part of phase 1 of the reprovion programme of Council and former Council run residential care homes as described above.
- 6.7.5 In September 2008 Cabinet considered an optional appraisal report on the reprovion programme and agreed that negotiations should commence for the sale of Gurney House as a 'going concern' to the current incumbent provider, and that commissioned services provided there should be reconfigured to meet more specialist needs, specifically Elderly Mental Health support.
- 6.7.6 Officers have subsequently worked for over two years while phase 1 of the programme was being embedded to implement this resolution and find a viable solution for the future of Gurney House. This has involved detailed discussions with BUPA as the current service provider to take these proposals forward.
- 6.7.7 Details of the options in respect of Gurney House and possible outcomes are set out below.

6.8 **Options for future services at Gurney House:**

6.8.1 **Option 1 - Sell property**

Discussions have taken place with BUPA concerning the sale of the property to them.

A significant issue in any prospective sale of the property including a possible sale to BUPA is the condition of the building and its capacity to meet the increasingly complex care needs of older people. Major, costly work would be required to adapt the home to improve facilities to provide different kinds of rooms, wider corridors and doors and specialist equipment that is needed to meet these more complex needs.

The Council's property services have estimated that works of this nature would cost over £500,000 and could be in excess of £800,000. There would also be on-going repairs and maintenance costs of up to £250,000 over 5 years. Even with structural work BUPA do not believe that the property in its current form can be physically adapted to provide an appropriate environment and standard.

It should also be noted that any refurbishment of the property involving such major works would require residents to be relocated from the building during the lengthy period of works.

These property issues and environmental challenges to be addressed would apply to any provider.

In discussions with BUPA as the current provider, it has not been possible to agree mutually acceptable terms for a possible sale taking into account all the factors outlined above. However, section 7 below represents another avenue in relation to the possible sale of the property which it is proposed should be explored.

6.8.2 Option 2 - Sell property to another organisation to act as landlord

The option of selling the property to another organisation who would then become the landlord with BUPA continuing to provide the service has also been explored and discussed with BUPA. This would require BUPA to enter into a new lease of the property and much the same issues apply to this as in option 1 above. In addition, this approach is not consistent with BUPA's preferred business model.

In addition, during 2011 there were particular concerns within the residential and nursing care market sector regarding property ownership and landlord relationships. These matters were highlighted as a result of widely publicised issues relating to the Southern Cross group of homes.

6.8.3 Option 3 - Reconfigure services provided to meet more specialist needs

Discussions have been held with BUPA to explore the option of re-designing the commissioned service to provide more specialist residential Elderly Mental Health care. The first phase of the residential care re-provision programme recognised that the need for residential care is declining while the need for residential EMH services is increasing.

Proposals discussed centred around the Council purchasing approximately 21 units of residential EMH care with additional capacity to be sold either privately or to other funding agencies.

The issues relating to the property and its suitability to meet these higher and more complex care needs were a consideration in these discussions. Substantial capital investment as described above would be required to address these issues.

Following the discussions which have taken place, this option is considered to be unviable.

6.8.4 Option 4 - Continue to commission the service in its current form

This option has been considered by officers.

Recent years have seen a reduction in demand for residential care services and this is projected to continue in future years. This change in needs was a significant factor in phase 1 of the re-provision programme.

Alternative residential capacity is available in the local market. Such services are also included in the contract at Oak House which was developed as part of phase 1 and provides care in settings which fully comply with the physical standards required by the Care Quality Commission.

The residential care services provided at Gurney House will not be required in the future at the same volume and the continuation of a contract for 34 units of residential care cannot be justified.

This option is considered to be unviable.

6.8.5 Option 5 - Cease to commission services at Gurney House

This option was considered initially as part of the 2008 option appraisal in phase 1 of the re-provision programme.

It was recognised at that time that the changing needs of older people were a major factor for consideration. Cabinet resolved at that time that negotiations should commence for the sale of Gurney House as a 'going concern' and that commissioned services provided there should be reconfigured to meet more specialist needs.

As identified in the sections above, the options of sale to BUPA and/or reconfiguration of services have proven to be unviable, as has the continuation of the service in its current form.

Slough Borough Council and BUPA have worked together positively in partnership to provide services at Gurney House. It is recognised and acknowledged that the care provided is of a good standard, and that the home is popular with residents, their families and others in the community.

If services ceased to be commissioned from BUPA at Gurney House, then the service would need to be closed, and alternative care provided for current residents. There are 17 people resident at Gurney House at present.

It is acknowledged that consideration of this option and the implications of it being supported going forwards will be a sensitive issue and will be unsettling for residents, their family members and staff at Gurney House.

Throughout the consultation period residents and family members will be kept informed and supported to manage any concerns they may have. Staff of the home will receive similar support from BUPA and the Council.

6.9 Consultation on Gurney House

6.9.1 Consultation will be undertaken by Council officers and will take place over a 90 day period between July and October with the outcome of the consultation to be reported to the Health Scrutiny Panel in November for comment and consideration and to the Cabinet in December for decision.

6.9.2 Residents of Gurney House, their family members and others closely involved will be consulted on the option to cease commissioning of services at Gurney House, and in particular will be consulted on their preferred options for the future should this option be resolved by Cabinet.

6.9.3 The consultation will, among other issues, seek views on:

- the standards of facilities expected by residents
- the standards of care expected and required by residents
- their preferences in terms of alternative care available within the market
- maintaining friendship groups

6.9.4 During the consultation period comprehensive reviews of residents needs will also be undertaken. Each person will have a social worker allocated to them. Family members will be involved in this process.

- 6.9.5 Consultation will be primarily through focus groups and individual meetings with residents and family members and will take place regularly. Independent advocacy support will be made available throughout this process.

7 Other options for further exploration and consultation for Gurney House

- 7.1 Consideration of options for future services at Gurney House have to date concentrated on negotiations with BUPA as the existing service provider.
- 7.2 One option which has not been fully explored is the possibility of sale of the property to another organisation who could also take on provision of the service, ideally offering residential EMH care.
- 7.3 The issues relating to the property in terms of facilities and requirement for improvement works with substantial capital investment would still apply in these circumstances.
- 7.4 It is, however, proposed that during the consultation period a market testing exercise be undertaken to ascertain whether another agency would be interested in such a proposal.
- 7.5 The outcome of this exercise would be fed into on-going consultation with residents and other stakeholders and will be reported to Health Scrutiny Panel in November and Cabinet in December.

8 Comments of Other Committees

- 8.1 The proposals for the future commissioning of residential and nursing care for older people as set out in this report were considered by Health Scrutiny Panel on 12th June 2012.
- 8.2 The Panel supported the recommendations in the report and their presentation to Cabinet.

9 Conclusion

In recent years, a programme of work relating to residential and nursing care provision for older people has been undertaken.

Phase 1 of the programme included:

- Development of a new purpose built residential and nursing care facility provided by an external agency
- Commissioning of care in that facility
- Phased closure of residential home provided directly by the Council
- Development of Extra Care services
- Implementation of enhanced intermediate care and reablement services

These initiatives have proved successful.

Phase 2 of the programme now needs to be taken forward. This will focus on:

- Aligning commissioning of bed based services to match current and future projected needs
- Agreeing future arrangements concerning services provided at Gurney House

Patterns of need amongst older people have changed, as have service responses to meet those needs. There has been a reduction in the number of people requiring residential care and increases in demand for EMH support.

There are opportunities to realign commissioned services to meet these needs.

Recommendations from Cabinet in 2008 concerning services provided at Gurney House have been explored since 2009. Having considered a range of options that have proven unviable, future plans for this service now need to be revisited.

Cabinet is asked to resolve:

- That consultation be undertaken with key stakeholders on the strategy for future commissioning of residential care
- That residential and nursing care be commissioned in line with procurement guidelines and legislation following consultation to align with current and projected demand
- That consultation be undertaken with residents of Gurney House their family members and other key stakeholders on the future of that service
- That a market testing exercise be undertaken to explore the possibility of selling Gurney House to an organisation that would also provide a remodelled service on the site
- That following consultation on the future of services currently provided by BUPA at Gurney House, a report be presented to Health Scrutiny Panel in November for comment and to Cabinet in December 2012 for decision

10 **Background Papers**

Older People care home reprovion – option appraisal and consultation – report to Cabinet 24th September 2008

SLOUGH BOROUGH COUNCIL

REPORT TO: CABINET **DATE:** 16TH July 2012

CONTACT OFFICER: Mike Bibby – Assistant Director, Personalisation,
Commissioning & Partnerships

(For all enquiries) (01753) 875800

WARD(S): All

PORTFOLIO: Councillor Walsh – Health & Wellbeing.

PART I
KEY DECISION

**PROJECT TO ESTABLISH THE ACTUAL COST OF CARE RELATING TO
REGISTERED CARE SERVICES FOR SERVICE USERS OF ADULT SOCIAL CARE
PLACED IN SLOUGH AND OUTSIDE THE BOROUGH**

1 Purpose of Report

To present the fee proposals for 2012/2013 based upon the actual cost of care relating to Registered Care Services for service users of Adult Social Care placed within Slough and outside the borough.

2 Recommendations

The Cabinet is requested to resolve:

- (a) that the “floor” and “ceiling” usual costs of residential care, residential dementia care, nursing care and nursing dementia care be approved as outlined in the report. These are:

	Floor	Ceiling
Residential Care	£466.40	£541.40
Residential Dementia	£583.14	£658.14
Nursing Care	£599.72	£674.72
Nursing Dementia	£609.72	£684.72

- (b) that the total cost of the fee increases of £468,900 be approved as outlined in the report and as follows:
1. Increases agreed for physically frail / dementia clients with residential and nursing homes in Slough - £71,100
 2. Increases agreed / likely to be agreed for physically frail / dementia clients with residential and nursing homes out of borough - £47,800
 3. Increases agreed / likely to be agreed for clients with a learning disability, physical disability or mental illness - £350,000

- (c) that work proceeds with the providers to develop the quality standards to be achieved.

3 **Community Strategy Priorities**

- 3.1 Implementation of the recommendations of the project to establish the actual cost of care in Slough will contribute to the delivery of Community Strategy priorities as follows:

Health and Wellbeing

- Ensuring providers of care homes in Slough are able to deliver care services to our residents to the high standards and quality levels required

Economy and Skills

- Ensuring providers are paid at a level which sustains their business and rewards their workforce at levels which enable staff retention.

4 **Joint Strategic Needs Assessment (JSNA)**

The JSNA does not make specific reference to provider fee levels within Slough.

5 **Other Implications**

(a) Financial

Following the determination of the usual cost of care rates by the process outlined in this report, negotiations were held with each home to determine their individual increases for the current year. The negotiations were based on the following principles:

- where the current price being paid is below the floor, the price is increased to floor level;
- where the current price being paid is above the floor level, the price is increased by an inflation uplift or up to the ceiling level whichever is the lower;
- where the current price being paid is above the ceiling level, no increase is paid.

The additional costs arising out of this process are as follows:

1. Increases agreed for physically frail / dementia clients with residential and nursing homes in Slough - £71,100
2. Increases agreed / likely to be agreed for physically frail / dementia clients with residential and nursing homes out of borough - £47,800
3. Increases agreed / likely to be agreed for clients with a learning disability, physical disability or mental illness - £350,000

The total agreed or likely to be agreed increases is therefore £468,900 and this can be contained within the amount set aside for care fees inflation within the budget estimates for 2012-13.

(b) Risk Management

Risk	Mitigating action	Opportunities
<p>Legal A number of local authorities have had their fee decisions subject to judicial review and this was considered to be a high risk.</p>	<p>The process followed was a detailed consultative one with all providers being invited to presentation meetings in February, March and April. Comments and suggestions from providers were actively sought and acted upon as part of the process. Legal advice has also actively been sought and received from their involvement as part of the project team.</p>	<p>During the process we have built up a good relationship with our providers which will assist in the coming months when we look to introduce new contracts and a quality model which will refine the relationship between price and quality.</p>
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Financial	<p>The potential additional cost of this project was unknown at its commencement; provision for increases has been made in the budget for the current year on the basis of estimates for inflation and benchmarking from other exercises that were available.</p>	<p>All fee increases approved are to be back dated to 1st April 2012. The additional cost is within the sums provided for in the original budget.</p>
Timetable for delivery and Project Capacity	<p>External help was brought in (a) to manage and lead the project and (b) specialist advice sought from Ernst and Young regarding some technical elements of the process. Ernst and Young brought their experience from assisting other Council's through the same process and were able to advise on the calculation of the capital cost of care as well as the determination of the usual cost.</p>	<p>There is a need to complete the process as soon as possible in order to pay the providers the agreed rates from the start of the financial year. The process is required to be completed therefore by mid July 2012.</p>

(c) Human Rights Act and Other Legal Implications

Under section 21 of the National Assistance Act 1948 ("the Act") and the Directions made under it and LAC 93 (10), the Council has a duty to arrange accommodation for adults who by reason of age, illness or disability or any other circumstance are in need of care and attention.

The National Assistance Act (Choice of Accommodation) Directions 1992 allows the Council to fix a maximum amount or "usual cost" that it is prepared to pay for particular types of residential care. Paragraph 3(b) states that that the individual should be accommodated at a place of his choice (known as preferred accommodation) provided making arrangements at the individual's preferred accommodation would not require the Council to pay more than they would usually expect to pay having regard to the individual's assessed needs.

The Council is not obliged to set a maximum cost for care, but if no maximum cost for care is set by the Council, the Council can not restrict a person's choice of accommodation based on cost, and to do so would be unlawful.

The Council is required to pay the amount it usually costs to meet the individual's objectives set out in the needs assessment and care/support plan [less any means tested contribution]. The Council is not required to pay more than they would usually expect to pay, having due regard to assessed needs. More than one usual cost should be set where the cost of meeting specific needs is different.

The Government issued statutory guidance Local Authority Circular - LAC 2004 (20) on setting the usual cost of care under section 7A of the Local Authorities Social Services Act 1970. By section 7 of the Act 1970, the Council, in carrying its functions, must follow general guidance issued by the Government unless it has cogent reasons for departing from the guidance and if it does so, the Council must not take a "substantially different course" of action.

On the setting of care home fees, paragraph 2.5.4 of LAC 2004 (20) states:

"One of the conditions associated with the provision of preferred accommodation is that such accommodation should not require the council to pay more than they would usually expect to pay, having regard to assessed needs (the 'usual cost'). This cost should be set by councils at the start of a financial or other planning period, or in response to significant changes in the cost of providing care, to be sufficient to meet the assessed care needs of supported residents in residential accommodation. A council should set more than one usual cost where the cost of providing residential accommodation to specific groups is different. In setting and reviewing their usual costs, councils should have due regard to the actual costs of providing care and other local factors. Councils should also have due regard to Best Value requirements under the Local Government Act 1999."

In setting the usual cost of care, the Council is also required to pay due regard to Building Capacity and Partnership in Care issued by the Department of Health issued in October 2001. The guidance is referred to as "the Agreement between healthcare, housing and social care" It provides a framework for joint working between councils and providers when setting usual costs and principles so that there is a balance between the usual cost and the actual cost of providing care. The Agreement requires Council's commissioners when setting usual costs to take account of providers' current and future costs, as well as the factors that affect those costs such

as planned outcomes for residents and efficiencies. The Agreement requires commissioners of care to having clear strategies and consultation procedures and for providers to proactively engage with commissioners'. For example, providing a break down of the actual costs of care.

In summary therefore, in setting the usual cost of care,

- (i) the Council should pay due regard to the actual cost of providing accommodation in Slough as if resident and third party contributions did not exist.
- (ii) the Council's usual cost of care should be informed by the actual cost of care.
- (iii) More than one usual cost should be set where the cost of meeting specific needs is different; and
- (iv) There shouldn't be a significant disparity between the usual cost and the actual cost of care.

(d) Equalities Impact Assessment

An Equalities Impact Assessment has been undertaken. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken.

(e) Workforce

There are no workforce implications for Council employees.

6 Supporting Information

6.1 Background

- 6.1.1 The costs of most residential and nursing care placements in Slough have been set through prices agreed as a result of commissioning of services through block contractual arrangements implemented following tender exercises a number of years ago. In other cases 'spot purchases' of individual placements have been made and prices agreed on an individual case by case basis with reference to the Council's 'usual cost of care' rates. A decision is then taken annually on inflationary uplifts of care costs unless an agreed annual formula is set out in a contract.
- 6.1.2 During the last year there have been a number of instances of Judicial Review cases where Local Authorities have been successfully challenged on the rates they set for the 'usual cost of care' for residential and nursing care services. The 'usual cost of care' is the price stated by a Local Authority which will usually be paid for residential and nursing care placements for different categories of care.
- 6.1.3 In taking forward the Judicial Review cases, registered care home providers were seeking to challenge the fee rates set by some Local Authorities on the basis that Council fees did not reflect the actual costs of providing services. In particular there were cases taken against Local Authorities by home care providers where Pembrokeshire, Leicestershire and Sefton Councils were found to have set fee levels without **due regard** to the 'actual costs of care'.
- 6.1.4 The findings of these Judicial Reviews have made it clear that when setting care fees, Councils should consult widely with provider agencies to ascertain the "actual costs of care" and have due regard to them when setting their fee rates. These

cases and a subsequent one successfully defended by Neath/Port Talbot Council, made it clear that a meaningful consultation process with providers to identify actual costs of care should be undertaken and that Council's should pay due regard to these when setting the 'usual cost of care' fees.

- 6.1.5 However, the Neath and Port Talbot case also confirmed that a Council does not need to ultimately set fees at a level which corresponds with the 'actual costs' as it can take into account the Council's available resources, quality issues and future commissioning intentions when setting fees. The slide at Appendix A demonstrates the issues that can be taken into account in the fee setting process.
- 6.1.6 As regards the future commissioning intentions these have been outlined in the report "Residential and Nursing Care – future commissioning intentions and service provision", also on this agenda.
- 6.1.7 This report notes that during the last four years the general trends in residential and nursing care placements have been:
- A decline in residential care placements
 - Increased placements in residential elderly mental health (EMH) and nursing EMH
 - Nursing placements remaining relatively stable
- 6.1.8 These trends are expected to continue in the coming years. Future commissioning strategies will seek to ensure alignment between contractual commitments and these projected needs.
- 6.1.9 In summary therefore in order to set care fees for the present and future years and avoid running the risk of being challenged under a Judicial Review, the Council needed to:
- a) engage with providers and have a fully open and transparent consultation process;
 - b) make arrangements to collect the current **actual costs** of care from providers
 - c) from this process, determine the Council's "usual cost" for each category of care

6.2 The process undertaken in Slough.

- 6.2.1 In order to agree care fees with provider agencies locally and to set the 'usual cost of care' rates for 2012/13, the Council has undertaken a detailed consultation and information gathering exercise with all residential and nursing care providers in Slough.
- 6.2.2 All care home providers in the Borough were invited to meetings in February, March and April to inform them of this exercise and to consult with them on the proposed approach to establishing the 'actual costs of care' for each provider. This information has then informed the setting of the 'usual cost of care' rates.
- 6.2.3 A draft questionnaire and financial template were developed jointly with providers to gather information for this exercise and provider agencies were invited to comment on the methodology, questionnaire and template content and timescales for activity. Revisions were made to the questionnaire and template following comments

received from providers with the final version agreed at the providers meeting in April.

- 6.2.4 The questionnaire was circulated to all care providers in Slough on 10th April for completion and return by 11th May. In the event the following returns were received:

Residential Care – none out of five possible (0% return)

Residential Dementia – one out of four possible (25% return)

Nursing Care – four out of six possible (67% return)

Nursing Dementia - three out of five possible (60% return)

- 6.2.5 The approach taken to determine the actual cost of care in Slough following the consultation exercise is set out in the sections below.

Residential Care

- 6.2.6 As the Council did not receive any response or actual cost information from providers in this category, the approach taken to arrive at the usual cost was based on examination of what the Council currently pays. The weighted average cost (i.e. the total paid per week divided by the total number of residential beds) was found to be £525.63. To arrive at the usual cost of residential care in Slough for 2012/2013 the weighted average cost of £525.63 was increased by the published April 2012 CPI inflation rate of 3.0% to arrive at a usual cost of £541.40.

Residential Dementia (EMI) Care

- 6.2.7 Under this category the Council received only one return; this was insufficient to make reasonable calculations of the usual cost of care and so the same approach as for residential care placements was taken. The weighted average cost of the current placements is £638.97 and to arrive at the usual cost of residential dementia care in Slough for 2012/2013 the weighted average cost was increased by the published CPI inflation rate of 3.0% to arrive at a usual cost of £658.14.

Nursing Care

- 6.2.8 In this category the Council received returns from 4 homes. The costs were analysed, queries taken up with individual homes and adjustments made as and where appropriate. Costs were returned for last year (2011/2012) and the current year (2012/2013). The cost per bed breakdown by provider (anonymised) is shown at Appendix B. The weighted average cost per bed for the 4 homes is £674.72 for the current year. The summarised breakdown is shown in the table below.

NURSING CARE 2012/2013		Weighted Average	
DESCRIPTION	Cost per bed	£	%
STAFFING			
Nursing Care			
Total direct staff costs - nursing care	391.50		
Total indirect staff costs - nursing care	18.30		
Total Staffing Costs	409.80		61%
Premises	53.06		8%
Running Costs	93.40		14%
Total ongoing costs (before capital costs)	556.26		
Capital Costs	118.46		18%
Total ongoing costs (after capital costs)	674.72		100%

Nursing Dementia (EMI) Care

6.2.9 The Council received returns from 3 homes and again the costs were analysed, queries taken up with individual homes and adjustments made as and where appropriate. Costs were returned for last year (2011/2012) and the current year (2012/2013). The detailed cost per bed breakdown by provider (anonymised) is shown at Appendix B. The weighted average cost for the 3 homes is £684.72 for the current year. The breakdown is shown in the table below.

NURSING EMI CARE 2012/2013		WEIGHTED AVERAGE	
DESCRIPTION	Cost per bed		%
	£		
STAFFING			
Nursing EMI Care			
Total direct staff costs - nursing care	411.31		
Total indirect staff costs - nursing care	21.78		
Total Staffing Costs	433.09		63%
Premises	52.03		8%
Running Costs	90.28		13%
Total ongoing costs (before capital costs)	575.40		
Capital Costs	109.32		16%
Total ongoing costs (after capital costs)	684.72		100%

6.3 Quality Standards

- 6.3.1 The Council need to set both “floor” and “ceiling” rates in each category, the floor being the lowest level and the ceiling being the highest which would be paid to a home which not only meets all the 2002 Physical Environment (PE) National Minimum Standards but also achieves certain yet to be agreed quality standards. It is intended that a quality model is developed jointly with our providers over the coming months by which we can assure high quality services are delivered within the agreed budgeted rates. These issues will be part of the future commissioning strategy as proposed in the report “Residential and Nursing Care – future commissioning intentions and service provision” referred to above.
- 6.3.2 The templates returned and analysed in the nursing category represent 93% of beds that comply with the National Minimum 2002 PE standards and those in the nursing dementia category represent 92% of the beds. Whilst further work needs to be completed on the additional quality standards by which the homes will be assessed, the rates calculated above are the ceiling rates as they predominately come from homes compliant with the current standards. However a deduction does need to be made for homes which do not meet these minimum standards. A deduction that is consistent with that used in other care cost calculation models has been agreed at £75 per week.

6.4 Floor and Ceiling Rates 2012/2013

- 6.4.1 Consequently the recommended floor and ceiling rates are as shown in the table below:

Recommended Rates 2012/2013	Floor	Ceiling
	£	£
Residential Care	466.40	541.40
Residential Dementia EMI	583.14	658.14
Nursing Care	599.72	674.72
Nursing Dementia	609.72	684.72

6.4.2 The ceiling rate is therefore the (maximum) rate which the Council will pay for care to a home which is fully compliant with the 2002 PE National Minimum Standards and in addition meets the agreed quality standards.

6.5 Out of Borough Placements

6.5.1 As far as older people placements with out of borough providers are concerned, we have written to all the other authorities where we have placements to enquire as to their approach to awarding increases for the current year 2012/2013.

6.5.2 Out of 32 authorities contacted, we have had replies from 14 (44%) and in general increases have been awarded at fairly low rates (2.5% or less) with the exception of Devon County Council who have awarded an average increase of 7% following a consultation exercise. The current average cost of these 33 placements is £557 per week and an uplift in line with the CPI inflation index for April of 3% would cost £28,675 per annum. Consultation exercises are still ongoing in quite a number of authorities so it is difficult to be precise about the final cost outcome but based on the responses received so far it is estimated that an overall average cost increase of 5% would be the maximum i.e. a total cost of £47,800.

6.5.3 In terms of the remaining care categories of learning disabilities, physical disabilities and mental illness there have been relatively few requests for increases from providers to date and those that have been received have ranged from 0% to 4.5%. An inflation award of 3% to all placements (158 in total) would cost an additional £350,000 and this is assumed to be the likely additional cost for these placements.

7 Comments of Other Committees

This report was presented to Overview and Scrutiny Committee on 10th July 2012. Because of the short timescales involved between meetings, any comments from Overview and Scrutiny Committee will be reported verbally.

8 Conclusion

As a result of this project, the Committee are asked to agree the usual floor and ceiling cost of care rates for Slough for 2012/2013 in each of the four care categories of residential care, residential dementia care, nursing care and nursing dementia care.

The floor and ceiling rates have been used to determine the actual increases paid to providers in the current year based on their individual rates in relation to the floor and ceiling.

It is further proposed that over the coming months work is undertaken jointly with the providers to develop a quality model which when the defined standards are met, will enable them to progress to the ceiling rates. It is intended that the quality model

will also be used in the forthcoming commissioning process referred to in the report (paragraph 6.1.7).

The Cabinet is requested to resolve:

(a) that the “floor” and “ceiling” usual costs of residential care, residential dementia care, nursing care and nursing dementia care be approved as outlined in the report. These are:

	Floor	Ceiling
Residential Care	£466.40	£541.40
Residential Dementia	£583.14	£658.14
Nursing Care	£599.72	£674.72
Nursing Dementia	£609.72	£684.72

(b) that the total cost of the fee increases of £468,900 be approved as outlined in the report:

(c) that work proceeds with the providers to develop the quality standards to be achieved.

9 **Appendices Attached**

‘A’ - **DETERMINATION OF THE USUAL COST OF CARE**

‘B’ - **SUMMARISED COST PER BED FROM PROVIDERS**

10 **Background Papers**

‘1’ - letter from Berkshire Care Association dated 2 February 2012

‘2’ - Provider Consultation meeting on 1st February 2012 – presentation and minutes

‘3’ - Provider Consultation meeting on 27th March 2012 – presentation and minutes

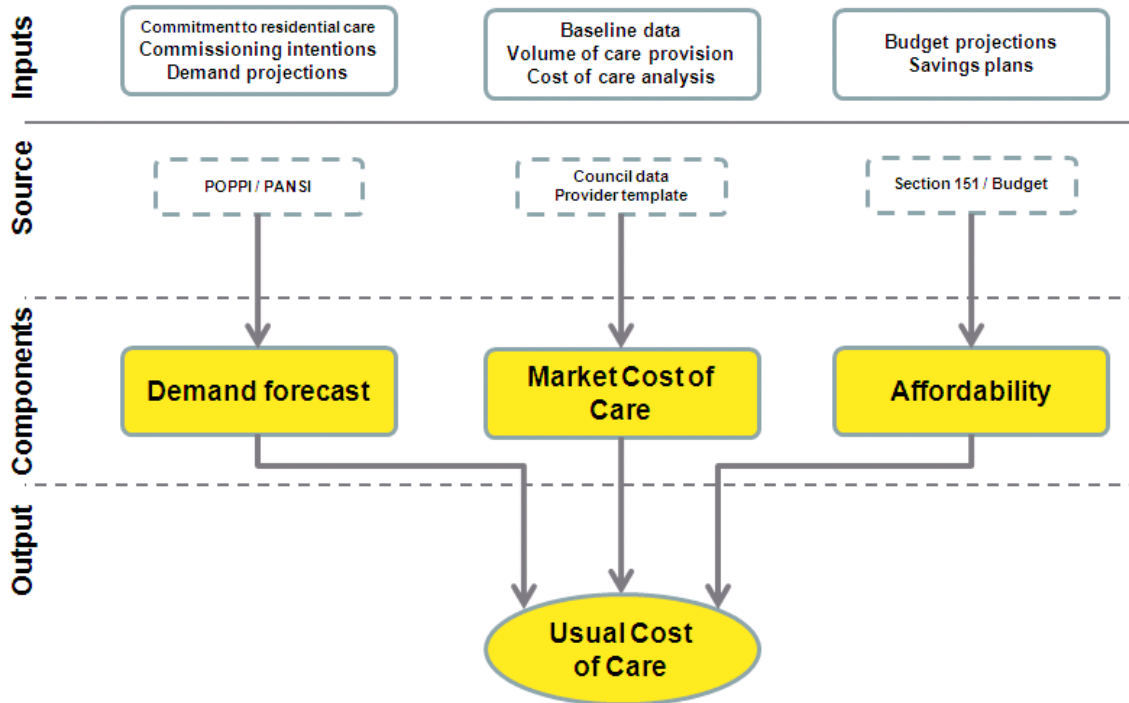
‘4’ - Provider Consultation meeting on 26th April 2012 – presentation and minutes

‘5’ - Questionnaire, Financial templates and guidance notes

‘6’ - Questions and responses to consultation

APPENDIX A

DETERMINATION OF THE USUAL COST OF CARE



APPENDIX B

SUMMARISED COST PER BED FROM PROVIDERS

1. Nursing Care

NURSING CARE 2012/2013	PROVIDER A	PROVIDER B	PROVIDER C	PROVIDER D	WEIGHTED AVERAGE
DESCRIPTION	Cost per bed £	Cost per bed £	Cost per bed £	Cost per bed £	Cost per bed £
Staffing					
Total direct staff costs - nursing care	398.46	361.90	413.05	374.32	391.50
Total indirect staff costs - nursing care	7.27	1.73	24.50	26.11	18.30
Total Staffing Costs	405.73	363.63	437.55	400.43	409.80
Premises	63.70	52.49	51.00	51.97	53.06
Running Costs	101.95	112.76	90.00	86.16	93.40
Total ongoing costs (before capital costs)	571.38	528.88	578.55	538.56	556.26
Capital Costs	154.42	141.66	98.08	112.32	118.46
Total ongoing costs (after capital costs)	725.80	670.54	676.63	650.88	674.72

2. Nursing Dementia

NURSING EMI CARE 2012/2013	PROVIDER A	PROVIDER B	PROVIDER C	WEIGHTED AVERAGE
DESCRIPTION	Cost per bed £	Cost per bed £	Cost per bed £	Cost per bed £
STAFFING				
Nursing EMI Care				
Total direct staff costs - nursing care	379.34	453.55	439.93	411.31
Total indirect staff costs - nursing care	26.25	1.73	25.33	21.78
Total Staffing Costs	405.59	455.28	465.26	433.09
Premises	51.97	52.49	51.33	52.03
Running Costs	86.16	112.76	90.00	90.28
Total ongoing costs (before capital costs)	543.72	620.53	606.59	575.40
Capital Costs	112.32	141.66	98.08	109.32
Total ongoing costs (after capital costs)	656.04	762.19	704.67	684.72

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th July 2012
CONTACT OFFICER: Tracy Luck, Head of Strategic Policy and Communications
(For all enquiries) (01753) 875518
WARD(S): All
PORTFOLIO: Finance and Strategy – Leader of the Council, Councillor Rob Anderson

PART I
KEY DECISION

CORPORATE PLAN 2012/13

1 **Purpose of Report**

To agree the Council's Corporate Plan for 2012/13, which sets out the Council's objectives and key work areas over the forthcoming year.

2 **Recommendation**

The Cabinet is requested recommend the Council to agree the Corporate Plan 2012/13.

3 **Community Strategy Priorities**

Priorities:

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

Cross Cutting themes:

Civic responsibility - the part that residents can play in delivering the Strategy and in improving Slough for the benefit of everyone.

Improving the image of the town – state how the report/proposal will link/contribute to improve the image and promote the many benefits of living and working in Slough.

The Corporate Plan's objectives will deliver all of the priorities and cross cutting themes of the Sustainable Community Strategy (SCS) (which will be delivered with partners) but the Corporate Plan also sets out Council's internal priorities dealing with such matters as finance and workforce development.

4 **Joint Strategic Needs Assessment (JSNA)**

The authority has a requirement to evidence reference to the JSNA in all policies, strategies, key decisions etc. The JSNA was used as part of the evidence base to develop the SCS and therefore the Corporate Plan which flows from the SCS is itself written in that context. The following JSNA priorities are of particular relevance:

- Reduce inequalities in health
- Improve the quality and availability of housing and environment for Slough residents
- Increase skills and employment opportunities
- Reduce violent crime, domestic abuse and sexual abuse
- Early intervention to reduce child poverty and improve child safety

5 **Other Implications**

(a) Financial

There are no specific financial implications although the Corporate Plan sets out a summary of the Council's budget. The Plan includes all of the Council's Gold Projects and other key activities and are monitored regularly by the Cabinet as part of the financial and performance monitoring report. Any new activities will be the subject of separate reports to Cabinet setting out their financial implications.

(b) Risk Management

Risk assessment and management has been or will be carried out for specific elements of the Plan, for example the Gold Projects. There are no specific risks associated with agreement of the Plan as a whole.

(c) Human Rights Act and Other Legal Implications

There are no human rights or other legal implications.

(d) Equalities Impact Assessment

EIAs have been or will be completed for the specific activities within the Plan. A separate EIA is not required.

6 **Supporting Information**

6.1 The Council's Strategic Plan 2009 – 2011 has now reached the end of its life. Following the agreement of the refreshed Sustainable Community Strategy (SCS) in 2011, a new Corporate plan has been drafted, which sets out the Council's own objectives over the next year, as opposed to the SCS which is a partnership document. Those objectives cover both external services and internal functions and have been summarised as:

1. Achieve value for money
2. Improve customer experience
3. Deliver high quality services to meet local needs
4. Develop new ways of working

5. Deliver local and national change
6. Develop a skilled and capable workforce

6.2 Detailed activity and statements about what will be achieved in 2012/13 is set out under each of these objectives

7 **Conclusion**

Cabinet are asked to recommend the Council that the Corporate Plan be agreed.

8 **Appendices Attached**

'A' - Draft Corporate Plan 2012/13

9 **Background Papers**

None other than previously published reports.

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REPORT TO: Cabinet **DATE:** 16th July 2012

CONTACT OFFICER: Kevin Gordon, Assistant Director Professional Services
(For all enquiries) (01753 875213)

WARD(S): All

PORTFOLIO: Councillor R Anderson, Leader of the Council and Commissioner for Finance and Strategy, and
Councillor S A Chaudhry, Commissioner for Performance & Accountability.

PART I
FOR COMMENT AND CONSIDERATION

PROJECT, PERFORMANCE AND FINANCIAL REPORTING FOR 2012/13

1. Purpose of Report

This report highlights the Council's overall performance from delivery of service to financial management covering the period up to and including May 2012 against the following key areas:

- i. Council's Gold Projects covering the period to 31st May 2012.
- ii. Performance Scorecard covering the period to 31st May 2012 (+Appendix A).

2. Recommendation(s) / Proposed Action

The Cabinet are requested to note and comment on the following aspects of the report:

- i. Project management
 - Note the current reported status of each Gold Project.
- ii. Performance Scorecard
 - Note the performance issues identified and highlighted.
- iii. Financial performance – revenue and capital
 - Note that a financial monitor report is not available. The First quarter monitor will be sent to members in July/August.

3. Key Priorities – Taking Pride in Slough and Making a Difference to Communities

The budget is the financial plan of the authority and as such underpins the delivery of the Council's key priorities through the financial year.

Budget monitoring throughout the financial year reflects on whether those priorities are being met and, if not, the reasons why, so Members can make informed decisions to ensure the Council remains within its available resources.

4. Community Strategy Priorities

This report indirectly supports all of the community strategy priorities. The maintenance of excellent governance within the council to ensure it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy and by ensuring good people and management practices are in place.

5. Other Implications

(a) Financial

These are contained within the body of the report.

(b) Risk Management

These are contained within the body of the report.

Supporting Information

6. Gold Project Update

The summary below provides an update on the Council's Gold Projects as at 31st May 2012. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided from page 4 onwards.

Please note that the highlight reports are submitted using a standardised format requested by the Chief Executive. The intention of this format was to ensure that the really pertinent points are drawn to attention, particularly any recommendations or requests that require supportive action to enable project delivery. Submitted Highlight reports have been notably shortened and condensed this month.

Monthly Period Summary

- This report covers nine Gold Projects in total, of which highlight reports have been received for each.
- Eight of the nine project Highlight reports received have been agreed and authorised by the Project Sponsors. Public Health Transition remains in draft format without formal approval been given due to the Project Sponsor unavailable as on leave.
- Of the nine submitted Highlight reports, five have been assessed to have an overall status of 'Green' and four as 'Amber'. For '*Issues and Risks*' four projects have been evaluated at 'Green' status, four at 'Amber' and one at 'Red/Amber'. For '*Timeline*' six have been evaluated at 'Green' status, three at 'Amber'. All projects are rated as 'Green' on budget. Details are provided in the table beneath.

Project Manager / Sponsor assessed status of Gold Projects as at 31st May 2012

	Gold Project Name	Timeline	Budget	Issues + Risks	Overall status	Sponsor authorisation status	Pages on this report
1	Britwell Regeneration	Amber	Green	Green	GREEN	Approved	4
2	Business Continuity	Amber	Green	Green	AMBER	Approved	5
3	Customer Focus Programme	Green	Green	Amber	GREEN	Approved	6
4	Delivering Personalised Services Programme	Green	Green	Amber	GREEN	Approved	7
5	Family Placement Service	Green	Green	Green	GREEN	Approved	8-12 (includes Appendices 1, 2 & 3)
6	Public Health Transition Programme	Green	Green	Red/ AMBER	AMBER	<i>Draft</i>	13
7	Safeguarding Improvement Plan	Amber	Green	Amber	AMBER	Approved	14-16
8	School Places in Slough	Green	Green	Amber	AMBER	Approved	17-18
9	Slough Local Asset Backed Vehicle ('LABV')	Green	Green	Green	GREEN	Approved	19

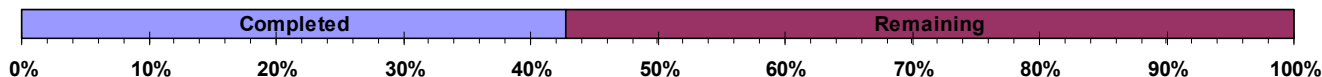
Britwell Regeneration			Project SPONSOR	John Rice	
Wards affected: Britwell& Haymill			Project MANAGER	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	GREEN	GREEN	06/06/2012
<i>Previous month</i>	AMBER	GREEN	GREEN	GREEN	03/05/2012
Project start date:	01/03/2011		Anticipated end date:	31/03/2018	
<p>A horizontal progress bar with a scale from 0% to 100% in 10% increments. The first 10% of the bar is shaded blue and labeled 'Completed'. The remaining 90% is shaded maroon and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Britwell Hub – Work commenced on site 27/02/12, detailed design and site preparation works progressing. 2. Regeneration Tender – Cabinet decision to appoint Countryside Properties as the preferred Bidder on 14/04/12. Discussions on the contractual relationship and preparations for submitting the planning application (later in 2012) progressed well and preferred bidder agreement waiting final sign-off. 3. Only 1 housing tenant left in Wentworth Flats with 3 in the Bridge. Contingency plans activated to safeguard the remaining tenants and protect the property from vandalism and theft. 4. One commercial tenant relocated. Work continuing to commence relocating three commercial tenants beneath Wentworth Flats to facilitate demolition by September 2012. 5. Planning and highways advice has determined that the Furniture Project to relocate into modular buildings at the r/o the Wentworth Shops is not viable for the remaining shops due to the restriction this would create on turning circles. Termination of tenancy now progressing. 6. Jolly Londoner/Car sales & Library sites (15 dwellings) – Francis Construction have commenced work on both sites. 7. Newbeech House Site (18 dwellings) - Francis Construction appointed – work commenced on site, but delayed by further archaeological investigations. 8. Scout & Guides Accommodation – Wernick appointed and planning permission obtained. Building construction commissioned with detailed site investigations undertaken and liaison with Building Control to agree the foundations to be used. Investigations have revealed more extensive foundations required but the detail is the subject of further analysis. These works have unexpectedly delayed this part of the project. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Seal the legal agreement to appoint Countryside Properties as the Regeneration preferred Bidder. 2. Britwell Hub construction continuing. 3. Jolly Londoner/Car sales & Library sites (15 dwellings) building work continuing. 4. Newbeech House Site (18 dwellings) building work continuing. 5. Further concentrated work to support commercial tenants relocations and the cessation of mobile phone licences (for aerials on the top of Wentworth Flats). 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Unable to appoint the preferred bidder for the Regeneration scheme. 2. Delay with delivering commercial housing due to economic downturn / housing market down turn. 					
Recommendations for CMT:					
To note the continuing progress with the project.					

Business Continuity			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Dean Trussler	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	GREEN	AMBER	08/06/12
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	16/05/12
Project start date:	July 2011		Anticipated Project end date:	End June 2012	
<p>A horizontal progress bar from 0% to 100%. The bar is divided into two sections: a blue section labeled 'Completed' which extends to approximately 95%, and a red section labeled 'Remaining' which covers the final 5%.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ul style="list-style-type: none"> • Risk workshops conducted for two specific significant risk areas (customer service centre and major events) and then technical and operational risks. • Agreed that Service BC Plans will be focused at 'service' level to ensure they remain relevant after any reorganisation process. • Revised target date for production of draft Service BC plans agreed with KPMG – 22 June 2012. • Initial Audit meeting held and documents provided to RSM Tenon. 					
Key activities / milestones scheduled for next period:					
<ul style="list-style-type: none"> • BIA reports to be written up and included in draft Service BC plans. • Each service to consider reports and offer amends and updates to be agreed with KPMG. • Final Service BC plans to be signed off by each service. • KPMG to arrange for briefing and training of Emergency Planning officer for future updates to Business Continuity Plans ('BCPs'). • Emergency Planning Officer to update SBC Emergency Plan. • IT Service Manager to draft IT Disaster Recovery Plan to support Service BCP's. 					
Key issues of risk / obstacles to progress:					
<ul style="list-style-type: none"> • Reduced communication and delay from KPMG Consultant. • IT Disaster Recovery Plan needs urgent development by SBC IT Service Manager to complement BC project. • Limited resource is busy with other significant projects which take priority at this stage – e.g. preparation for the Olympics. 					
Recommendations for CMT:					
<ul style="list-style-type: none"> • To accept draft Service BC plans delivery date of 22 June 2012. • To arrange to consider the draft plans after service managers have amended them and prior to acceptance. • To task Emergency Planning Officer with an update of the SBC Emergency Plan. • To task the IT Service Manager to draft IT Disaster Recovery Plan. • To acknowledge input into BC audit. 					

Customer Focus Programme			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Judith Davids/ Mohammed Hassan	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	01/06/2012
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	30/05/2012
Project start date:	17/02/2011		Anticipated Project end date:	31/03/2013	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in <i>this</i> period:					
<ol style="list-style-type: none"> 1. Testing of the reporting functionality within CRM Oracle on Demand highlighted some additional considerations. Further testing will be completed by early June ready to produce system reports by the middle of June. 2. The request for interim development work to the Syntellect IVR telephony system at the customer service centre has now been approved. Work will start in June. 3. Meetings have been held with the former Public Protection managers to agree the transfer of work. Follow-up work looking into call trends and the detail of this has been conducted by Business Analysts. 4. Meetings have been held with Enterprise to explore the option of taking over their calls. We are awaiting visibility of the existing contract details from Neil Aves before progressing any further with this. 5. A meeting was held with Registrars to agree a formal hand over of the death notification Tell Us Once process. It was agreed minor changes to the process were required before final hand over to Registrars in early August. The benefits realisation report recommendations have been reviewed and additional advertising and publicity is planned from the 3rd August 2012. 6. A communications plan has been agreed with Comms to help raise the profile and successes of the programme to date, with a monthly update in grapevine. 7. Following a Service Review Meeting with Arvato, a revised training plan for Council Tax advisors at My Council has been agreed. This will be reviewed in three months time. 					
Key activities / milestones scheduled for <i>next</i> period:					
<ol style="list-style-type: none"> 1. Produce system reports from Oracle on Demand Analytics. 2. Commence work on the interim Syntellect telephony reconfiguration. 3. Finalise detail of work to be transferred from the previous Public Protection teams. 4. Compile a report to highlight where and how savings have been achieved through the customer focus programme. 5. Progress the Clicktools decision making tool work as a priority. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 1. Implementation of Clicktools has been delayed due to a lack of clarity/agreement regarding the Triage service questions. The team will be arranging a further meeting to resolve this. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. To note level of progress achieved and risks identified. 					

Delivering Personalised Services Programme			Project SPONSOR	Jane Wood	
Wards affected: All			Project MANAGER	Mike Bibby & Sally Burton	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	31/05/2012 Period of final report will be 1-30 May 2012
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	30/04/2012
Project start date:	01/07/2011		Anticipated Project end date:	31/03/2013	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<p>The Gold Project comprises a number of strands of work which together; increase choice, control and flexibility of services available locally so individuals can use personal budgets and direct payments to tailor their support to maximise independence and meet personal outcomes; reduce the dependency on residential and day care provision to more community based services, employment and volunteering opportunities; protect and safeguard vulnerable adults; commission new flexible services (including preventative services) that deliver value for money and PPRG savings; improve customer experience.</p> <ol style="list-style-type: none"> Hourly rate for existing providers of domiciliary care negotiated from £16.50 to £15.50 an hour, saving £180,000. First performance report received from Gateway (information, advice and advocacy service) covering November 2011 to March 2012. Total number of new referrals during the period was 1,693 and outcomes monitoring is being collected and will be presented at a future SMT. Floating support tender awarded to two providers. Mystery Shopping exercise report with First Contact and Assessment received and recommendations being reviewed by Managers. Overall a very positive report; to be reported to Executive Board in June when second report on follow-up calls to people signposted to other services will also be available. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Complete service user transition risk assessment for new floating support service. Operation of new contract planned from 1st July 2012. Recruit service users to participate in personal budgets focus groups developed and facilitated by LINK. Options for linking supporting people into employment/ volunteering services with day services where opportunities to maximise independence and involvement in the community become the preferred choice, with intensive support where needed. Voluntary Sector prevention funding – decision on contract award. Mystery Shopping reports and improvement plan presented to Executive Board. “What Good Looks Like” SSAPB information for residents distributed. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> Identifying suitable housing options for people with learning disabilities to bring people placed out of the borough closer to home and forward plan support for young people in transition to maximise independence. Continuing Health Care process issues leading to financial pressures where cases are disputed or delayed by the NHS. 					
Recommendations for CMT:					
Prioritise identification of local housing options for people with LD, essential to delivering PPRG savings.					

FPS Gold Project			Project SPONSOR	Clair Pyper	
Wards affected: All			Project MANAGER	Jill Forrest	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	01/06/2012
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	11/05/2012
Project start date:	19/10/2011		Anticipated Project end date:	31/03/2013	



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

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

Project Management

Carer applicants of all types are progressing through their assessment processes and the outcomes are being tracked monthly through the accompanying charts at Appendix 1.

Strand leads continue to work on activities as agreed.

Placement and Care Planning Tracking is based on the monthly cycle of data about our Children Looked After and their care planning and placement needs.

Fostering Fortnight took place from 14th May 2012 and a number of fostering marketing activities took place including having one of the staff playing the role of Freddie the Fostering Teddy at a promotional event in Slough Centre.

Finance

The budgets of the FPS Gold Project and Core Family Placements Service are being managed effectively by the Project Manager with support from the Finance Officer.

The Outcomes for Children and financial progress against targets tracking system has been developed by the Project Manager with support from the Finance Officer. This tracks the outcomes for children moving out of care to Forever Families and the financial changes to the cost per week per child.

Please see Appendix 2 for summary financial information.

Between 1st of September and the 31st of May 2012:

- 23 children have moved to their Forever Families through Special Guardianship Orders, Residence Orders or placements with prospective adopters reducing their collective weekly placement costs from £8737.84pw to £2558.78pw.
- 4 children have been placed in newly approved foster homes that would otherwise be in new IFA placements, saving collectively £1606.04pw.

Key activities / milestones scheduled for next period:

Recruitment

1. Decision to be made about fixed term recruitment and retention post.
2. Appointment of temporary Placements Social Worker to be made if references satisfactory.
3. Appointment of temporary Adoption Social Worker to be made if references satisfactory.

Special Recruitment Project

1. Further advertising to take place.
2. 3 school age sibling pairs are about to be matched with LT foster carers (2 IFA and 1 Slough) with a view to SGO in the future.
3. Slough foster carers currently expressing interest in obtaining SGO for Slough sibling pair (school age).

4. IFA foster carers have been assessed for SGO on Slough sibling pair (school age) awaiting the submission of court application.
5. Further contact/initial visits with 2 potential applicants to discuss their current situations.

Core Adoption

- 14 adopter assessments under way and 2 on hold.
- Match for sibling group of 2 Slough children with adopters from another LA to be presented to June panel.
- 1 potential match with Slough adopters and Slough child.
- 1 set of adopters put forward for West Berks Prep course (June 2012).
- 7 adopter assessments to allocate (1 x foster carer wanting to adopt).
- Additional worker appointed to carry out assessments.

Fostering

- Home from Home prep group started in May with 8 potential families.
- Launch of 'Children's Guide to Fostering DVD filmed by young people in the Children in Care council on 8th June.
- Joint fostering panel and service training arranged for 26 June.

Commissioning

- Review need for 16-19 accommodation and draft business case.
- Finalise draft of SBC placements procedure manual from new IFA contract guidance.

Marketing

See Appendix 3

Key issues of risk / obstacles to progress:

Placement Tracking and Commissioning

Departure of placements social workers causes lack of continuity. Both placement social workers have resigned due to personal issues unrelated to the project, however this has put additional pressure on the service. This has been overcome by recruiting to one post, and plans to recruit to the second.

Special Recruitment Project

Most applicants are Slough residents so may not be suitable for Slough children assessed as needing placements away from the borough. 2 potential applicants have dropped out following recruitment due to suitability, housing and family matters. 1 further assessment is on hold; and another delayed due to the need for rehousing for a Slough applicant. Further advertising about to take place to promote additional applications.

Core Adoption

Core adoption workers are family finding for 74 children, and therefore have a limited capacity to finalise current assessments within timescales and take on further assessments. Risk mitigated by agreement to recruit additional worker and split workers between family finding for children and adoption assessments.

Recommendations for CMT:

Additional Information

Appendix 1

Family Placement Service Activity FPS Gold Project Update Report 1st Sept 2011 to 31st May 2012

Appendix 2

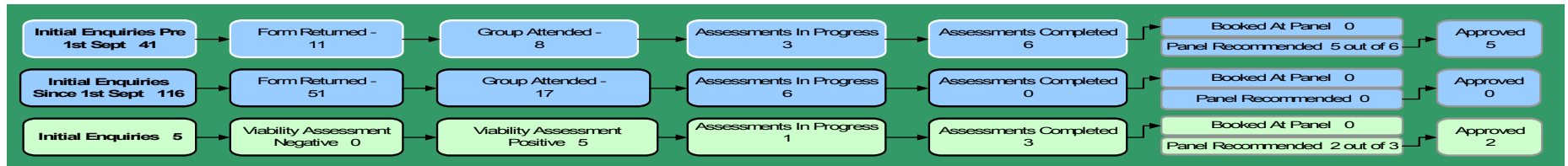
FPS Gold Project: Outcomes for Children and Financial savings tracking 1st Sept 2011 to 31st May 2012

Appendix 3

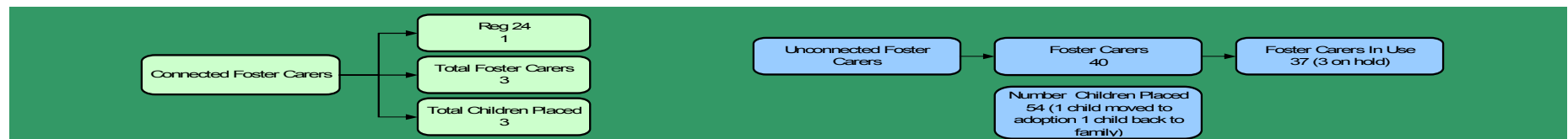
Marketing activity for May 2012

Appendix 1: Family Placement Service Activity FPS Gold Project Update Report 1st Sept 2011 to 31st May 2012

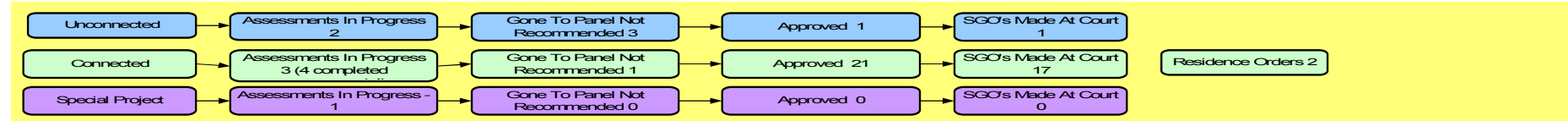
Fostering Assessments current position in the process on 31st May 2012 (Counts Households)



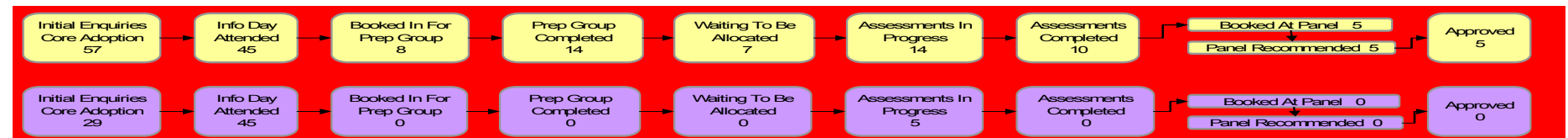
Approved Foster Carer Households At 31st May 2012



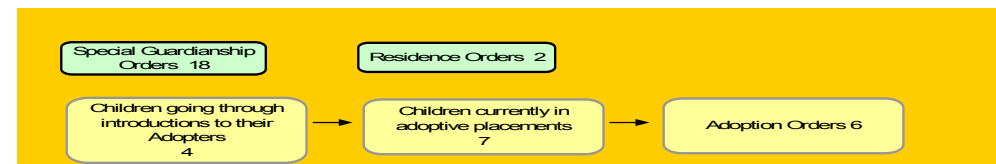
SGO Stats on 31st May 2012 - Assessments progressed since 01/09/11 (Counts Children)



Adoption Stats On 31st May 2012 Assessment Progress since 01-09-2011(Counts Households)



Outcomes for children since 1-9 2011 (Counts children)



Appendix 2: Outcomes for Children and Financial savings tracking 1st Sept 2011 to 31st May 2012

FPS Gold Project - Outcomes for Children and Financial Savings- Tracking from 1st September 2011 to End May 2012											
Moving Children out of care to Forever Families											
Target Output	Number of Children moved	Costs							Actual Savings		
		LAC Care Package Cost	projected cost(Full year effect) when LAC	Proposed Cost	Cost of Adoption SGO/RO Allowance	Cost of Adoption SGO/RO Allowance (Full year Effect)	Units	Savings (-) /Additional Cost (+) Per Unit	Savings (-) / Additional Cost (+) (Full Year Effect)	Actual Savings (-) / Additional Cost (+) (2011/12)	Actual Savings (-) / Additional Cost (+) (2012/13)
		(average weekly unit cost)	£	(average weekly unit cost)	£	No.	£	£	£	£	£
Children cease to be looked after / moved to allowances - adoption / SGO											
TOTAL NEW IN HOUSE ADOPTIVE PLACEMENTS	1	£656.53	£34,139.56	£0.00	£0.00	£0.00	£0.00	£-34,139.56	£0.00	£-32,169.97	£-34,139.56
TOTAL OF SPECIAL RECRUITMENT PROJECT	1	£916.00	£47,632.00	£334.49	£17,393.48	£0.00	£-581.51	£-30,238.52	£0.00	£-26,749.46	£-30,238.52
TOTAL NEW PURCHASED ADOPTIVE PLACEMENTS	6	£2,889.20	£150,238.40	£651.38	£33,871.76		£-2,237.82	£-116,366.64		£-106,837.64	£-116,366.64
Children cease to be looked after, moved to allowances - SGO											
TOTAL CONVERSION OF LT FOSTERING (Unconnected)to adoption and SGO	1	£377.38	£19,623.76	£363.98	£18,926.96	£0.00	£-13.40	£-696.80	£-93.80	£-696.80	£-696.80
TOTAL CONVERSION OF CONNECTED FOSTERING TO ADOPTION & SGO	14	£3,898.73	£202,733.96	£1,208.93	£46,159.17	£0.00	£-2,689.80	£-139,869.60	£-35,180.98	£-138,282.60	£-139,869.60
TOTAL CONVERSION OF ALLFOSTERING TO ADOPTION & SGO	15	£4,276.11	£222,357.72	£1,572.91	£65,086.13	£0.00	£-2,703.20	£-140,566.40	£-35,274.78	£-138,979.40	£-140,566.40
Total Children moved to Forever Families	23	£8,737.84	£454,367.68	£2,558.78	£116,351.37	£0.00	£-5,522.53	£-321,311.12	£-35,274.78	£-304,736.47	£-321,311.12
Reducing the cost of placements and move down care continuum											
Target Output		Costs					Potential Savings				
		Cost of Care Package if IFA had been needed (Unit cost)	projected cost (Full year effect) if IFA had been needed	LAC Care Package Cost	Cost of Care Package In House (Actual Cost)	projected cost (Full year effect) In House	Units	Savings (-) /Additional Cost (+) Per Unit	Savings (-) / Additional Cost (+) (Full Year Effect)	Potential Savings (-) / Additional Cost (+) (2011/12)	Potential Savings (-) / Additional Cost (+) (2012/13)
Reducing the cost of placements - move down care continuum - supported lodgings											
TOTAL NEW SUPPORTED LODGINGS		£0	£0	£0	£0		£0	£0	£0	£0	£0
Reducing the cost of placements - increase internal fostering											
TOTAL of Savings on IFA costs which would otherwise have been incurred	4	£2,944.00	£153,088.00	£1,337.96	£69,573.92	£4.00	£-1,606.04	£-83,514.08	£-803.02	£-81,908.04	£-83,514.08
TOTAL saving on Placement Cost		£2,944.00	£153,088.00	£1,337.96	£69,573.92	£4.00	£-1,606.04	£-83,514.08	£-803.02	£-81,908.04	£-83,514.08
TOTAL SAVINGS ON PLACEMENTS AND ALLOWANCES		£11,681.84	£607,455.68	£3,896.74	£185,925.29	£4.00	£-7,128.57	£-404,825.20	£-36,077.80	£-386,644.51	£-404,825.20

Appendix 3: FPS Gold Project: Marketing activity for May 2012

General

- Childminders – meeting with SBC staff responsible for childminders to explore mutual areas of working.
- Play Day – August – organising a presence at this Slough event.
- Children's Centres - meeting with SBC staff responsible for children's centres to explore mutual areas of working.
- Overall promotional activities – including rework editorial schedule for advertorials to tie in with FPS activities in the coming months, leaflet drops, distribution.

Adoption

- New promotional campaign to focus on recruitment for older children.
- Impact from meeting from Countywide Recruitment of Adopters (13/3/2012) held at Reading to be discussed.

SBC and Inter-Local Authority Working

- See above.

Fostering

- Children's Guide to Fostering - Official Film Launch 8th June @ the West Wing

SBC: Connected Persons/Friends and Family

- Meeting June 18th – debrief and future activities?

Supported Lodgings

- Official Launch 23 June – Slough.

Home from Home

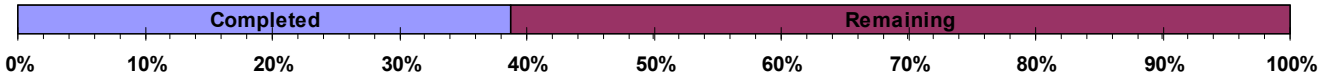
- Variety of carers. Interviews to be done. Artwork and for adverts to be organised.

Berkshire-wide Activities

- September activities planning meeting.

Public Health Transition		Project SPONSOR		Jane Wood	
Wards affected: ALL		Project MANAGER		Stuart Brown	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	RED / AMBER	AMBER	11/06/2012
<i>Previous month</i>	RED	GREEN	RED	AMBER	14/05/2012
Project start date:	Jan 2012		Anticipated Project end date:	31/03/2013	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Agreement of the single DPH model for PH in Berkshire. 2. New model for PH in UA's developed and proposed for agreement at June Transition Board. 					
Key activities / milestones scheduled for next period:					
<u>EMBARGOED UNTIL 13/06/2012</u>					
<ol style="list-style-type: none"> 1. Consultation and recruitment of the Director of Public Health for Berkshire. 2. Consultation and recruitment of the ADPH roles for Unitary Authorities. 					
Key issues of risk / obstacles to progress :					
See Programme Risk & Issues Log following transition board meeting or CMT.					
Recommendations for CMT:					
None.					

Safeguarding Improvement Board			Project SPONSOR	Clair Pyper	
Wards affected: All			Project MANAGER	Keren Bailey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	08/06/2012
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	30/04/2012
Project start date:	June 2011		Anticipated Project end date:	2013	

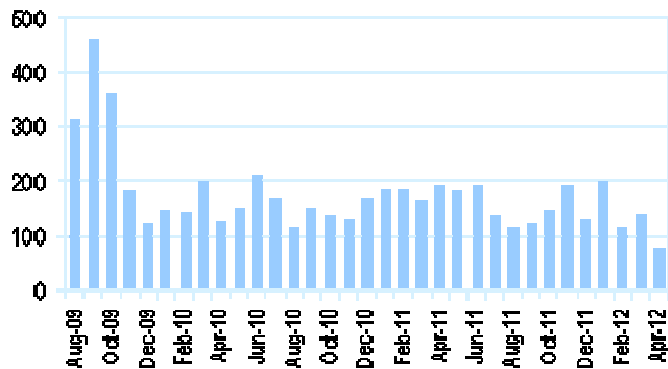


Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

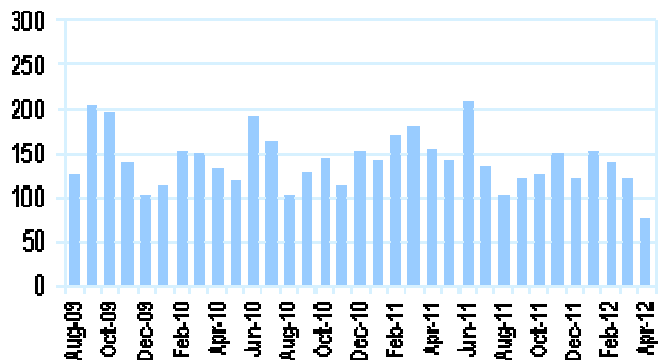
Key performance information

Volume

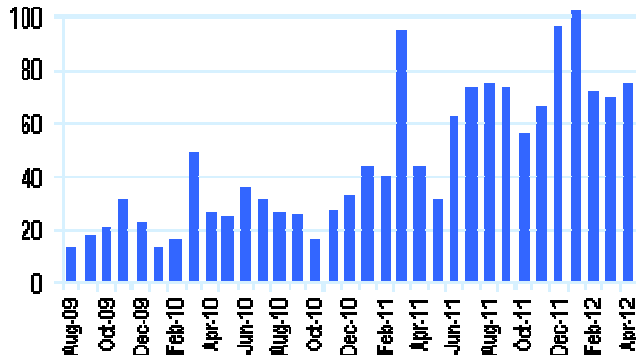
Referrals per month



Number of Initial Assessments Completed



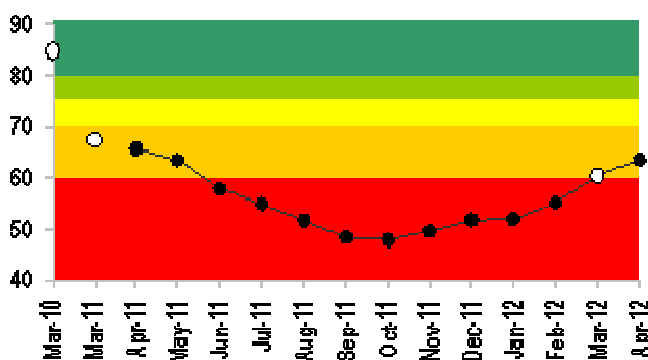
Number of Core Assessments Completed



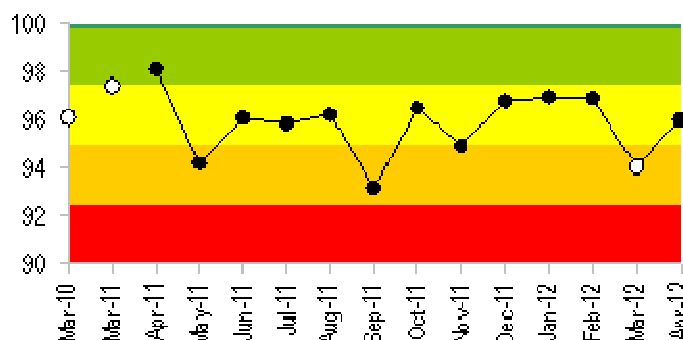
Current data shows that referrals are decreasing, with higher levels of work being dealt with by the Early Response Hub. The impact of rigorous work on thresholds is being demonstrated in the decreasing number of initial and core assessments completed. Further work will take place over coming months to check whether this demonstrates a trend.

Timeliness

NI 66: Timeliness of Core Assessments



NI 67: % of CP conferences held within timescale



The volume of core assessments has increased over the course of the last year. The timeliness of core assessments is increasing month by month, with a gradual impact on the annual rolling average. Corrective actions and assiduous performance information have resulted in improved performance. This will continue to be monitored through the weekly checkpoint reports.

The number of children on child protection plans has increased by 49 over the last year. All children should be reviewed within timescales, within 3 months of becoming subject to a Child Protection Plan; and every 6 months thereafter. The current performance is below the required 100% as over the course of the year Review Conferences on children from three families have been held shortly outside the six month deadline. A corrective action plan is in place to address this.

Quality

Audits	Good (Outstanding)	Adequate and above	Not adequate
December 2011	10% (0%)	62%	38%
February 2012	50% (0%)	86%	14%
March 2012	37%	79%	21%

There is a programme for internal audits carried out by managers, and an external auditor checking and verifying audits. The February results show the impact of cases already audited with remedial action taken – these cases were re-audits. Those cases that were assessed as ‘not adequate’ did not meet the required standards for management oversight and supervision outlined in the Quality Assurance Framework. The training programme which started in March has a heavy emphasis on training in both these areas for managers. Further audit work will focus on these areas.

Key activities completed / milestones achieved in this period:

- Consultation on the new structure for Children’s Social Care has been completed and feedback from staff distributed and incorporated in the plans for recruitment and induction.
- A recruitment plan is in place and a new recruitment campaign started on June 7th, to attract Heads of Service, Practice Managers and Consultant Social Workers. Assessment Centres and interviews will take place in July, so that appointments can start from September onwards. The next recruitment campaign will start in September based on the outcomes from the June campaign.
- Kitty Ferris, the new Assistant Director Children, Young People and Families, is expected to start on 23rd July.
- Tim Loughton MP, Parliamentary Under Secretary of State for Children and Families, visited Slough on 17th May and spoke with front line social workers, managers, partners, Directors, the Leader of the Council and Commissioner for Education and Children. Informal feedback has been positive and the formal progress review meeting has been deferred until September. The main concerns identified was associated with the move to the new structure and the risks associated with that; and the sustainability of the improvement work. These risks have been discussed fully by the Improvement Board and robust

plans are in place.

- The Interim Quality Assurance Manager has now started and is beginning work to identify further action needed to continue to develop work on the Quality Assurance Framework and embed change with all staff.
- The Improvement Board met on the 28th May and notes the progress demonstrated through the Improvement Plan. The meeting focused on partnership working and further work is now needed to take forward the ideas generated.
- The Board considered the latest audit report, covering January – March 2012, which showed significant improvement in all but one area. Further work to strengthen management oversight and supervision has been put in place and we expect to see improvements showing next month.

Key activities / milestones scheduled for next period:

- Advertisements in a range of publications, a dedicated recruitment site and a lunch for temporary staff to encourage conversion to permanent contracts.
- Formal feedback from the Minister.
- Agreement on the date of the Peer Review allowing preparation to begin.
- Event for schools to encourage Head Teachers to engage with Early Intervention and release front line staff to be trained on effective practice being implemented by some schools.

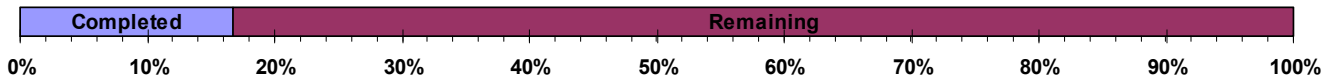
Key issues of risk / obstacles to progress:

- These are associated with the transition to the new structure and the potential inability to attract suitable applicants or to appoint. The Bridging Strategy will help to ensure that existing interim staff are retained until the new structure is staffed adequately.
- There are also risks associated with a lack of knowledge transfer, loss of performance during the transition and undermine of partner relationships.
- The risks have been fully considered by the Improvement Board and mitigating actions are in place.

Recommendations for CMT:

- N/A

School Places In Slough April 2012 – March 2013			Project SPONSOR	Clair Pyper	
Wards affected: All			Project MANAGER	Robin Crofts	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	AMBER	01/06/2012
<i>Previous month</i>	GREEN	GREEN	AMBER	AMBER	11/05/2012
Project start date:	April 2012		Anticipated Project end date:	March 2013	



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

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

1. Primary

The objective for the period April 2012 to March 2013 is to provide sufficient places for reception applicants in September 2012 and places for new arrivals in all year groups. The number of applications received for reception places in September 2012 was 2191 by the closing date, or the equivalent of 73 classes. There are the equivalent of 75.6 classes available (2267 places) based on schools' current admission numbers. It is forecast that late applicants will fill the spare capacity by early autumn and by March 2013 the equivalent of 78 classes will be required. Further expansion will be required to meet this demand before March 2013. There are currently places available in all other year groups.

Approved expansion projects are proceeding as planned at the Town Hall, Montem Primary, Priory Primary (Phase 2), Castleview (Phase 2), Lynch Hill (Phase 2) and Penn Wood (Phase 1). Expansion projects are split into 2 phases. Each expanding school is provided with 3 infant classes in the first phase and 3 years later, with 4 junior classes to complete the expansion project. This approach creates some unoccupied classrooms while the larger year groups work their way through the school, but fewer than would be the case with single phase expansions.

Some schools could temporarily admit beyond their published admission number using these unoccupied classes, but this can cause educational and organisational problems for Headteachers and will mean a shortfall of classes at a future date for individual schools. The table below shows the current and forecast demand for places for the next 3 years and also the number of unoccupied classrooms in all year groups based on current expansion plans.

Year	Reception classes available based on current approved projects	Forecast number of reception classes required	Number of unoccupied classrooms across all year groups	Number of schools with unoccupied classrooms
2012-2013	75.6	77.6	32	10
2013-2014	75.6	78.6	42	10
2014-2015	75.6	79.6	33	12

2. Secondary

The objective for the period April 2012 to March 2013 is to provide sufficient places for year 7 applicants in September 2012 and places for new arrivals in other year groups.

The number of applications from Slough residents for secondary school places for September 2012 increased by 51 compared to 2011. There were also more applications from parents living outside Slough for places at Slough schools and only a slight increase in the number of Slough residents applying for places in schools outside Slough. Despite the increase in pressure on places in Slough schools, all Slough residents were offered a place on the 1st March. The number of late applications will be monitored between now and September. There was some pressure on places in the current year 10 but this appears to be

reducing. The new Burnham Park e-ACT Academy has indicated that it intends to work closely with Slough LA to admit pupils from the Slough area, so this should provide some additional capacity during 2012-13.

Planning for increased demand in 2013 and 2014 is underway. A Prior Information Notice has been published for the Wexham School expansion in the European Journal and it has been agreed in principle with the school that additional places can be available if required from September 2013, although the construction work would not be complete. Slough and Eton CE School has submitted a capital bid for funding to expand their admission number to 180 from 165 and they have informally increased their intake for September 2012. At least 3 Secondary Free School applicants were invited to the interview stage of the national bidding round and all have now been interviewed.

3. SEN

Architects have been appointed to prepare an options appraisal and outline design for the Haybrook College expansion project (both PRU and special places).

A strategy has been prepared for expanding SEN places across the primary and secondary sector by adding SEN units at existing schools. Following consultation with schools, new SEN resource units are proposed to open in 2012-13 at Slough and Eton CE School, Baylis Court Nursery, Slough Centre Nursery, Godolphin Infant School, Castlevew Primary School and Priory Primary School. SEN building projects are linked to existing expansion projects where possible.

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

1. Awaiting outcome of secondary Free School applications
2. Holding discussions with 2 primary schools for expansion in 2012-13 and seeking project approval from the Capital Strategy Board
3. Tenders to be issued for an architect/consultant for the Wexham expansion project
4. Tenders to be issued for modular classroom suppliers for the SEN expansion projects

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

1. All pupils continue to be offered a school place. The pressure in year 10 appears to be reducing. Places are available outside Slough in secondary and special schools and transport can be arranged where pupils are eligible. This is not a practical solution for primary places and new expansion projects can therefore be required at short notice.
2. There is a risk that the current Free School applications will be unsuccessful with implications for meeting demand in 2014 and beyond.

The demand for school places and the supply of school places is extremely fluid and depends on a number of factors. These include the number of applications received, which varies on a weekly basis, and the number of places vacated as families move their children. It is complicated by movements of pupils in and out of Slough, changes in parental preference for specific schools and for secondary year 7 places, the proportion of Slough applicants who are successful in the 11+ test. There are also underlying trends linked to birth rates and inward migration. The process of placing children is ongoing and the objective is to maintain a small surplus of places so that supply just exceeds demand. Close monitoring of all these factors should allow this.

Recommendations for CMT:

None

Slough Local Asset Backed Vehicle ('LABV')		Project SPONSOR		Julie Evans	
Wards affected: ALL		Project MANAGER		John Rice	
	Timeline	Budget	Issues & Risks	OVERALL status	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	06/06/2012
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	03/05/2012
Project start date:	19/09/2011		Anticipated Project end date:	31/12/2012	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> Continued but more focussed dialogue with the Bidders. Meetings held to consider planning, education, leisure, stakeholders of the CURVE, commercial meetings on the legal agreements and financial modelling. Financial advisors commissioned to prepare the SBC baseline assessment to support Section 123 (LG Act 1972) assessment of Bids. Further progress made with the form of contracts, ID the need for a new contract between SBC and the LABV for the construction of the CURVE. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Continued but more focussed dialogue with the Bidders. Financial advisors to prepare the SBC baseline assessment to support Section 123 (LG Act 1972) assessment of Bids. Draft final tender to be prepared. Close dialogue (early July) and issue final tender. 					
Key issues of risk / obstacles to progress:					
A comprehensive risk log is available on request.					
Recommendations for CMT:					
<ol style="list-style-type: none"> To note the good progress being made. 					

7. Performance scorecard update

The summary below provides an update on the Council's key Performance indicators in the period up until to 31st May 2012, and should be read in conjunction with the Council Scorecard attached as **Appendix A** to this report. Note that this means some indicators have now been finalised for the 2011-12 year, whilst for others the finalised full-year position remains to be ascertained whilst validation checks continue.

The Slough vision for the overall population outcomes we and our partners seek to achieve is now enshrined in the refreshed Sustainable Community Strategy, and the underlying performance indicator framework, action planning and the development of a specific plan to address Slough Borough Council's contributions to the Strategy are in progress. The scorecard content and format is under review to ensure the correct priority measures are monitored and managed throughout the coming year.

7.1. Key People Measures

All People Measures are now provided by our transactional service partner Arvato. Significant work and investment is being undertaken by them to improve the quality and timeliness of management information, as such we expect the quality and availability of information about the council's establishment and the key reporting areas to improve over the life of the contract. Statistics for final quarter of 2011-12 were recently reported in full to the Employment & Appeals Committee on 28th June 2012.

At March 2012, the total number of staff employed by the council across all directorates stood at 1,521 which is a decrease of 150 (or 9%) on the position at March 2011. This represents a total of 1286.9 'Full Time Equivalents' ('FTE'). There were also 307 vacant posts reported at the end of March 2012 – a reduction of 108 vacancies or 26% compared to the position one year ago. The total 'headcount' of staff on the establishment (those in post plus vacant positions) now stands at 1,828 compared to 2,043 in March 2011.

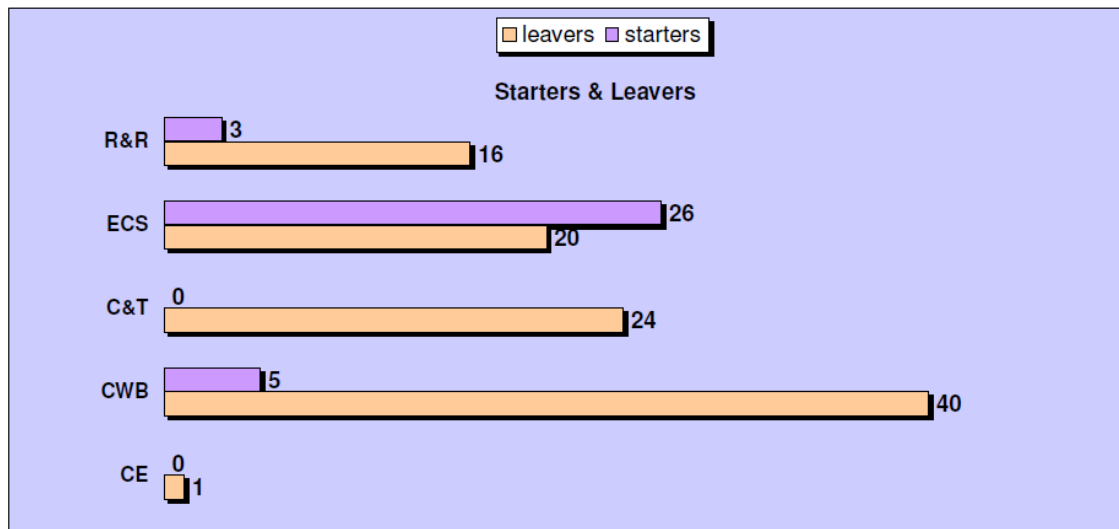
Directorate	Headcount	FTE	% of Workforce
Chief Executive	24	23.0	1.8%
Community & Wellbeing	484	366.9	28.5%
Customer & Transactional	208	191.2	14.9%
Education & Children's Services	456	387.5	30.1%
Resources & Regeneration	349	318.3	24.7%
TOTAL (January-March)	1521	1286.9	100%
TOTAL (October-December 11/12)	1581	1332.8	-
TOTAL (January-March 10/11)	1671	1347.9	-

The period of January to March 2012 saw 101 staff leaving employment and 34 starting employment with the council. A variety of reasons exist for staff turnover in the period including redundancies (51) and resignations (27). The staff 'turnover rate' for the quarter for resignations only was 1.8%; the cumulative turnover rate for the whole of the 2011-12 year is now 5.5%. Significant work has been undertaken to address issues around retention in Education and Children's Services as part of the Children's Improvement Plan.

Starters and leavers in January to March 2012, by reason for termination Directorate are represented in the table and chart below:

Termination Reason	Total
Resigned	27
Retirement (Ill Health, Early, Age)	2
Redundancy (Compulsory, Voluntary)	51
Dismissed	0

Termination Reason	Total
Compromise Agreement	3
Death In Service	0
End of Contract	14
Other	4



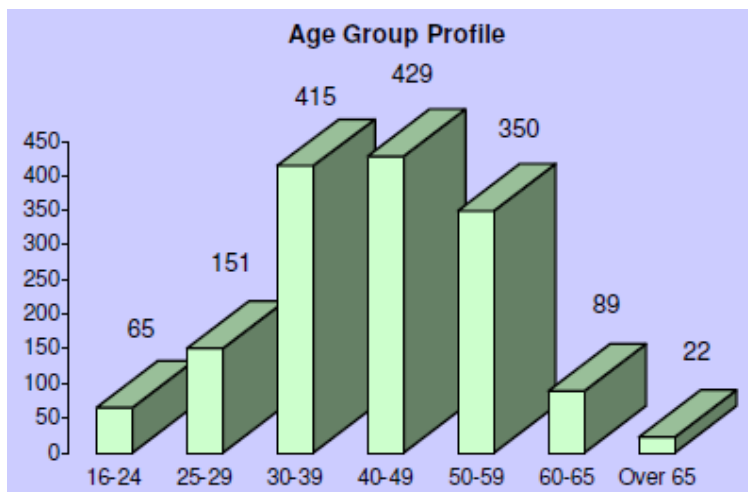
The largest number of leavers this quarter was from the Community and Wellbeing ('CWB') Directorate and include the redundancies made as a result of the closure of the Speedwell unit. All affected staff have been supported through the remodelled in-house employment support service for people with disabilities, and the majority have already secured paid employment elsewhere.

The reported average sickness rate for the quarter was an average of 3.4 days per FTE. This is higher than the average 2.9 days per FTE in the same period of the previous year. Lower salary bands have reported proportionately higher rates of sickness absence – staff on salaries below £15,000 make up 21.0% of the workforce but accounted for 27.6% of the total sickness absence, whilst staff on salaries above £45,000 comprise 4.7% of the workforce yet accounted for 2.5% of the sickness absence.

Salary Band (Actual)	No of staff in post	% of headcount	Total Days Lost	% days lost
<£15,000	320	21.0%	1199	27.6%
£15,000 to £19,999	265	17.4%	849	19.5%
£20,000 to £24,999	276	18.1%	839	19.3%
£25,000 to £29,999	222	14.6%	697.5	16.0%
£30,000 to £34,999	208	13.7%	450.5	10.4%
£35,000 to £39,999	114	7.5%	103	2.4%
£40,000 to £44,999	45	3.0%	103.5	2.4%
£45,000+	71	4.7%	108.5	2.5%

The sickness absence for the whole year 2011-12 is projected to be 11.5 days per FTE. Employee absenteeism, including sickness absence, is being tackled through the Council's Workforce Strategy and Wellbeing Strategy and with a targeted programme of initiatives to increase overall employee health by encouraging participation in sport, exercise, and smoking cessation. Both the Workforce Strategy and the Wellbeing Strategy were reported to the Employment & Appeals Committee on 28th June 2012.

70.6% of the SBC workforce is female (compared to local population estimates which predict 48% of the local resident population of working age are female); 43.1% of our workforce is of black or minority ethnic background, compared to an estimated 37% of our local residents of working age. The latest quarter has seen a reduction in the percentage of staff who have self-declared as having a disability; this proportion is now 6.2%, slightly down on the position in March 2011 (7.1%). SBC Staff are being encouraged to use the employee self service system to check and verify their personal details are correct. The majority of SBC employed staff are aged between 30 and 60, although the council employs people of all ages including a number who choose to remain in work beyond 60/65 years of age, as demonstrated in the staff age group profile beneath.



7.2. Key Volume Measures

Press coverage

The completion of monitoring for the 2011-12 year has now provided benchmarks of performance against which we may choose to set improvement targets for 2012-13. These were reported previously.

SBC's reputation and that of the area as a whole can be enhanced by positive news stories in the local media. In April and May 2012, 56 press releases have been issued as opposed to 33 in the same period one year earlier. In the same period, 121 press enquires were received (above the 111 equivalent for same months one year ago).

A total of 299 press articles have been monitored (cf. 229), of which 47.5% were positive or very positive in tone. These metrics represent significantly greater press interest in SBC activities than one year ago, and increased response by SBC Communications team. In 2012-13, 60 press articles have been assessed as 'negative' in tone (27 in April, 33 in May) of which almost half (28) related to Elections and Councillors.

Negative press coverage in 2012-13 (April & May only)		
Area covered	Number of negative items	% of all negative coverage
Elections / Members	28 items	47 %
Highways / Traffic / Road safety	12	20 %
Heart of Slough	5	8 %
Assets / Property	3	5 %
Environment	3	5 %
Public Protection	3	5 %

Housing	2	3 %
Adult Social Care	1	2 %
Children's Services	1	2 %
Finance	1	2 %
Planning	1	2 %
TOTAL	60	20% of monthly coverage

Freedom of Information

SBC continues to receive a steady stream of Freedom of Information requests. In 2011-12 a total of 907 logged Fol applications were made – an average of 76 every month; this represents an additional 91 applications compared to the same period for 2010-11 (an increase of some 11%), and has obvious impacts on staff time. This data has been previously reported. In April-May 2012, 153 Fol requests were received – exactly the same number as in the same months of 2011.

Directorates are encouraged to regularly review the subject matter of Fol requests being made of them, and to consider if a more proactive management of the public release of information (for example through targeted press releases or publication on the borough's website) could result in a more time-efficient process for employees and public alike. A more thorough analysis of subject matter encountered throughout 2011-12 will be prepared and reported at a later date.

SBC website

SBC's website is receiving fewer unique visitors than one year ago (38,754 in May 2012 compared to 74,805 in May 2011 – a reduction of approximately half).

Across 2011-12 the council website was used by at least 789,829 unique visitors and facilitated 18,497 online financial transactions. April/May 2012 has seen 3,389 online financial transactions which is approximately the same as this period of 2011 (3,371). These transactions represent a significant cost-reduction for processing transactions, and indicate effective access for the public. SBC has also been expanding its modern media presence, achieving a total of 1,006 Twitter followers by end of May 2012 (this following has more than quadrupled in the past year).

Housing and Council Tax Benefit claimants

The number of Housing Benefit ('HB') and Council Tax benefit ('CTB') claimants appears to have stabilised following rapid increases in recent years. Comparative data released by the Department for Work and Pensions for February 2012 indicates an increase compared to January of c. 60 HB claimants and no change in CTB claimants (Totals are 11,590 Housing Benefit claimants and 11,720 Council Tax Benefit claimants). Improving employment and income opportunities for local residents remains a core priority for Slough Borough Council and its partners.

Social care demand

Children's social care services continue to face demand pressures, and this is being tackled through a variety of initiatives including the 'Safeguarding Improvement' and 'Looked After children's placements' gold projects. Final values for performance indicators are being verified and validated through end of year statutory returns.

There is some clear indication in 2012 so far of a reduced demand for social care: In April 2012 children's social care dealt with a total of 661 contacts (a decrease of 7% on the same period in previous year) and 80 referrals (a reduction of 42% referrals on the same period in previous year). The number of looked after children in the care of the local authority remains higher than historic figures (170 at end of April 2012, an increase of 7 children or 4% in the

year) as does the number of children subject to child protection plans (at 205, this has increased by 42% - 59 additional children – compared to one year before). Note however that the number of looked after children when expressed as a rate per 10,000 resident child population remains similar to the England average.

Adult social care appears to be experiencing a similar stabilisation of demand – April and May 2012 have each seen 7 adult safeguarding referrals, about half that seen in 2011.

Homelessness

The 2011-12 year saw 422 homeless cases determined, with 92.2% of decisions issued within 33 days. April 2012 saw 42 cases, of which only 77% were decided on in timescales – below the target of 90%.

7.3. Key Quality Measures

Complaints

The period of 2011-2012 saw a total of 639 logged complaints across the council – a fall of 20% against the total (796) in the corresponding period one year previously. This has been reported previously. In April-May 2012 a further 63 were logged – a significant decrease on the 99 received in April-May 2011, and the 209 received in April-May 2010. This is clear indication of improved customer satisfaction.

Social care services

Within Children's social care, there is now strong evidence of improvement. Provisional final year values for 2011-12 have already been reported.

By the end of April 2012, the proportion of Initial assessments completed within timescales increased still further to 78.4% for the *whole* of the previous 12 months – this increase is due to particularly improved performance in the most recent period. (62.7% of initial assessments completed in the year to date had also been approved by a manager within timescales – a further assurance of improving quality as well as speed). This level of performance now clearly and sustainably exceeds that achieved one year ago, and 88% of the initial assessments completed *during* April met target timescales.

Similarly, with Core assessments, a greater proportion are being authorised by managers within timescales, and in-month performance is significantly better than the rolling year value yet shows – for those completed *during* April, 97% achieved timescales (significantly better than the 38.9% achieved in March 2011). This improvement in recent months has impacted on the 'year to date' value of NI 60 to lift performance to 63.5%. There are therefore clear signs of sustained remedial action, and indications of a curve being sustainably turned.

Alongside this activity significant improvement can be evidenced since April 2011 on the proportion of children becoming subject to a child protection plan for the second or subsequent time. At end of March, this value (8%) was if anything slightly lower than the nationally agreed zone of 'best practice' on this measure.

An internal programme of regularised case auditing has commenced, with 16 individual children's files having been audited in October, 18 in November, 38 in December and 21 in January. No audits were conducted in February due to the Ofsted inspection of Adoption Services but the audit has since recommenced, although firm numbers have not been made available for this report. This exercise will be repeated every month, and a quarterly report on audit findings prepared in early 2012. Initial findings are being communicated to staff to ensure appropriate remedial activity is undertaken, as part of the overarching Safeguarding Improvement Plan and associated strands of work. This auditing activity sits alongside supervision and management review of case recording and practice in efforts to improve

social work practice and the audit results are being fed into the training plan. Audits are showing signs of improvement in case recording, response to referrals, the quality of new assessments and outcome-focussed child protection plans. Further work is continuing to drive up the management oversight, preventing drift in care planning and enabling progress with child protection plans.

Educational support

All statements of special educational need prepared in 2011-12 have been issued within statutory timescales, and this pattern of 100% compliance has continued into April and May 2012.

Council support continues to be delivered to local schools in measures to improve performance and compliance with expected standards. There are now 3 Slough primary schools in special measures or with notice to improve.

Refuse collection

Numbers of missed bin collections remain exceedingly low as a proportion of the average monthly total of collections (193,517). April 2012 has seen a reduction compared to April 2011: for domestic refuse, 33 missed bins and for recycling bins only 26 missed collections.

7.4. Key Inspection Results

No additional Inspection results have been made since the last report.

2011/12 saw a number of published inspection reports of council services. Both inspections of Slough's Children's Centres assessed provision as good; adult social care provision has been verified to meet all essential standards; looked after services were validated as adequate; safeguarding was assessed as inadequate. The Youth Offending team was found to require moderate improvement in safeguarding and substantial improvement for managing risk of harm. The Food Standards Agency audit of SBC produced no simple overall judgement, but identified multiple strengths and some recommendations for further action, which are being progressed.

All service areas subjected to external scrutiny react to the inspection findings, and work to address any identified service improvements, incorporating this activity in normal business improvement planning and generally within existing resources.

The council's response to the 2011 Ofsted inspection of **safeguarding and looked after children's services** and the Improvement Notice issued by the Secretary of State is well documented, with all inspection recommendations being addressed and monitored by the Improvement Board. The service area has received additional funding and increased internal and external support to enable sufficient improvements to service delivery.

The **Youth Offending Team** has similarly implemented service improvement activity to address the issues of concern raised in its inspection of 2011, and progress is reviewed and scrutinised on a regular basis by the Youth Offending and Youth Justice Boards.

Note that the council's **Adoption services** were inspected by Ofsted in February 2012; the inspection report confirms that SBC provides a 'Good' service with the best achievable result of 'Outstanding' for helping children achieve well and enjoy what they do and in helping children make a positive contribution. Slough has also been recognised as having better than average performance in the Government's May publication of Adoption Scorecards for every English local authority.

7.5. Key Outcome Measures

Crime and Community Safety

Crime rates (cumulative values from 1st April 2011) continue to be lower than the corresponding period one year ago. Final data for the whole of 2011-12 shows significant reductions in crime rates as follows:

- All crime: a 13% decrease.
- Violence against the person: a 20% decrease.
- Serious sexual offences: a 16% decrease.
- Serious acquisitive crime: a 18% decrease.

Unemployment

Unemployment rates in April 2012 (as measured by the JSA claimant rate) remain about the same as one year ago at 3.9% - a value just lower than the national average (4.0%) but that remains above the average for the South East (2.8%). This relates to a total of 3,422 JSA claimants (a reduction of 17 people since the previous month). With 940 Unfilled jobcentre vacancies (an increase of 88 in one month) there is now a ratio of 3.6 JSA claimants to each unfilled vacancy locally – a positive reduction since one year ago when the ratio stood at 6.9.

Recycling

Provisional data for the third quarter of 2011-12 indicates a slightly lower than expected percentage of household waste recycled or composted than one year previously (29.4% compared to 31.5%). The average recycling rate for the year remains on a similar level to that one year ago. Final data for 2011-12 is not yet available.

Housing

March saw a small reduction in the number of households in temporary accommodation (82 in May 2012 compared to 88 in May 2011).

Looked after children

Slough continues to improve in securing long-term permanent futures for looked after children: In the year to March 2012, 34 looked after children have been secured permanent alternative families through adoption or special guardianship orders; this equates to a value of 27% for indicator PAF C23, which represents very significant improvement on the position one year ago of just ten children or 8.1%.

Education and skills

The Department of Education (DfE) has recently published revised 2010/11 GCSE and Equivalent Results performance tables. These performance indicators show generally strong and improving position for Slough schools, and have been reported on previously.

The Full Performance Scorecard is provided as **Appendix A**.

8. Financial Reporting

- 8.1.** There are no major issues to report within this financial period.
- 8.2.** Budgets are being recast following the various restructures across council services, including the new Council Directorates and the transfer of a larger number of the Council's functions and staff to Arvato which took place at the beginning of April 2012.
- 8.3.** Due to this, a financial monitor is not available. The first quarter monitor will be sent to members in July/August.

Key People Measures	Quarter 1				Quarter 2				Quarter 3				Quarter 4			Annual total / cumulative total or outturn	Good is:	Target	Direction	Comparative	Target
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar									
Number of staff in establishment (headcount)		1,628	1,618	1,618	1,618	1,618	1,581	1,521	1,521	1,521	1,521	1,521	1,521	1,521	1,521	Reducing	..	✓	..	✓	
	2011-12 (2010-11)	1,819	1,920	1,920	1,920	1,920	1,802	1,671	1,671	1,671	1,671	1,671	1,671	1,671	1,671						
Number of staff in establishment (FTE - full time equivalent)		1,323.5	1,324.2	1,324.2	1,324.2	1,324.2	1,332.8	1,286.9	1,286.9	1,286.9	1,286.9	1,286.9	1,286.9	1,286.9	1,286.9	Reducing	..	✓	..	✓	
	2011-12 (2010-11)	1,463.3	1,524.2	1,524.2	1,524.2	1,524.2	1,441.4	1,347.9	1,347.9	1,347.9	1,347.9	1,347.9	1,347.9	1,347.9	1,347.9						
Number of vacant posts (at quarter end)		353	364	364	364	364	tbc	307	307	307	307	307	307	307	307	ideally decreasing	..	✓	..	✓	
	2011-12 (2010-11)	511	415	415	415	415	415	415	415	415						
Staff turnover rate - resignations only (%)		4.1%	1.5%	1.5%	1.5%	1.5%	1.1%	2%	2%	2%	2%	2%	2%	2%	2%	10-15%	..	✓	..	✓	
	2011-12 (2010-11)	1.3%	2.0%	2.0%	2.0%	2.0%	1.7%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%						
Average staff sickness rate including maternity leave (days lost per FTE)		2.8	2.5	2.5	2.5	2.5	2.9	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	Low	..	✓	..	✓	
	2011-12 (2010-11)	2.3	2.7	2.7	2.7	2.7	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0						
Proportion of staff who are of Black or Minority Ethnic heritage as a ratio of the proportion of resident working age population who are BAME - currently 37%. 1% of staff who are BAME		1.17 [43.3%]	1.19 [44%]	1.13 [41.9%]	1.13 [41.9%]	1.13 [41.9%]	1.15 [42.7%]	1.16 [43.1%]	1.16 [43.1%]	1.16 [43.1%]	1.16 [43.1%]	1.16 [43.1%]	1.16 [43.1%]	1.16 [43.1%]	1.16 [43.1%]	>=1	..	✓	..	✓	
	2011-12 (2010-11)	1.13 [41.8%]	1.13 [41.9%]	1.13 [41.9%]	1.13 [41.9%]	1.13 [41.9%]	1.15 [42.7%]	1.18 [43.6%]	1.18 [43.6%]	1.18 [43.6%]	1.18 [43.6%]	1.18 [43.6%]	1.18 [43.6%]	1.18 [43.6%]	1.18 [43.6%]						
% staff with a declared disability		7.1%	6.8%	6.8%	6.8%	6.8%	6.8%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	tbc	..	✓	..	✓	
	2011-12 (2010-11)	7.0%	6.9%	6.9%	6.9%	6.9%	6.8%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%						
Proportion of staff who are female as a ratio of the proportion of resident working age population who are female - currently 48%. (% of staff who are female)		1.41 [67.8%]	1.44 [68.9%]	1.44 [68.9%]	1.44 [68.9%]	1.44 [68.9%]	1.46 [70.0%]	1.47 [70.6%]	1.47 [70.6%]	1.47 [70.6%]	1.47 [70.6%]	1.47 [70.6%]	1.47 [70.6%]	1.47 [70.6%]	1.47 [70.6%]	>=1	..	✓	..	✓	
	2011-12 (2010-11)	1.46 [70.2%]	1.45 [69.5%]	1.45 [69.5%]	1.45 [69.5%]	1.45 [69.5%]	1.43 [68.8%]	1.41 [67.6%]	1.41 [67.6%]	1.41 [67.6%]	1.41 [67.6%]	1.41 [67.6%]	1.41 [67.6%]	1.41 [67.6%]	1.41 [67.6%]						

Key Volume Measures	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Annual total / cumulative total or outturn	Good is:	Target	Direction	Comparative	Target
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar						
Press releases issued in month (total across whole council)	30	26												56	--
Press enquiries received in month (total across whole council)	61	60												129	--
Press coverage monitoring: number of items and percentage rated as 'positive' or 'very positive' (total across whole council)	126 (53.2%)	173 (43.4%)													High & increasing	Higher %	✓	✓
Social media: unique visitors to SBC website	170	159	162	179	..	113	131	135	147	147	187	166	1,530					
	63.5%	58.5%	51.2%	59.8%	..	54.0%	64.1%	61.5%	57.1%	57.1%	64.2%	62.1%	58.8%					
Social media: unique visitors to SBC website	46,851	38,754											85,605	High & increasing	..	✓	✓	..
	66,648	74,805	70,142	69,115	..	73,464	95,269	70,771	67,306	74,139	65,157	63,013	789,829	High & increasing	..	✓	✓	..
Social media: online financial transactions conducted	2,225	1,164											3,389	High & increasing	..	✓	✓	..
	1,569	1,802	1,588	1,625	..	1,675	1,894	2,339	1,851	1,571	1,121	1,462	18,497	High & increasing	..	✓	✓	..
Social media: Followers on Twitter	893	1,006											847	High & increasing	..	✓	✓	..
	219	254	..	299	..	547	587	633	676	730	806	847	153	reducing	..	✓	✓	..
Number of Freedom of Information requests made (total across whole council)	65	88											907	reducing	..	✓	✓	..
	70	83	73	59	79	65	71	99	45	80	89	94	153	reducing	..	✓	✓	..
Number of Housing Benefit Claimants (Source: DWP)	11,250	11,280	11,450	11,510	11,500	11,540	11,520	11,580	11,560	11,530	11,530	11,320	11,320
	10,960	11,040	11,110	11,150	11,180	11,210	11,210	11,230	11,280	11,280	11,340	11,320	11,320
Number of Council Tax Benefit Claimants (Source: DWP)	11,460	11,530	11,670	11,760	11,700	11,700	11,680	11,720	11,690	11,720	11,720	11,610	11,610
	11,320	11,470	11,570	11,610	11,650	11,680	11,620	11,660	11,610	11,600	11,620	11,610	11,610
Number of contacts to children's social care per month	661												847	Reducing	to reduce
	711	612	663	738	728	659	822	790	640	751	759	670	8,543	Reducing	to reduce
Number of referrals to children's social care per month	80												1,879	reducing	to reduce
	192	183	194	137	117	125	147	192	132	201	117	142	1,879	reducing	to reduce
Number of children looked after by the council at month end (excluding respite care)	170												172	reducing	Lower
	163	175	173	173	178	174	182	183	177	174	175	172	172	reducing	Lower
Number of children subject to Child Protection	205												208	reducing	Lower
	144	164	168	185	200	191	202	197	206	204	220	208	208	reducing	Lower
Plans at month end	in excess of 7%	>=7%
Maintain the number of problematic drug users in effective treatment at 7% above 2007/08 baseline.	in excess of 7%	>=7%
Number of Adult safeguarding referrals leading to a strategy meeting per month	11	15	22	23	18	25	17	10	15	18	13	12	199
	8	11	9	17	16	21	10	13	10	14	11	15	155
Housing Service:	43 :												43 :
	76.7%												76.7%	Low: high %	90% or above
Number of homeless cases determined / percent of decisions issued with 33 days.	31 : 97%	32 : 91%	37 : 97%	35 : 94%	31 : 84%	44 : 91%	38 : 97%	19 : 100%	36 : 94%	34 : 82%	49 : 90%	36 : 89%	422 :	Low: high %	90% or above
	92.2%												92.2%	Low: high %	90% or above

Key Quality Measures	Quarter 1				Quarter 2				Quarter 3				Quarter 4			Annual total / cumulative total or outturn	Good is:	Target	Direction	Comparative	Target
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar									
	32	31	78	52	100	60	55	48	35	47	36	29									
Number of complaints received (across the entire council)	45	54														63	Reducing	✓	..	✓	
NI 59: % of completed Initial Assessments in the year-to-date completed within timescales (figures in brackets are % of IAs completed AND authorised in 10 working days)	78.4% (62.7%)																High & increasing	> =80%			
% of Initial Assessments completed in the month within timescales	70.1% (27.8%)	69.1% (27.6%)	66.8% (28.0%)	65.9% (29.3%)	65.1% (30.1%)	64.8% (31.7%)	66.1% (37.9%)	68.8% (43.4%)	69.7% (48.0%)	70.5% (52.0%)	75.5% (57.2%)	77.1% (62.6%)			77.1% (62.6%)	High & increasing	> =80%	✓	✓		
NI 60: % of Core Assessments completed within timescales (figures in brackets are % of CAs completed AND authorised in 35 working days)	69%	68%	53%	60%	62%	74%	89%	95%	86%	81%	99%	100%			n/a	High & increasing	> =80%	✓	✓		
% of Core Assessments completed in the month within timescales	63.5% (61.0%)															High & increasing	> =80%				
NI 65: % of children becoming the subject of Child Protection Plan for 2nd or subsequent time	24.1% (24.0%)	63.4% (24.0%)	57.7% (25.1%)	54.8% (28.4%)	51.6% (30.6%)	48.3% (30.9%)	47.8% (33.5%)	49.5% (37.3%)	51.7% (41.3%)	51.6% (44.4%)	54.7% (50.2%)	60.2% (56.6%)			60.2% (56.6%)	High & increasing	> =80%	✓	✗		
NI 105: statements of Special Educational Needs (SEN) issued within 26 weeks	19.2%	16.8%	17.7%	15.0%	12.9%	11.4%	10.9%	10.5%	11.9%	10.5%	8.8%	7.3%			7.3%	High & increasing	10-15%	✓	✓		
Number of Children's social care casefiles audited each month (internal audit programme from October 2011)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			100%	sustained compliance	>20			✓	
Number of primary schools in special measures or with notice to improve	2	3	5	4	4	4	4	4	3	3	3	2			2	Low (ideally zero)	0	✓	✓	✗	
% of Adult safeguarding strategy meetings taking place within 5 days of referral per month	100.0%	80.0%	77.3%	82.6%	88.9%	64.0%	64.7%	54.5%	52.9%	77.8%	84.6%	50.0%			50.0%	HIGH	80%	✓	✓	✓	
Increase the % of successful treatment outcomes for problematic drug users	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc			tbc	High & increasing	tbc				
Number of Missed Bins - DOMESTIC WASTE. Total collections expected = 193,517	33															Average = 33	Low	less than prev year	✓	✓	
	52	44	47	49	51	49	52	49	39	35	32	31			31	Average = 44.2	Low				
Number of Missed Bins - RECYCLING . Total collections expected = 193,517	26															Average = 26	Low	less than prev year	✓	✓	
	41	37	38	46	42	36	44	36	33	29	21	22			22	Average = 35.4	Low				

Key inspection results - all 'red' areas are subject to explicit improvement activity. See text report for fuller details.

Inspectorate	Section covered	Date	Results
Ofsted	Adoption services	Feb-11	Overall quality rating: Good. Protecting children from harm or neglect and helping them stay safe: Good. Helping children achieve well and enjoy what they do: Outstanding Helping children make a positive contribution: Outstanding Organisation: Good
Ofsted	Romsey Close Children's Centre	Sep-11	Overall effectiveness: Good. Capacity for improvement: Good.
Care Quality Commission	SBC Domiciliary Care	Aug-11	CQC Review of Compliance: service is "meeting all the essential standards of quality and safety"
Care Quality Commission	Respond Adult Respite Service	Jul-11	CQC Review of Compliance: service is "meeting all the essential standards of quality and safety"
Ofsted	Lavender Court Care Home		CQC Review of Compliance: service is "meeting all the essential standards of quality and safety"
Ofsted	Chalvey Grove Children's Centre	May-11	Overall effectiveness: Good. Capacity for improvement: Good.
Ofsted	Children's safeguarding & LAC services	Apr-11	Safeguarding: Inadequate
HMI Probation	Youth Offending Team ('YOT')	Feb-11	LAC services: Adequate Safeguarding: 62% Moderate improvement required. Risk of harm: 54% Substantial improvement required. Likelihood of reoffending: 61% Moderate improvement required.
Food Standards Agency	Audit of LA Inland Imported Food Control Arrangements	Nov-10	No simplistic judgement made, but a number of strengths identified. See full report at: http://www.food.gov.uk/multimedia/pdfs/enforcement/sloughaudit2010.pdf
Ofsted	Lifelong Learning	Nov-10	Overall effectiveness: Good. Capacity to improve: Good.

Economy and Skills

Health and Wellbeing

Housing

Regeneration and the Environment

Safer Communities

Key Outcome Measures	Quarter 1				Quarter 2				Quarter 3				Quarter 4			Annual total / cumulative total or outturn	Good is:	Target	Direction	Comparative	Target
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar									
Crime rates per 1,000 population: All crime (Cumulative from April)	28.15	32.87	32.87	32.87	56.77	66.91	66.91	66.91	83.87	97.51	97.51	110.49	127.67	127.67	110.49	Low & decreasing	less than prev year	✓	✓	Target	
Crime rates per 1,000 population: Violence against the person (Cumulative from April)	5.79	8.04	8.04	8.04	11.74	16.14	16.14	16.14	7.44	7.44	7.44	22.60	28.08	28.08	22.60	Low & decreasing	less than prev year	✓	✓	Target	
Crime rates per 1,000 population: Serious sexual offences (Cumulative from April)	0.23	0.39	0.39	0.39	0.55	0.74	0.74	0.74	0.83	0.83	0.83	1.08	1.29	1.29	1.08	Low & decreasing	less than prev year	✓	✓	Target	
Crime rates per 1,000 population: Serious acquisitive crime (Cumulative from April)	5.97	7.3	7.3	7.3	12.06	14.8	14.8	14.8	18.94	23.34	23.34	25.70	31.21	31.21	25.70	Low & decreasing	less than prev year	✓	✓	Target	
Unemployment: JSA Claimants as a % of resident population of area aged 16-64 (source: NOMIS)	3.8%	3.8%	3.6%	3.7%	3.8%	3.9%	3.7%	3.7%	3.8%	3.8%	3.8%	3.9%	3.9%	3.9%	3.9%	Low & decreasing	> SE average (2.8%) < GB average	✓	✓	Target	
JSA Claimants per unfilled jobcentre vacancy (source: NOMIS)	6.9	8.4	4.9	5.0	4.0	4.9	5.0	4.9	3.8	3.8	3.8	4.5	5.3	5.3	5%	LOW	> SE average (4.1) < GB average (5.7)	✓	✓	Target	
PAF C23: % of CIA adopted from care or granted a special guardianship order	7.1	6.5	5.0	6.0	5.3	..	5.3	5.3	3.8	3.8	3.8	5.2	6.0	6.0	6.0	HIGH and >8%	>8%	✓	✓	Target	
Percentage of household waste recycled or composted	8.0%	8.5%	12.8%	16.1%	16.8%	22.3%	23.7%	23.7%	23.3%	23.3%	23.3%	28.0%	27.4%	27.4%	31.6%	High	29% or more	✓	✓	Target	
Housing Services: Number of households in temporary accommodation	87	82	88	88	85	87	80	77	83	81	85	91	90	85	85	Low	85 or less	✓	✓	Target	
Key Outcome Measures (only available annually)	2007/08				2008/09				2009/10				2010/11			Good is:		Target		Comparative	
NI 75: Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	57.4%				59.3%				63.1%				68.1%			HIGH		65%		✓	
Expected Levels of Progress from Key Stage 2 to Key Stage 4 in	..				75.8%				80.1%				79.6%			HIGH		80%		x	
Expected Levels of Progress from Key Stage 2 to Key Stage 4 in	..				71.7%				74.9%				79.4%			HIGH		77%		✓	
NI 73: Achievement at level 4 or above in both English and Maths at Key Stage 2	69%				67%				71%				73%			HIGH		75%		x	
NI 93: Progress by 2 levels in English between Key Stage 1 and Key Stage 2	77%				78%				83%				83%			HIGH		85%		x	
NI 94: Progress by 2 levels in Mathematics between Key Stage 1 and Key Stage 2	71%				73%				79%				82%			HIGH		80%		✓	
NI 72: Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal	33.0%				46.3%				48.1%				62.0%			HIGH		49.5%		✓	
NI 92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	43.5%				36.9%				35.8%				29.9%			LOW		33.6%		✓	

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 16 July 2012

CONTACT OFFICER: Clair Pyper, Director of Education & Children's Services (01753 875730) and Hilary Omissi, Director Raising Participation Partnership (07879 667097)

(For all enquiries)

WARD(S): All

PORTFOLIO: Councillor Pavitar Mann, Commissioner for Opportunity and Skills

PART I
KEY DECISION

RAISING PARTICIPATION PARTNERSHIP – LEGAL AGREEMENT

1 Purpose of Report

To inform the Cabinet about the role, function and governance arrangements for the Raising Participation Partnership (RPP) and the implications of the Legal Agreement between Slough Borough Council, as Host Authority, and the other three Shared Service Local Authorities of Reading, West Berkshire and Wokingham.

2 Recommendations

The Cabinet is requested to consider the role, functions and governance arrangements for the RPP and the recommendation that Slough Borough Council continues as Host Local Authority within the Shared Service agreement.

3 Community Strategy Priorities

• **Economy and Skills**

The support provided by the RPP is for all young people aged 16 to 19 but with particular support for more vulnerable young people including those who are Not in Education Employment or Training (NEET) and those with Learning Difficulties and/or Disabilities (LDD) up to the age of 25. A key focus of RPP activity is the Raising of the Participation Age and ensuring that young people age 16-19 continue their education and/or training, progressing into employment and contributing towards their future economic prosperity.

• **Health and Wellbeing**

The RPP works closely with the Integrated Youth Support Services, or their equivalent in the other Shared Service Local Authorities, to enable all young people to access learning and become economically active and independent.

4 Other Implications

(a) Financial

A summary of the RPP Budget and the individual Local Authority contributions over the 3 years 2010-2011, 2011-2012 and 2012-13 is provided at Appendix A. Slough Borough Council's direct contribution to the shared service has reduced from £275,000 in 2010-11 to £145,000 in 2012-13. In 2012-13, Slough Borough Council will contribute an additional £21,000 to cover pension uplift costs and claim a re-charge of £35,000. The net contribution in 2012-13 is therefore £141,000.

By the end of 2011-12 the Partnership, on the advice of its Board, had built up sufficient contingency funds to cover the full cost of liabilities (mainly redundancy costs) relating to the Raising Participation Team thus ensuring that there is little or no risk to Slough Borough Council.

In the event of Slough Borough Council relinquishing its role as Host of the Shared Service there would be additional costs:

- The cost of setting up the service with a new Host Local Authority: estimated at £28,000 although any new Host would need to do their own assessment of costs.
- Slough Borough Council would also lose the £35,000 re-charge costs for services supplied to the RPP.

(b) Risk Management

All risks are covered in the Strategic Risk Register which is approved by the RPP Board and Joint Committee.

(c) Human Rights Act and Other Legal Implications

There are no specific Human Rights Act implications.

Comments from Legal Services on Slough's role as host authority and the paragraphs below are to follow.

Legal Implications for Slough Borough Council as Host Authority

The draft Legal Agreement from 1 April 2012 to 31 March 2015, attached at Appendix B, was circulated to the Shared Service Local Authorities on 13th January 2012. The Agreement has been approved by West Berkshire and Wokingham; but confirmation is still awaited from Reading. The Agreement remains a draft until such time as Reading confirm their acceptance. It provides financial protection to Slough Borough Council as Host Authority. In the unlikely event of the contingency funds being insufficient to cover liabilities: *"Any costs incurred in respect of redundancies, including the early payment of pension shall be borne in accordance with the proportion [of contribution to the Shared Service] for that authority..." (Clause 10.4).*

With regard to notice:

- *Clause 16.2 "None of the parties may withdraw from this Agreement before 31 March 2015 other than by providing a no less than 6 month notice period....."*

- *Clause 10.5 “For the avoidance of doubt any of the four [i.e. including Slough] authorities exercising the right to withdraw on 6 months notice as referred to in Clause 16.2 shall be liable for its share of costs in proportion to its percentage contribution.”*

There is no reference in the Agreement to Host arrangements being transferred to another of the Shared Service Local Authorities, however the Agreement is clear on Assignment and Sub-Contracting that:

- *Clause 7.1 “The Host Authority may not assign all or any part of its obligations under this agreement.”*
- *Clause 7.2 “ The Host Authority may not sub-contract all or any part of its obligations under this Agreement without the prior written consent of such of the Other Parties as are affected by such sub-contract.”*

Local Authorities’ Statutory Responsibilities which are currently discharged through the Raising Participation Partnership

In April 2010, in accordance with the Apprenticeships, Skills, Children & Learning Act 2009, the responsibility for commissioning education and training for young people (defined as age 16-19 or 16-25 if subject to a Learning Difficulty Assessment) was transferred from the Learning & Skills Council to Local Authorities.

Local Authorities’ have a statutory duty to secure sufficient suitable education and training opportunities to meet the reasonable needs of all young people in their area. Statutory Guidance from the (then) YPLA provides more detail about the expectations of Local Authorities which can include:

- Challenging poor or inadequate provision;
- Shaping provision in their area by identifying gaps, enabling new provision and developing the market;
- Working with the National Apprenticeship Service to identify the requirement for 16-18 Apprenticeships;
- Working with other local authorities to ensure that needs are met across travel to learn areas;
- Agreeing with providers the re-shaping of provision in an area by re-allocating numbers from one provider to another where that best meets the needs and demands of students and local priorities;
- Changing the automatic allocation of learner numbers under the ‘lagged-in’ agreement with providers.

In addition, the 2008 Education and Skills Act placed a new duty on all young people to participate in education and until their 18th birthday. This participation can be full-time education, an Apprenticeship or part-time education or training if they are employed, self-employed or volunteering for 20 hours or more per week. The Education Act 2011 amended the original legislation by delaying enforcement of Raising of the Participation Age (RPA) until a later date but reserved the right for the

Government to monitor participation from 2013 onwards and if required, to take measures to enforce the legislation.

The duty is being implemented in two stages; from 2013 young people will be expected to remain in education and training until the end of the academic year in which they are 17, and from 2015 until their 18th birthday.

Local authorities are required to promote the participation in education or training of all 16 and 17 year olds resident in their area and make arrangements to identify young people resident in their area who are not participating.

The Government is currently consulting on additional regulations with particular regard to requirements on local authorities and employers.

(d) Equalities Impact Assessment

Consideration has been given to Section 149 of the Equality Act 2010 which places a general duty on public authorities in the exercise of their functions to have regard to the need to promote equality. This includes the need to eliminate discrimination and to advance equality of opportunity. One of the RPP's significant priorities is to support vulnerable learners; in particular by ensuring that appropriate opportunities are available for those who are Not in Education, Employment or Training (NEET), or those at risk of not participating. This is achieved by working with the local authority and its partners and via the regular analysis of the numbers of young people who are NEET, and working with schools to develop early indicators for those groups that may require additional support. The RPP seeks to ensure that provision is available for all young people to help them realise their full potential – irrespective of race, gender, orientation, age, faith or disability.

(e) Workforce

There are no workforce implications if the Legal Agreement if Slough Borough Council decides to remain in the Shared Service as Host Authority.

However If Slough Borough Council decided to withdraw from the Shared Service a new business model would need to be developed to meet the needs of the three remaining Local Authorities. Some staff redundancies would be needed to match the reduction in income to the RPP however such costs would be covered by the contingency fund under the 2012-13 budget forecast .

If Slough Borough Council decided to remain in the Shared Service but relinquish its role as Host then all RPP staff would be subject to TUPE transfer to the new Host organisation.

5 Supporting Information

5.1 The Raising Participation Partnership (RPP)

The RPP was set up in April 2010 and currently provides a shared service to the Berkshire Unitary Authorities of Slough, Reading, Wokingham and West Berkshire. The rationale for the Shared Service (presented in Cabinet Papers from meetings on 20th April 2009 and 18th January 2010) was that it made sense for the Berkshire

Authorities (originally all six were involved) to work together since this reflected the travel to learn patterns of young people, with 90% of students from Year 11 continuing their post-16 education and training within the sub region. It was also recognised that economies of scale would be realised through the six Local Authorities working together.

In July 2010, the Coalition Government announced some “streamlining” of 16-19 structures including paying Further Education Colleges and other training providers (other than Apprenticeship providers who were being paid by the Skills Funding Agency) directly from the (then) Young People’s Learning Agency (YPLA). This change, combined with a reduction in the Area Based Grant (which led to a significant reduction in funding for the Shared Service) and a statement by the Coalition Government regarding their commitment to RPA led to the Service undertaking a major re-structure and the development of a new business model focussing on RPA, NEET reduction and helping young people to develop their employability skills.

The RPP works in partnership with key stakeholders including schools and academies, further education colleges, independent learning providers, providers of alternative provision, local employer representatives, including the Thames Valley Berkshire Local Enterprise Partnership (LEP); Education Business Partnerships and Connexions Berkshire as well as regional and national Government including the Education Funding Agency (EFA). It supports local authorities to fulfil their statutory role bringing partners together, providing expertise and advice to help inform local policy, practice and planning. It has a key role in shaping local education and skills provision to ensure all young people are able to participate and achieve in learning and gain the experience and skills needed to make the successful transition to adulthood.

5.2 RPP Governance Arrangements

The RPP is governed by:

- A Joint Committee with delegated responsibility to ensure that the RPP discharges its responsibilities (as set out in the Legal Agreement). The Joint Committee comprises the Local Authority Lead Members, supported by their Senior Officers and the Partnership Director;
- A Board, which includes a wider range of stakeholders, and oversees the functions of the RPP on behalf of the Joint Committee;
- A Participation Executive Group which comprises all relevant stakeholders and advises the Board/Joint Committee and RPP on strategic and operational priorities for the shared service.

5.3 RPP Priorities

The RPP formally sets out the education and skills priorities for its area in an annual statement. The priorities are defined by and agreed with key stakeholders, providing a focus to improve outcomes for young people.

The Statement of 16-19 Education and Skills Priorities 2012/13 broadly covers the two key areas of meeting the needs of young people and those of employers.

Underpinning these are the specific priorities needed to achieve this. In the context of participation, these include:

- Improving participation: developing and implementing a local strategy and plan to achieve the ambitions of RPA in particular;
 - A Berkshire-wide strategy for Raising Participation 2011-15 was agreed following wide consultation at the end of December 2011. The RPP Plan, based on the strategy, provides the framework for local plans;
 - The RPP has successfully submitted a bid to the DfE to take part in the fourth round of RPA pilot schemes. The bid focuses on using transition workers to support young people at risk of not making a successful and sustained transition from school into learning and employment;
- Reducing the number of young people who are NEET – through improving access, opportunities, progression routes and better support for those vulnerable and disadvantaged groups disproportionately represented in the NEET cohort;
- Improving the employability of young people – identifying the vital employability skills local businesses are asking for and ensuring young people have developed these skills upon leaving learning.

Appendix C provides examples of the impact and achievements of the RPP.

6 **Comments of Other Committees**

Cabinet received proposal for the Shared Service at its meetings on 20th April 2009 and 18th January 2010.

7 **Conclusion**

That Cabinet recommends that Slough Borough Council continue as Host Authority for the period of the current (draft) Legal Agreement, that is to 31 March 2015.

8 **Appendices Attached**

- Appendix A Raising Participation Partnership Budget and proportionate Local Authority contributions over the 3 years 2010-2011, 2011-2012 and 2012-13
- Appendix B Draft Legal Agreement and Supporting Appendices (refer to appendices pack).
- Appendix C Impact and Achievements of the Raising Participation Partnership.

9 **Background Papers**

- Proposals for Pan-Berkshire Delivery and Governance of 16-19 Transfer Changes from 2010-11 Onwards - Cabinet : 20th April 2009 (Agenda Item 12)
- Machinery of Government - 14-19 Transfer from the Learning and Skills Council – Cabinet: 18th January 2010 (Agenda Item 5).

Raising Participation Partnership
Budget 2012-13

	2011-12 Outturn	2012 - 2013
Income		
Grant Income	874,508	525,000
Other Income	3,629	0
Pension Uplift	41,000	21,000
Brought Forward	163,368	284,016
DfE RPA Funding	0	100,000
Project Work	74,094	74,094
Total Income	1,156,599	1,004,110
Expenditure		
Employee Costs (Direct)	-589,078	-480,816
Employee Costs (Indirect)	-82,387	-4,000
Premises Costs	-32,349	-38,741
Supplies and Services Costs (including Projects)	-36,957	-162,759
Slough Overhead Costs (6.6%)	-57,718	-34,650
Total Expenditure	-798,489	-720,966
Surplus/Deficit	358,110	283,144
Contingency Provision		
Balance Brought Forward (Contingency)	163,368	284,016
In-Year Surplus Deficit	194,742	-872
Balance	358,110	283,144
Estimated Severance Costs	-213,848	-260,588
Severance Surplus Deficit	144,262	22,556

Raising Participation Partnership
 Proportionate Local Authority Contributions - 2010-11, 2011-12 and 2012-13

	Original 2010-11			2010-11 (amended in year)			2011-12			2012-13				
	Grant Contribution £	Grant Contribution %	Grant Contribution £	Grant Contribution %	Pension Contribution £	TOTAL Contribution £	Grant Contribution £	Grant Contribution %	Pension Contribution £	TOTAL Contribution £	Grant Contribution £	Grant Contribution %	Pension Contribution £	TOTAL Contribution £
Local Authority														
Backwell Forest	275,209	17.86%	242,184	18.05%	0	242,184	77,750	8.89%	0	77,750	0	0%	0	0
Reading	220,167	14.29%	195,167	14.54%	0	195,167	149,279	17.07%	0	149,279	115,000	22%	0	115,000
Slough	275,209	17.86%	242,184	18.05%	42,000	284,184	186,600	21.34%	42,000	228,600	145,000	28%	21,000	166,000
West Berkshire	275,209	17.86%	242,184	18.05%	0	242,184	186,600	21.34%	0	186,600	145,000	28%	0	145,000
Wokingham	220,167	14.29%	195,167	14.54%	0	195,167	149,279	17.07%	0	149,279	120,000	23%	0	120,000
Royal Borough Windsor and Maidenhead	275,209	17.86%	225,209	16.78%	0	225,209	125,000	14.29%	0	125,000	0	0%	0	0
Total	1,541,170	100.00%	1,342,095	100.00%	42,000	1,384,095	874,508	100.00%	42,000	916,508	525,000	100%	21,000	546,000

NB Reading Borough Council Grant contribution for 2012/13 +£5,000 (Peter Shotts work with the RPP)

Appendix C to the Cabinet Report

Impact and Achievements of the Raising Participation Partnership (RPP)

The Raising Participation Partnership (RPP) has co-ordinated and led education, learning and skills support activity for the Local Authorities of Slough, West Berkshire, Wokingham and Reading. These activities support maintained Schools and School Sixth Forms, Academies, Further Education Providers and Independent Private Providers, amongst others, to improve outcomes learning and life outcomes for young people.

Support has led to a developed curriculum/provision offer and support mechanisms to reduce the likelihood of non-participation, social disengagement and/or exclusion. Whilst the success and impact of this work will be demonstrated over a longer-term, such as reduction in NEET and associated individual/public costs, the RPP has secured additional in-year funding and resource in kind to further build capacity and ensure longer term sustainability of current projects and initiatives.

Amongst others, these include:

- A successful bid to the Department for Education (DfE) to participate in the fourth round of the RPA pilot programmes. Funding secured for 2012-13 is £100,000, with an additional £150,000 match funded by the Local Authorities and Colleges. This will support the equivalent of 27 Transition Worker posts working with 270 young people at risk of disengaging by providing motivational and pastoral support over the transition period following leaving compulsory secondary learning.
- A successful and unique bid to the Education Funding Agency (EFA) to provide sustainable post-16 provision in Pupil Referral Units (PRU) or alternative settings. The additional £127,000 will support 60 young people annually, who will benefit from an extended period in their secure setting and an enhanced managed move process to further learning or employment with training.
- Five successful bids to the Young People's Learning Agency (now the EFA) to access the 2011-12 Demographic Growth Capital Fund. Funding secured was £1.791 million and will provide additional capital places for approximately 200 additional young to participate in further learning.
- Four successful bids to the EFA to access the 2012-13 Demographic Growth Capital Fund. Funding secured is £3.14 million to provide additional capital growth in two schools and purpose built accommodation at two colleges to young people with learning difficulties and/or disabilities. This includes £1.754 million for East Berkshire College and £661,125 for Slough and Eton College.
- A successful bid to the EFA to secure additional funded learner numbers to commission niche employer based provision: "Work Pairing" for NEET young people. Associated revenue funding for 2012/13 is estimated at £500,000 to support an additional 125 young people reengage in learning and/or employment.

- A successful bid to the EFA to increase the 16-19 Bursary Fund for disadvantaged young people. Additional funds secured totalled £43,570 to support young people facing financial barriers to entering and remaining in learning to do so.
- Support to Schools Sixth Forms and Academies to revisit and amend success rate data used by the EFA to calculate future funding. Successfully submitted business cases to revise data ensured an estimated £1 million of revenue funding was not lost between the academic years 2010/11 and 2011/12. A similar exercise took place in 2011 and 2012.
- Curriculum and funding support given to School Sixth Forms led to an increase in revenue funding of £916,389 to support an additional 171 funded learner numbers between 2011/12 and 2012/13, ensuring future capacity to meet the challenges of RPA.
- A 12% or £213,148 increase in the RPP's proportion of the EFA 2012/13 National Placement Budget for Learners with Learning Difficulties and/or Disabilities (LLDD), of which £151,092 is for Slough young people.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th July 2012
CONTACT OFFICER: Joe Carter, Head of Transport
(For all enquiries) (01753) 875653
WARD(S): Chalvey
PORTFOLIO: Councillor James Swindlehurst, Commissioner for Neighbourhoods & Renewal

PART I

KEY DECISION

HIGHWAY CHANGES IN CHALVEY

1 Purpose of Report

The purpose of this report is to detail the results of the recent public consultation on the experimental highway changes in Chalvey that were completed in February 2012. It is Cabinet's responsibility to decide the outcome of this experimental project, and to decide which of the roads involved should remain one-way permanently, and which should return to two-way operation.

In November 2009 the council consulted residents of Chalvey to identify the most important priorities for the council to address in the context of the Chalvey Regeneration Project. The top three priorities identified by respondents to this consultation were:

- 1st "Better parking for residents and local shoppers"
- 2nd "Improvements to the look of streets and open places"
- 3rd "Changes to roads to deter rat running and reduce accidents"

The report also highlights a number of concerns and technical issues identified during the public consultation, that will need to be addressed depending on the decisions made.

2 Recommendation(s)/Proposed Action

Officers have not recommended which roads should remain one-way, and which should return to two way operation. Given the range of responses received it has not been possible to identify an undisputed preferred outcome, for any of the roads involved. Therefore these are political decisions, rather than technical decisions. Cabinet should take into account all the evidence gathered during the public consultation in making their decisions in respect of each of the roads involved. Key decisions:

- **Should Chalvey Road West remain one-way or return to two-way operation?**
- **Should Chalvey Road East remain one-way or return to two-way operation?**
- **Should Ledgers Road remain one-way or return to two-way operation?**
- **Should Ragstone Road remain one-way or return to two-way operation?**

The decisions made by Cabinet will necessitate either the making of permanent traffic regulation orders, or the rescinding of the existing experimental orders in respect of each of the roads involved.

As a result of testing the layout as a live experiment, and as part of the consultation feedback a number of concerns and technical issues were identified, which will need to be addressed depending on the decisions made. Therefore the following recommendations are conditional:

- **Regardless of the outcome:**
 - 1) Work with the local community to finalise the design of the permanent solution;
 - 2) Consider lowering the classification of the roads through Chalvey;
 - 3) Review direction signage in and around Chalvey to discourage through traffic;
 - 4) Review the pedestrian crossing points of all arms of the junction underneath the railway bridge, especially Ledgers Road, to ensure adequate visibility and promote safety of pedestrians;
 - 5) Introduce a 20mph zone covering Chalvey Road West, Chalvey Road East, Ledgers Road (and its side roads), Montem Lane (and its side roads), Ragstone Road, Martin Road, College Avenue, The Crescent, and King's Road.
- **If Chalvey Road West remains one-way:**
 - 6) Consider introduction of bus contra-flow to facilitate improved bus services and improve access for emergency services;
 - 7) Review the pedestrian crossing on the road hump between Alexandra Place and King Edward Street, to improve visibility and also consider installing a Zebra Crossing at this location;
 - 8) Review the junction of High Street, Chalvey Road West and Church Street to clarify who has priority, and to assist right turns from High Street into Chalvey Road West;
 - 9) Retain cycle contra-flow, but review the design to improve compliance and safety for cyclists, for example provision of coloured surfacing.
- **If Chalvey Road West returns to two-way operation:**
 - 10) Provide as much formal parking as feasible for the benefit of the local businesses and their customers – at the time of writing the feasibility of retaining parking on the northern side of Chalvey Road West is unproven, and there is a risk that this parking would have to be removed if two-way operation was restored;
 - 11) Consider measures to prevent Chalvey Road West being re-established as a significant through route.
- **If Chalvey Road East remains one-way:**
 - 12) Consider introduction of bus contra-flow to facilitate improved bus services and improve access for emergency services;
 - 13) Retain cycle contra-flow, but review the design to improve compliance and safety for cyclists, for example provision of coloured surfacing.
- **If Chalvey Road East returns to two-way operation:**
 - 14) Provide as much formal parking as feasible for the benefit of the local businesses and their customers – at the time of writing the feasibility of retaining parking in Chalvey Road East is unproven, and there is a risk that all the parking in Chalvey Road East would have to be removed if two-way operation was restored;
 - 15) Consider measures to prevent Chalvey Road East being re-established as a significant through route.

- **If Ledgers Road remains one-way:**
 - 16) Provide traffic calming to slow traffic;
 - 17) Review the design of the junction with Montem Lane;
 - 18) Extend the double yellow line across the front gate of the Methodist Church, to provide access for funeral vehicles, and at the same time extend the parking bay on the western side of Ledgers Road northwards by an equivalent distance, so there is no net reduction in parking for residents;
 - 19) Provide as much formal parking as feasible for the benefit of local residents
 - 20) Review the southern entrance to Hillside with a view to introducing additional parking;
 - 21) Retain cycle contra-flow, but review the design to improve compliance and safety for cyclists, for example provision of coloured surfacing.
- **If Ledgers Road returns to two-way operation:**
 - 22) Provide as much formal parking as feasible for the benefit of local residents – noting that restoring two-way operation is likely to result in reduced parking provision;
 - 23) Provide parking restrictions to ensure footways and driveways are not obstructed by parked vehicles;
 - 24) Consider measures to prevent Ledgers Road being re-established as a significant through route.
- **If Ragstone Road remains one-way:**
 - 25) Review the junctions with Martin Road, College Avenue and King's Road and in particular which road should have priority at these junctions;
 - 26) Review traffic calming and remove the crooked speed cushions;
 - 27) Reverse the one-way operation of College Avenue and Martin Road to improve access to College Avenue, Martin Road, and the northern end of Ragstone Road, and also to resolve concerns over visibility at the junction of Martin Road with Chalvey Road East;
 - 28) Provide as much formal parking as feasible for the benefit of local residents;
 - 29) Retain two-way access to Kings Road and the three places of worship, and ensure the detailed design does not interfere with access to the three places of worship;
 - 30) Retain cycle contra-flow, but review the design to improve compliance and safety for cyclists, for example provision of coloured surfacing.
- **If Ragstone Road returns to two-way operation:**
 - 31) Provide traffic calming to ensure safety around the school entrance;
 - 32) Provide as much formal parking as feasible for the benefit of local residents – noting that restoring two-way traffic would result in significantly reduced parking provision;
 - 33) Provide parking restrictions to ensure footways and driveways are not obstructed by parked vehicles
 - 34) Consider measures to prevent Ragstone Road being re-established as a significant through route.

3 **Sustainable Community Strategy Priorities**

- **Health and wellbeing**

Regeneration in Chalvey is the Council's response to the identified needs of the area, which suffers from high levels of deprivation ranking amongst the 10% most deprived in the South East Region. Significant progress has already been made, with a new Early Years Centre, and a new community hub providing a number of new community facilities including a library and adult learning facilities.

- **Safer Slough**

A number of accidents involving pedestrians were recorded in 3 years prior to the start of the experiment, including on designated crossing points and near to local schools. Standing traffic increases the difficulty of pedestrians to cross busy road junctions, and by working to address these issues the safety and wellbeing of residents can be supported while the environmental quality of the area can be improved, both aesthetically and in terms of pollution.

- **Regeneration and environment**

Another of the stated aims of the regeneration is the improvement of the urban environment which can be achieved in part by reducing congestion and standing traffic. The declaration of an Air Quality Management Zone along the town centre section of the A4 has been made necessary by increased volumes of traffic and congestion. In this location the increased pollution is being addressed by improvements to the road network around the former Brunel roundabout and investment in smart technology to manage traffic flow. Due to the previous road layout in Chalvey and the complexity of some of the junctions standing traffic used to be a common feature, which not only increased pollution output but presented difficulties for residential traffic.

- **Economy and skills**

Regeneration taking place in a number of areas of the town, coupled with continued investment in education, skills training, parks and open spaces and key public services all contribute to individual wellbeing and personal development. The quality of the townscape influences the propensity of businesses to locate in Slough, so efforts to make the town more attractive will also have positive effects on the local economy.

4 **Other Implications**

- (a) **Financial**

As part of the Chalvey Roads project, the council has implemented a range of permanent improvements, alongside the experimental measures.

Those measures that are purely experimental may have to be removed or changed depending on Cabinet's decisions. The cost of the purely experimental measures is approximately £93,000. These include the one-way systems in Ledgers Road, Ragstone Road, and Chalvey Road East and West – notably the build outs, traffic islands, signage (including illuminated signs), and cycle contra-flow.

The permanent improvements that have been implemented alongside the experimental measures represent a significant investment in Chalvey regardless of the outcome of the experiment. The cost of these permanent improvements is approximately £384,000. These permanent improvements include, for example:

- The new parking outside Ambala;
- Removal of traffic lights at either end and in the centre of Chalvey Road West.

- The widened footway at the northern end of Ragstone Road to provide a safer route to the school entrance;
- The road table in the centre of Chalvey Road West;
- Drainage repairs that were identified during the works;
- Bridge painting;
- The resurfacing of the carriageway in Chalvey Road West;
- Footway resurfacing on the north side of Chalvey Road West, alongside Heer's Chemist;
- Modifications to the approaches to Three Tuns crossroads to ease movement of traffic at the left hand turn;
- Planters;
- Christmas Lights.

There are contributions from a number of budgets, including Chalvey Regeneration, routine maintenance, traffic management, and traffic signals maintenance.

The cost some of the works is relatively high due to the method of delivery. Ordinarily a design would be developed and completed, and a cost calculated and agreed according to the volume of work required. The Chalvey scheme was delivered very quickly, and there were numerous changes to the design in response to feedback from the community. This meant that much of the civil engineering needed to deliver the scheme was delivered on the basis of day-works rates for the operatives involved.

(b) Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
<i>Key decisions in respect of Chalvey Road West, Chalvey Road East, Ledgers Road and Ragstone Road</i>	<i>Parts of the community will be disappointed regardless of the decisions made. This could undermine efforts to deliver the permanent solution. The disappointed part of the community might not accept the decisions made, and continue to campaign for their favoured outcome.</i>	<i>Cabinet should take account of all the evidence gathered as part of the public consultation, and make measured and reasoned decisions for each of the roads involved.</i>
<i>Detailed conditional recommendations relating to the concerns raised</i>	<i>The detailed design may not address the various concerns raised.</i>	<i>The detailed design should be completed in consultation with the local community, to ensure the best possible permanent solution.</i>

(c) Human Rights Act and Other Legal Implications

No Human Rights Act implications.

Various experimental Traffic Regulation Orders made under the Road Traffic Regulation Act 1984, as detailed in various reports to Cabinet. The experimental procedure is as follows:

- The council makes the orders and implements the experimental measures;
- For the first 6 months the council is legally obliged to consider any objections;

- The council then has a further 12 months to decide whether to make the measures permanent, or rescind the experimental orders and return the roads to how they were.

The experimental orders were made in August 2011. The council is obliged to consider any objections received up to February 2012. The council must decide before February 2013 whether to make any of the measures permanent, or whether any of the roads should return to two-way operation.

Mindful of the fact that the legal process is not widely understood, and that it took some time to deliver the experimental measures on the ground, the council has undertaken an extensive public consultation in Spring 2012, to ensure that everyone within the Chalvey community has adequate opportunity to have their say.

Cabinet's decisions will necessitate either the making of permanent orders, or the rescinding of the existing experimental orders, in respect of each road involved.

(d) Equalities Impact Assessment

The EIA has been drafted to assess the potential impact of the experimental measures, and also to inform the second phase of public engagement. The EIA is included as Annex A to this report. An analysis of the equalities and diversity information returned with questionnaire responses is included as Annex B.

5 Supporting Information

History of the Chalvey Roads project

- 5.1 In November 2009 the council consulted residents of Chalvey to identify the most important priorities for the council to address in the context of the Chalvey Regeneration Project. The top three priorities identified by respondents to this consultation were:

- 1st "Better parking for residents and local shoppers"
- 2nd "Improvements to the look of streets and open places"
- 3rd "Changes to roads to deter rat running and reduce accidents"

- 5.2 Officers began to develop possible solutions early in 2011. These options were developed in consultation with the traffic sub-committee of the Chalvey Forum. Officers met this group in February 2011 to review the most pressing concerns and to discuss, in principal, the kind of solutions that might be appropriate and acceptable to the community. The discussion included suggestions from the consultation in 2009, including road closures and one-way systems, and these were considered by those present to be appropriate options for consideration. It was acknowledged by both officers and the Forum that all options – including doing nothing – carried advantages and disadvantages.
- 5.3 This initial consultation and feasibility work by officers resulted in three options being tabled to Cabinet on 31st May 2011, seeking approval to undertake further consultation with residents' groups to identify a preferred option by consensus.
- 5.4 Following Cabinet's approval, on 15th June 2011 the Commissioner and officers met with approximately 40 members of the Chalvey community. The options were presented. All those present were able to ask questions about the options, and to make new suggestions. This meeting was dominated by members of the business community, many of whom are also residents of Chalvey, who expressed concern that any change to the road network in Chalvey would be detrimental to their business interests.
- 5.5 The Commissioner and officers subsequently met and corresponded with a range of individuals and residents' groups. It was not possible to achieve a consensus on a

preferred option, as had been anticipated by Cabinet on 31st May 2011. Responses to the options varied considerably among different groups and individuals.

- 5.6 The situation was reported to Cabinet on 18th July 2011. Cabinet approved the implementation of the following measures on an experimental basis:
- Closure and pedestrianisation of Chalvey Road West;
 - One-way operation of Chalvey Road East, Ledgers Road and Ragstone Road.
- 5.7 Cabinet gave a degree of flexibility to officers, in consultation with the Commissioner, to be able to respond to feedback from the community, and the impact on the surrounding road network. The choice of the experimental procedure was intended to allow the community to experience the proposed measures at first hand, with their advantages and disadvantages, and provide feedback to the council before any decision is made to make a permanent change.
- 5.8 Cabinet was updated on 19th September 2011, by which time works to implement the experimental measures were in progress. A protest led by members of the business community on 11th August 2011 resulted in the closure and pedestrianisation of Chalvey Road West being put on hold, and a one-way system being implemented in Chalvey Road West instead. Cabinet's decision on 18th July gave flexibility *"to be able to respond appropriately to both the impact on the Highway network, and any representations made"*. The decision not to pedestrianise Chalvey Road West was possible because of the flexibility afforded by Cabinet. The protest and subsequent discussions with the protest leaders made it clear to the council that pedestrianisation was not welcome, and so in response to this a compromise was made to the original scheme.
- 5.9 In October 2011, an information leaflet was delivered to every household in Chalvey between the A4, M4, Windsor Road and Tuns Lane, describing the experimental scheme.
- 5.10 Cabinet was updated again on 12th December 2011. By this time one-way systems had been implemented in Chalvey Road West, Chalvey Road East, Ledgers Road and Ragstone Road, although at this stage the physical works had not yet been completed in all these roads. Thames Water working in the area and the council needed to wait until Thames Water had finished before completing its own works. Thames Water's works caused significant disruption within the community at the time, and many people were very unhappy with the length of time taken by Thames to complete their works. Some of the initial reaction to the council's experimental measures may have been influenced by the difficulties caused by Thames Water's works.
- 5.11 The experimental works were completed in Chalvey by the end of February 2012.

Experimental measures

- 5.12 Experimental measures have been implemented as follows:
- Chalvey Road West: one-way eastbound (towards the railway bridge) with a contra-flow cycle lane and new parking.
 - Chalvey Road East: one-way westbound (towards the railway bridge) between College Avenue and Ragstone Road, with a contra-flow cycle lane, and new parking.
 - Ledgers Road: one-way northbound (away from the railway bridge) between Chalvey Road West and Montem Lane, with a contra-flow cycle lane and formalised parking for residents.
 - Ragstone Road: one-way southbound (away from the railway bridge), between Chalvey Road East and King's Road, with a contra-flow cycle lane, formalised

parking for residents, and a wide shared pedestrian/cycle surface between the railway bridge and the entrance to Slough and Eton College.

- A new give-way junction at High Street / Church Street / Chalvey Road West to suit the one-way operation of Chalvey Road West.
 - A new give-way junction underneath the railway bridge to suit the one-way operation of Chalvey Road East, Chalvey Road West, Ledgers Road and Ragstone Road.
- 5.13 The one-way systems were implemented on an experimental basis to enable the community to experience the measures at first hand before providing feedback to the council.

Public engagement

- 5.14 In March 2012 the council launched a wide scale public consultation in Chalvey to obtain as much feedback from the community as possible. The main catchment area for the consultation was the area between the A4, M4, Windsor Road and Tuns Lane. The consultation has included:
- Questionnaires posted to every address in the catchment area – where permissible, questionnaires were individually addressed to electors to increase the likelihood of people responding;
 - Signs were installed on site;
 - Press releases;
 - Articles in Citizen;
 - A reminder leaflet hand-delivered to all addresses within the catchment area;
 - Public meetings with the roads most directly affected;
 - A public exhibition to which everyone within the catchment was invited;
 - Direct approaches to community groups within Chalvey;
 - A dedicated “Chalvey Roads” e-mail address and telephone number were established;
 - Information was posted on the council’s website;
 - An online survey.
- 5.15 In addition to the council’s own consultation effort, a number of petitions have been received, and many individuals have written to the council to express their views. All the feedback received has been included in this report, and is described below.

Consultation results – coverage and response rate

- 5.16 The catchment area for the consultation was the area between the M4, A4, Tuns Lane and Windsor Road. This is the area that is most affected by the experimental measures. It is acknowledged that residents from outside this catchment area are also affected – for example commuters that use Chalvey as a through route, visitors, shoppers, etc. The publicity for the consultation extended beyond the boundaries of the catchment area, and feedback was encouraged from anyone outside the catchment area who showed an interest.
- 5.17 For all previous traffic and transport consultations, one questionnaire is provided to each household. However previous consultations have only attracted a very low response rate – typically around 5%. As mentioned above, to try to improve the response rate, questionnaires were posted to individual electors within the catchment area, where their names and addresses were available to the council for this purpose. For any property where the electors’ details were unavailable, the

questionnaire was posted to “The Occupier”. For business premises, a single questionnaire was posted to “The Manager”. A panel was included in a number of different languages known to be spoken within the Chalvey community, offering a translating service.

- 5.18 To be consistent with previous traffic and transport consultations, the results are first of all counted by property. As the information is available the results are then counted by individual. It is evident from the results that for each question, over 90% of households returned an identical response within the household. This suggests that the previous approach of providing one questionnaire for each household is quite appropriate. There is also evidence of collaboration between households, for example officers discovered 13 questionnaires with identical responses, including identical comments, returned from 3 different addresses.
- 5.19 Chalvey has a relatively high density of HMO properties compared to other areas in Slough.
- 5.20 The catchment area contains 3,444 properties in 60 roads. Responses were received from 561 properties within the original catchment area. This represents a response rate by property of 16%. Responses were also received from 54 properties outside the catchment area, including responses from Cippenham, Langley, Britwell, Colnbrook, Upton, Manor Park, Burnham, Datchet, Windsor, Iver, Wraysbury, Wokingham, Crowthorne and Leeds. Responses were received from 615 properties altogether.
- 5.21 A total of 5,874 questionnaires were posted in the initial mail out. 4,859 questionnaires were individually addressed to electors. 852 were posted to “The Occupier” of residential addresses, where electors at that address could not be identified. 163 were posted to “The Manager” of business premises. Responses were received from 928 individuals within the catchment area. This represents a response rate by individual of 16%. Responses were also received from 59 individuals outside the catchment area. Responses were received from 987 individuals altogether.
- 5.22 Only 4 of the returned questionnaires have not been included in the analysis. For two it was not possible to identify the address. One was returned too late (26th June 2012). For the other it was not possible to tell which options were preferred due to the way the questionnaire had been completed.
- 5.23 The initial mail out was unfortunately delayed. The council’s printing contractor passed the mail out to a third party handling agent for sorting, who in turn passed it to Royal Mail for delivery. The third party handling agent accidentally quarantined half the mail out in their depot for approx a week. This caused considerable confusion and delayed the arrival of the questionnaires to some parts of the catchment area. Officers took a number of steps to ensure that everyone within the catchment area knew about the consultation and had the opportunity to respond. For example questionnaires were hand-delivered to Ragstone Road, following the public meeting with residents of Ragstone Road, where it was reported to officers that most of those present had not yet received their questionnaires. For example a leaflet was hand delivered to the entire catchment area, informing residents that the consultation was underway, providing details of the on-line survey, and inviting residents to get in touch if they had not already received a paper questionnaire.
- 5.24 There were 117 questionnaires submitted online. Twelve of these have been removed because they were either nonsense (for example one individual submitted their name as ‘eZfQBWPslzhGTI’) or incomplete (for example one individual submitted their entire name as ‘Deep’ and didn’t include their address). A further

eight were removed because they were duplicates of paper questionnaires. Therefore, the total number of online questionnaires included in the analysis is 97.

- 5.25 The catchment area includes 60 roads. Responses were received from all but two of these roads. This together with the very high response rate suggests that in spite of the postal delays with the questionnaires, the vast majority were eventually delivered, and that the council's publicity was adequate in making people aware of the consultation. Annex C shows the catchment area with the response density plotted by post code. This geographical presentation shows that the responses were fairly evenly distributed across the catchment area.

Consultation results – questionnaires and online survey

- 5.26 The main objectives of the experimental measures were to address the top three priorities identified in the 2009 consultation:

- 1st "Better parking for residents and local shoppers"
- 2nd "Improvements to the look of streets and open places"
- 3rd "Changes to roads to deter rat running and reduce accidents"

- 5.27 A number of questions were designed to measure whether the experimental measures had achieved these objectives:

Question 1 Do you feel the experimental measures have reduced the volume of traffic in Chalvey and made the environment quieter?

Question 6 Do you feel that the experimental measures have provided better parking for residents of Chalvey?

Question 7 Do you feel that the experimental measures have provided better parking for local shoppers in Chalvey?

Question 8 Do you feel that the experimental measures have provided improvements to the look of streets in Chalvey?

Question 9 Do you feel that the experimental measures have deterred rat running?

Question 10 Do you feel that the experimental measures have reduced the likelihood of road traffic accidents on the road network in Chalvey?

- 5.28 The results for these questions are shown below, counted by property. Respondents were asked to answer "yes", "no", or "no opinion", and also to submit any comments they might have. All the comments submitted to all the questions are included in Annex D.

- 5.29 Cabinet should be aware that for questions 1, 6, 7, 8, 9 and 10, a minority of respondents answered "yes" but did not consider the changes to be positive. For example among those who responded "yes" to question 1 the following comments were made:

"All SBC have done is transfer traffic from the road to the neighbouring roads"

"At a cost to the business owners"

"Not happy with this experiment at all!"

"One way traffic has made a problem or bus 8 passengers going to Cippenham"

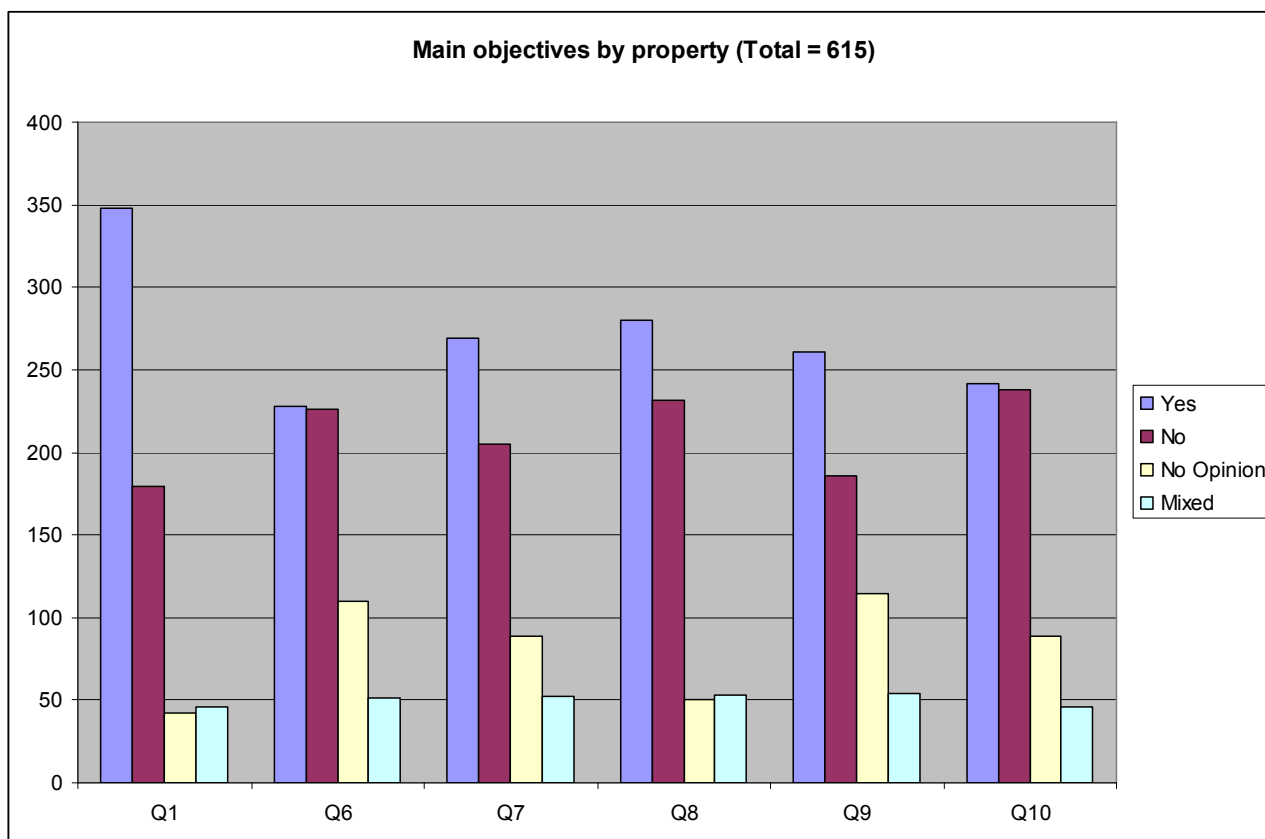
"Have turned the village into a ghost town"

- 5.30 Cabinet should also be aware that for question 9, a number of respondents did not understand the phrase "rat running".

Questions to measure whether the experimental measures have addressed the priorities identified in 2009. **All responses.**

Count by property

	Q1 (Less traffic and quieter)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	348 (57%)	228 (37%)	269 (44%)	280 (46%)	261 (42%)	242 (39%)
No	179 (29%)	226 (37%)	205 (33%)	232 (38%)	186 (30%)	238 (39%)
No Opinion	42 (7%)	110 (18%)	89 (14%)	50 (8%)	114 (19%)	89 (14%)
Mixed*	46 (7%)	51 (8%)	52 (8%)	53 (9%)	54 (9%)	46 (7%)



*A "mixed" response has been counted where differing responses to a question were received from the same property.

5.31 There were four key questions designed to measure support for the experimental measures themselves:

Question 2 Do you support the introduction of a new one-way system, new 30 minute parking and new cycle lane in **Chalvey Road West**?

Question 3 Do you support the introduction of a new one-way system, new 30 minute parking and new cycle lane in **Chalvey Road East**?

Question 4 Do you support the introduction of a new one-way system, new parking and new cycle lane in **Ledgers Road**?

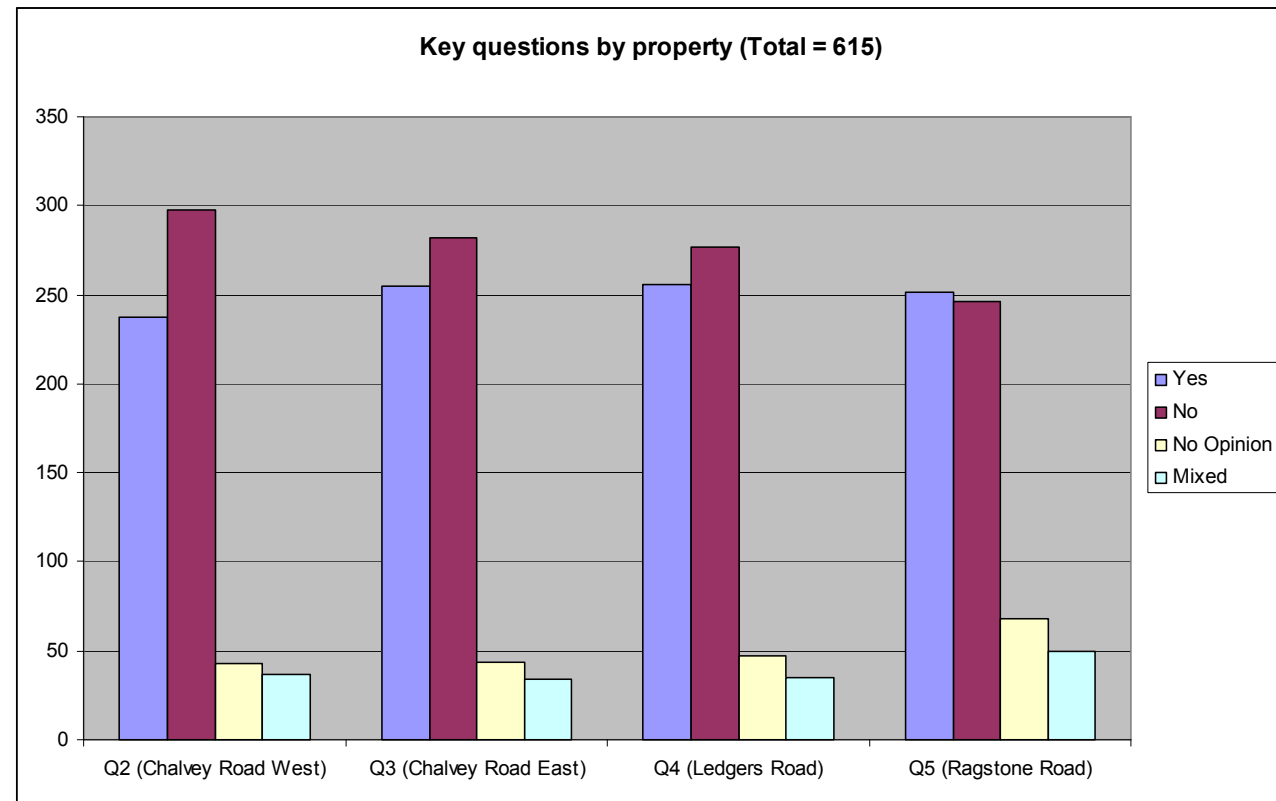
Question 5 Do you support the introduction of a new one-way system, new parking and new cycle way in **Ragstone Road**?

5.32 The results for questions 2, 3, 4 and 5 are shown below, counted by property. Respondents were asked to answer "yes", "no", or "no opinion", and also to submit any comments they might have. All the comments submitted to all the questions are included in Annex D.

Key questions – all responses

Count by property

	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)
Yes	237 (39%)	255 (41%)	256 (42%)	251 (41%)
No	298 (48%)	282 (46%)	277 (45%)	246 (40%)
No Opinion	43 (7%)	44 (7%)	47 (8%)	68 (11%)
Mixed	37 (6%)	34 (6%)	35 (6%)	50 (8%)



5.33 The questionnaire explained that in each road, the experimental measures were mutually dependent. For example in Chalvey Road West and Chalvey Road East, the new parking is feasible because these roads were made one-way. A layout was submitted during the consultation that includes additional parking in a two-way scenario, but the suggested layout would require the acquisition of private forecourts. Officers are currently investigating whether or not this would be feasible. The land required is in part unregistered, and therefore it would not be straightforward to acquire this land. At the time of writing, there is no guarantee that it would be feasible to retain any of the new parking in Chalvey Road West and Chalvey Road East, if these roads were to return to two-way operation. In addition alternative measures would have to be identified to ensure these roads did not become re-established as through routes.

5.34 Similarly in Ragstone Road, the questionnaire explained that if two-way traffic was restored the new parking between the school and the railway bridge would have to be removed. Further parking would have to be removed from the opposite side to the school in parts of the road that are too narrow for two-way traffic and a parked vehicle.

5.35 Historically drivers in Ragstone Road have routinely parked on the footway on both sides of the road. This is unlawful and dangerous – especially for pedestrians who at times were forced to walk into the road. Drivers would also park routinely so as to obstruct driveways. In the context of the experimental scheme, formalised parking

was provided, but only in locations that did not obstruct driveways, and only in locations where parking could be accommodated safely.

- 5.36 If Ragstone Road were to be returned to two-way operation, the council could not allow the previous practice of footway parking to be re-established, and would need to introduce new parking controls to protect the safety of pedestrians, and ensure that driveways remained unobstructed. This means that if Ragstone Road were to revert to two-way operation, the overall parking provision in Ragstone Road would reduce significantly.
- 5.37 For residents of Ragstone Road this was very difficult to bear, as the council had allowed the problem of footway parking to develop unchecked for many years. By parking on the footway, residents were able to fit in more vehicles than can actually be accommodated safely and lawfully. This meant that the experimental layout reduced availability of parking, and the residents now have no opportunity to return to the previous parking situation. Some residents were very unhappy to be put into this situation by the council. This is reflected in the response to question 6 from properties in Ragstone Road, and the comments made at the Ragstone Road public meeting.

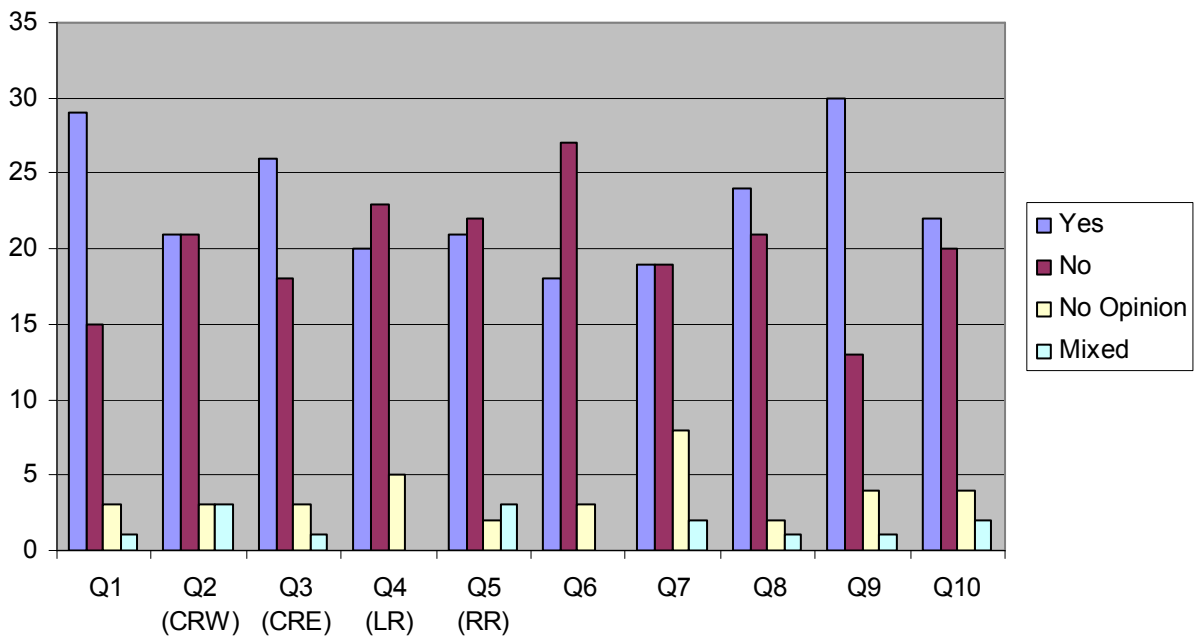
5.38 The results have been separated out for a number of specific groups, which have been affected most profoundly by the experimental measures. The results received from properties in Ragstone Road are shown below.

Overall result – **Ragstone Road** only

Count by property

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	29 (60%)	21 (44%)	26 (54%)	20 (42%)	21 (44%)	18 (38%)	19 (40%)	24 (50%)	30 (63%)	22 (46%)
No	15 (31%)	21 (44%)	18 (38%)	23 (48%)	22 (46%)	27 (56%)	19 (40%)	21 (44%)	13 (27%)	20 (42%)
No Opinion	3 (6%)	3 (6%)	3 (6%)	5 (10%)	2 (4%)	3 (6%)	8 (17%)	2 (4%)	4 (8%)	4 (8%)
Mixed	1 (2%)	3 (6%)	1 (2%)	0 (0%)	3 (6%)	0 (0%)	2 (4%)	1 (2%)	1 (2%)	2 (4%)

Results by property - Ragstone Road (Total = 48)



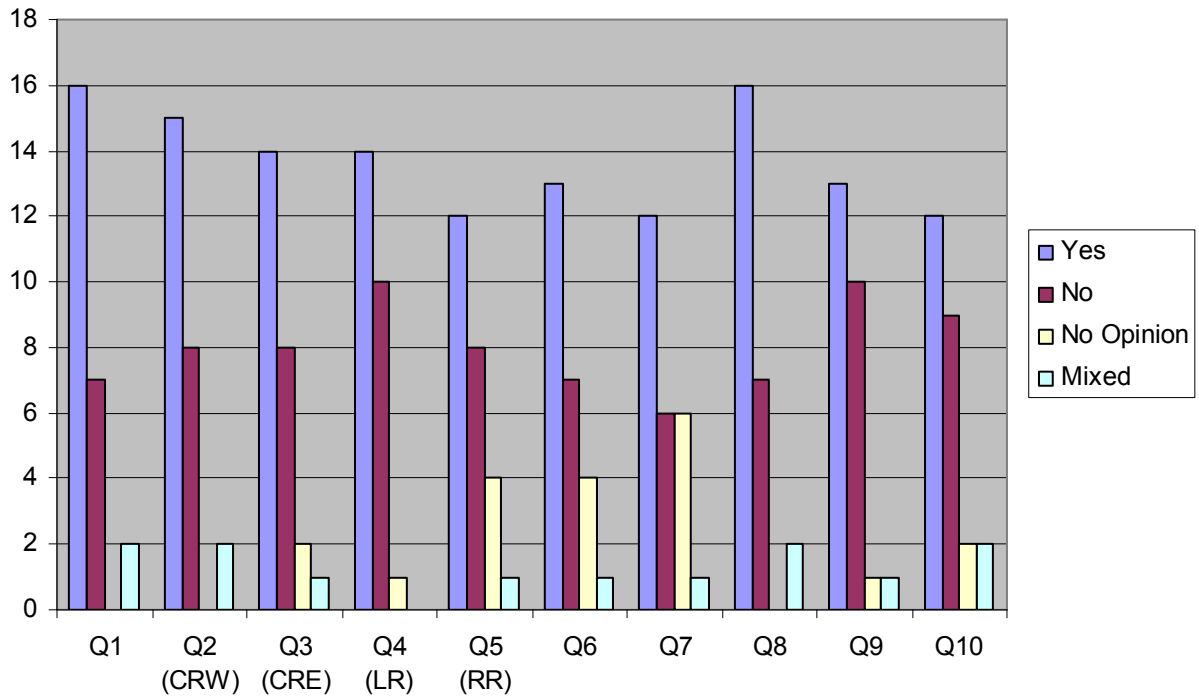
5.39 The results received from properties in Ledgers Road are shown below.

Overall result – **Ledgers Road** only

Count by property

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	16 (64%)	15 (60%)	14 (56%)	14 (56%)	12 (48%)	13 (52%)	12 (48%)	16 (64%)	13 (52%)	12 (48%)
No	7 (28%)	8 (32%)	8 (32%)	10 (40%)	8 (32%)	7 (28%)	6 (24%)	7 (28%)	10 (40%)	9 (36%)
No Opinion	0 (0%)	0 (0%)	2 (8%)	1 (4%)	4 (16%)	4 (16%)	6 (24%)	0 (0%)	1 (4%)	2 (8%)
Mixed	2 (8%)	2 (8%)	1 (4%)	0 (0%)	1 (4%)	1 (4%)	1 (4%)	2 (8%)	1 (4%)	2 (8%)

Results by property - Ledgers Road (Total = 25)



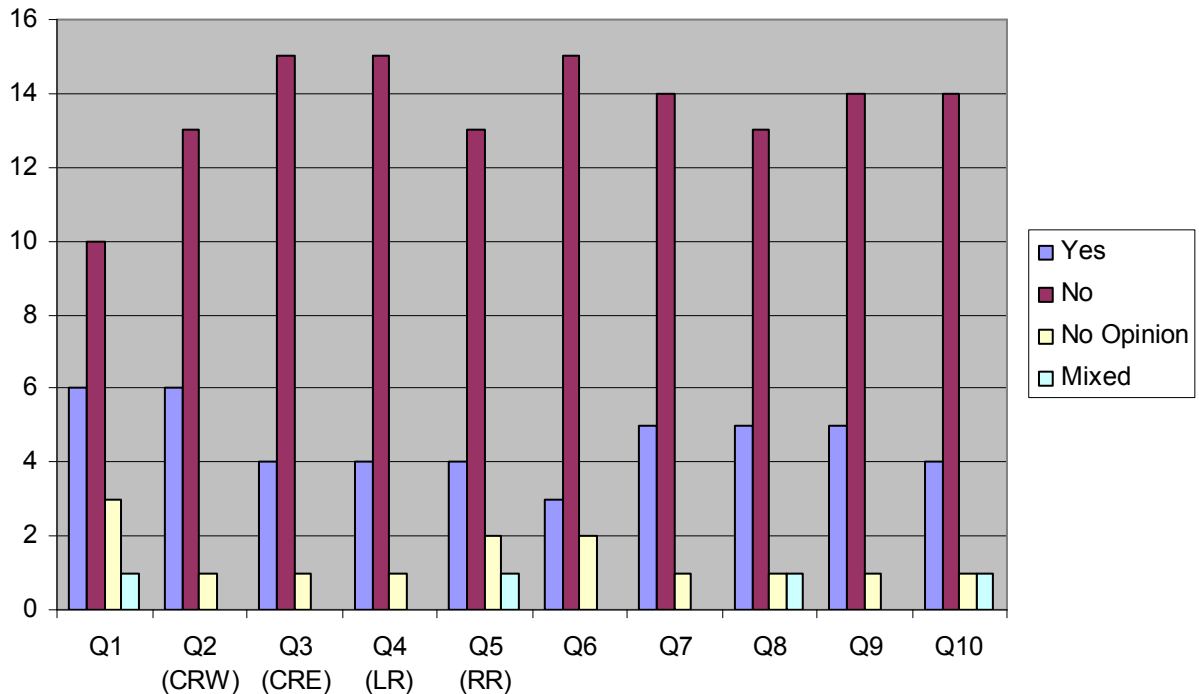
5.40 The results received from properties in Chalvey Road West are shown below.

Overall result – **Chalvey Road West** only

Count by property

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	6 (30%)	6 (30%)	4 (20%)	4 (20%)	4 (20%)	3 (15%)	5 (25%)	5 (25%)	5 (25%)	4 (20%)
No	10 (50%)	13 (65%)	15 (75%)	15 (75%)	13 (65%)	15 (75%)	14 (70%)	13 (65%)	14 (70%)	14 (70%)
No Opinion	3 (15%)	1 (5%)	1 (5%)	1 (5%)	2 (10%)	2 (10%)	1 (5%)	1 (5%)	1 (5%)	1 (5%)
Mixed	1 (5%)	0 (0%)	0 (0%)	0 (0%)	1 (5%)	0 (0%)	0 (0%)	1 (5%)	0 (0%)	1 (5%)

Results by property - Chalvey Road West (Total = 20)



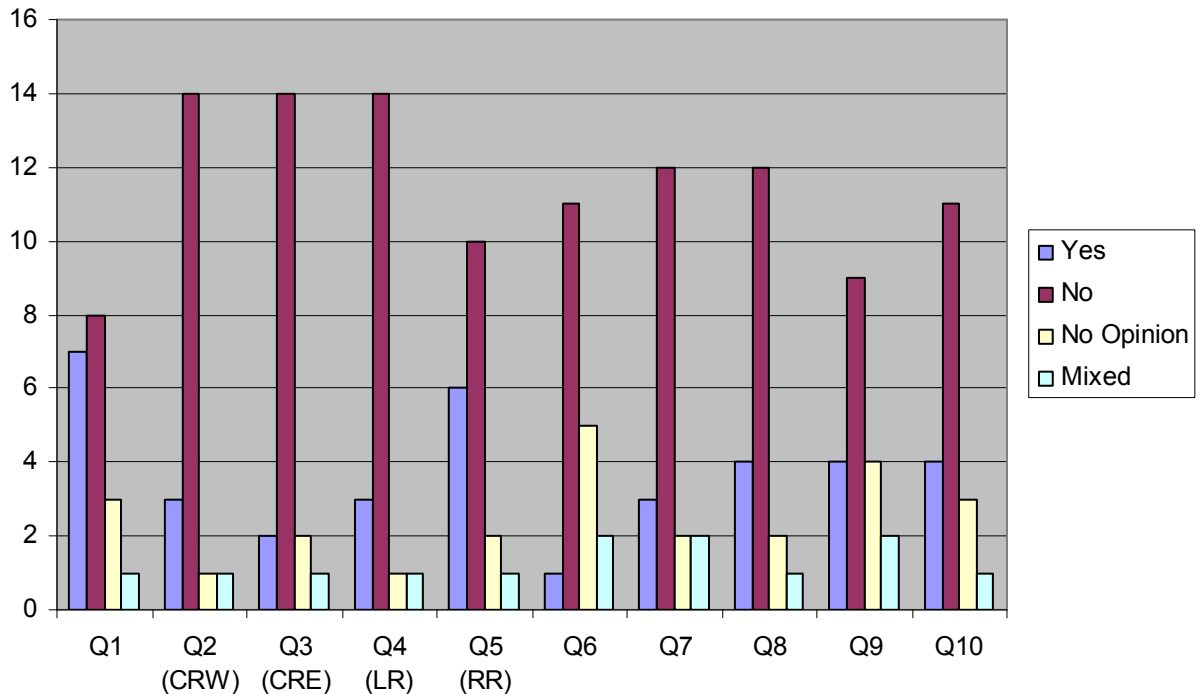
5.41 The results received from properties in Chalvey Road East are shown below.

Overall result – **Chalvey Road East** only

Count by property

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	7 (37%)	3 (16%)	2 (11%)	3 (16%)	6 (32%)	1 (5%)	3 (16%)	4 (21%)	4 (21%)	4 (21%)
No	8 (42%)	14 (74%)	14 (74%)	14 (74%)	10 (53%)	11 (58%)	12 (63%)	12 (63%)	9 (47%)	11 (58%)
No Opinion	3 (16%)	1 (5%)	2 (11%)	1 (5%)	2 (11%)	5 (26%)	2 (11%)	2 (11%)	4 (21%)	3 (16%)
Mixed	1 (5%)	1 (5%)	1 (5%)	1 (5%)	1 (5%)	2 (11%)	2 (11%)	1 (5%)	2 (11%)	1 (5%)

Results by property - Chalvey Road East (Total = 19)



5.42 Responses were received from 493 residential properties within the catchment area, from individuals with no declared business interest. This provides a measure of the views of those within the catchment area whose primary interest is that they are residents. Cabinet should be cautious with these results, as many of those who did not declare a business interest use the local shops and businesses as customers; 67% of all the individuals who responded use the shops in Chalvey. These results are shown below.

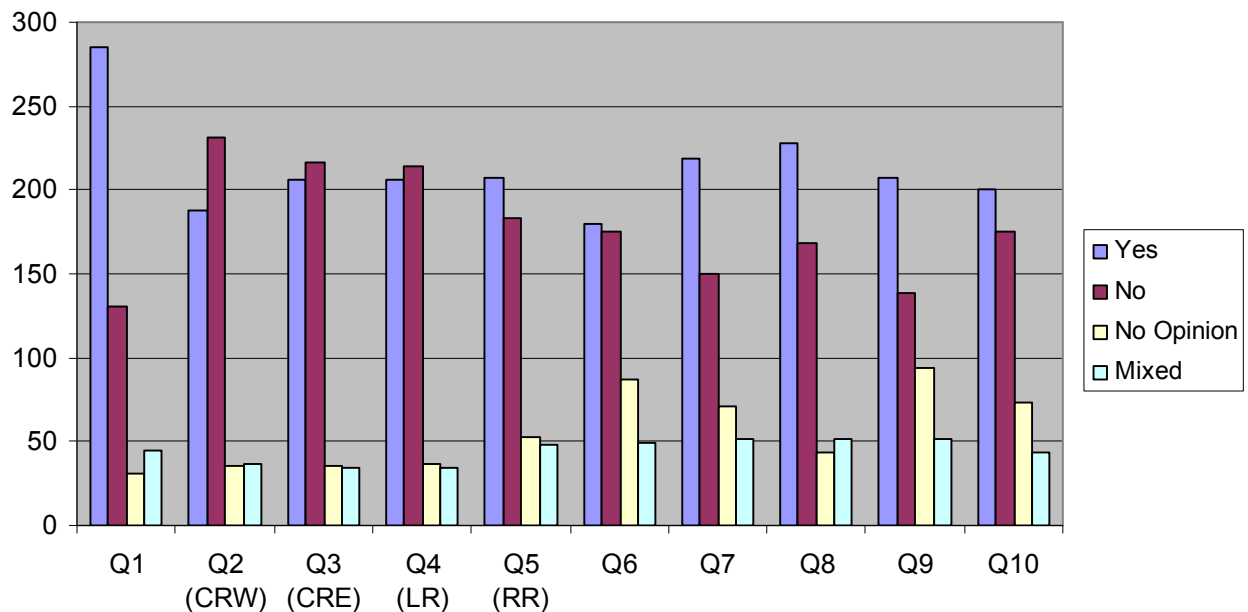
Overall result – residents within catchment only

(business interest and non-catchment excluded)

Count by property

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	285 (58%)	188 (38%)	206 (42%)	206 (42%)	207 (42%)	180 (37%)	219 (45%)	228 (46%)	207 (42%)	200 (41%)
No	130 (26%)	231 (47%)	216 (44%)	214 (44%)	183 (37%)	175 (36%)	150 (31%)	168 (34%)	138 (28%)	175 (36%)
No Opinion	31 (6%)	35 (7%)	35 (7%)	37 (8%)	53 (11%)	87 (18%)	71 (14%)	43 (9%)	94 (19%)	73 (15%)
Mixed	45 (9%)	37 (8%)	34 (7%)	34 (7%)	48 (10%)	49 (10%)	51 (10%)	52 (11%)	52 (11%)	43 (9%)

Result by property - residents within catchment (Total = 493)
(business interest and non-catchment excluded)



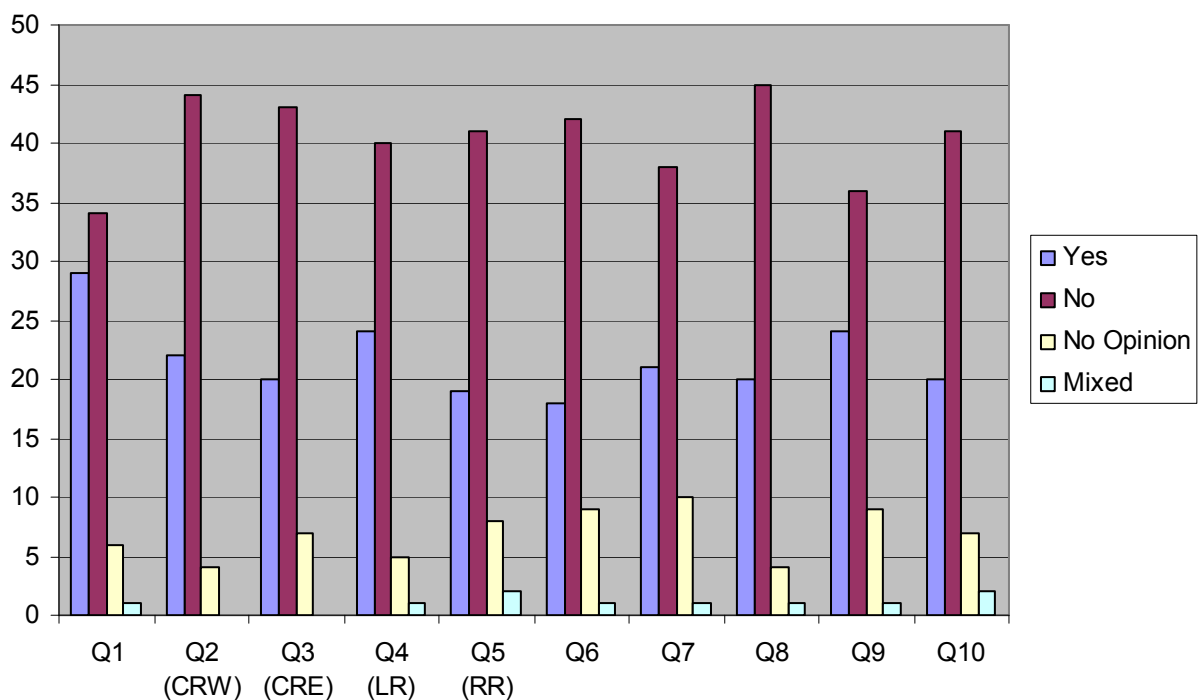
5.43 Responses were received from 70 properties with a declared business interest. Most of these were business premises. The responses included business owners, employees, managers, directors, partners, and self employed residents. The results received from business premises are shown below.

Overall result – **Business Interest** only

Count by property

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	29 (41%)	22 (31%)	20 (29%)	24 (34%)	19 (27%)	18 (26%)	21 (30%)	20 (29%)	24 (34%)	20 (29%)
No	34 (49%)	44 (63%)	43 (61%)	40 (57%)	41 (59%)	42 (60%)	38 (54%)	45 (64%)	36 (51%)	41 (59%)
No Opinion	6 (9%)	4 (6%)	7 (10%)	5 (7%)	8 (11%)	9 (13%)	10 (14%)	4 (6%)	9 (13%)	7 (10%)
Mixed	1 (1%)	0 (0%)	0 (0%)	1 (1%)	2 (3%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	2 (3%)

Results by property - Business Interest (Total = 70)



5.44 As mentioned above, questionnaires were individually addressed to electors within the catchment area. This means that it is possible to count the results by individual as well as by property. The next sets of results show the same analyses as above, but presented by individual. Cabinet will see that some of the results appear quite differently when they are counted by individual – the result for Ledgers Road responses is a good example of this effect. This is due to the varying number of individuals that live at different properties. As mentioned above, it would appear from the responses that over 90% of households have responded as a block. This pattern of responses is evident among both supporters and opponents of the project.

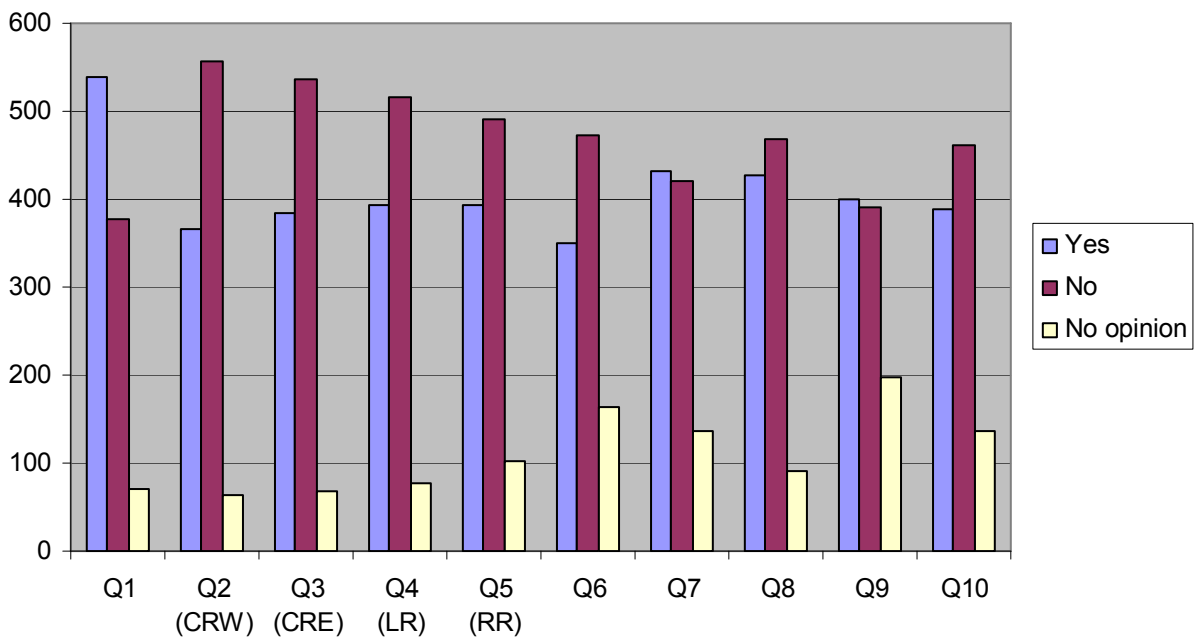
5.45 The overall result with all responses counted by individual is shown below.

Overall result – all responses

Count by individual

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	539 (56%)	366 (38%)	383 (40%)	393 (41%)	394 (41%)	351 (37%)	431 (45%)	427 (44%)	400 (42%)	389 (41%)
No	378 (39%)	557 (58%)	536 (56%)	516 (54%)	490 (51%)	472 (49%)	420 (44%)	469 (49%)	390 (41%)	461 (48%)
No Opinion	70 (7%)	64 (7%)	68 (7%)	78 (8%)	103 (11%)	164 (17%)	136 (14%)	91 (9%)	197 (21%)	137 (14%)

Result by individual - all responses (Total = 987)



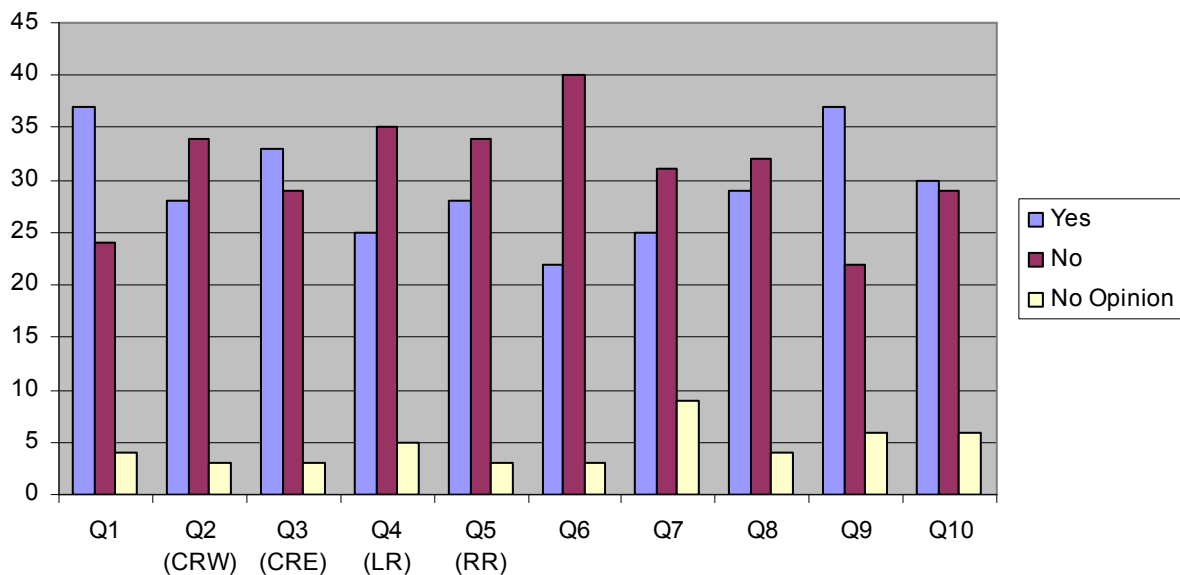
5.46 As above the results have been separated out for a number of specific groups, which have been affected most profoundly by the experimental measures. The results received from individuals in Ragstone Road are shown below.

Overall result – **Ragstone Road** only

Count by individual

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	37 (57%)	28 (43%)	33 (51%)	25 (38%)	28 (43%)	22 (34%)	25 (38%)	29 (45%)	37 (57%)	30 (46%)
No	24 (37%)	34 (52%)	29 (45%)	35 (54%)	34 (52%)	40 (62%)	31 (48%)	32 (49%)	22 (34%)	29 (45%)
No Opinion	4 (6%)	3 (5%)	3 (5%)	5 (8%)	3 (5%)	3 (5%)	9 (14%)	4 (6%)	6 (9%)	6 (9%)

Result by individual - Ragstone Road (Total = 65)



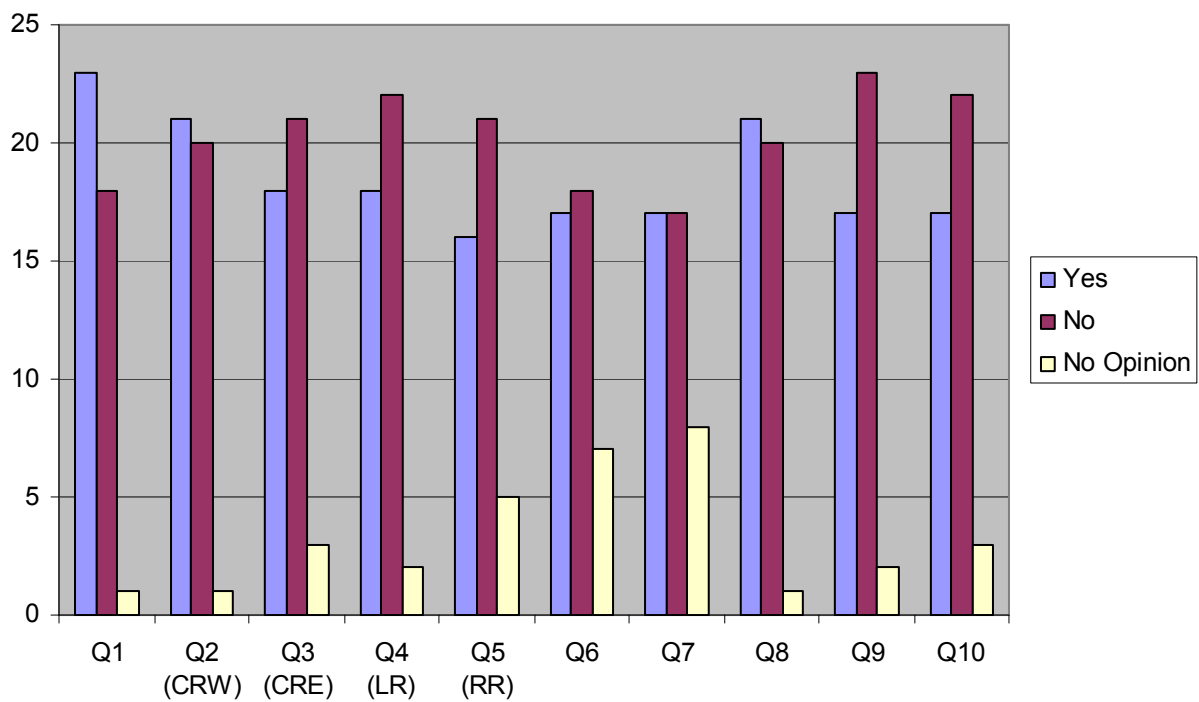
5.47 The results received from individuals in Ledgers Road are shown below.

Overall result – **Ledgers Road** only

Count by individual

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	23 (55%)	21 (50%)	18 (43%)	18 (43%)	16 (38%)	17 (40%)	17 (40%)	21 (50%)	17 (40%)	17 (40%)
No	18 (43%)	20 (48%)	21 (50%)	22 (52%)	21 (50%)	18 (43%)	17 (40%)	20 (48%)	23 (55%)	22 (52%)
No Opinion	1 (2%)	1 (2%)	3 (7%)	2 (5%)	5 (12%)	7 (17%)	8 (19%)	1 (2%)	2 (5%)	3 (7%)

Result by individual - Ledgers Road (Total = 42)



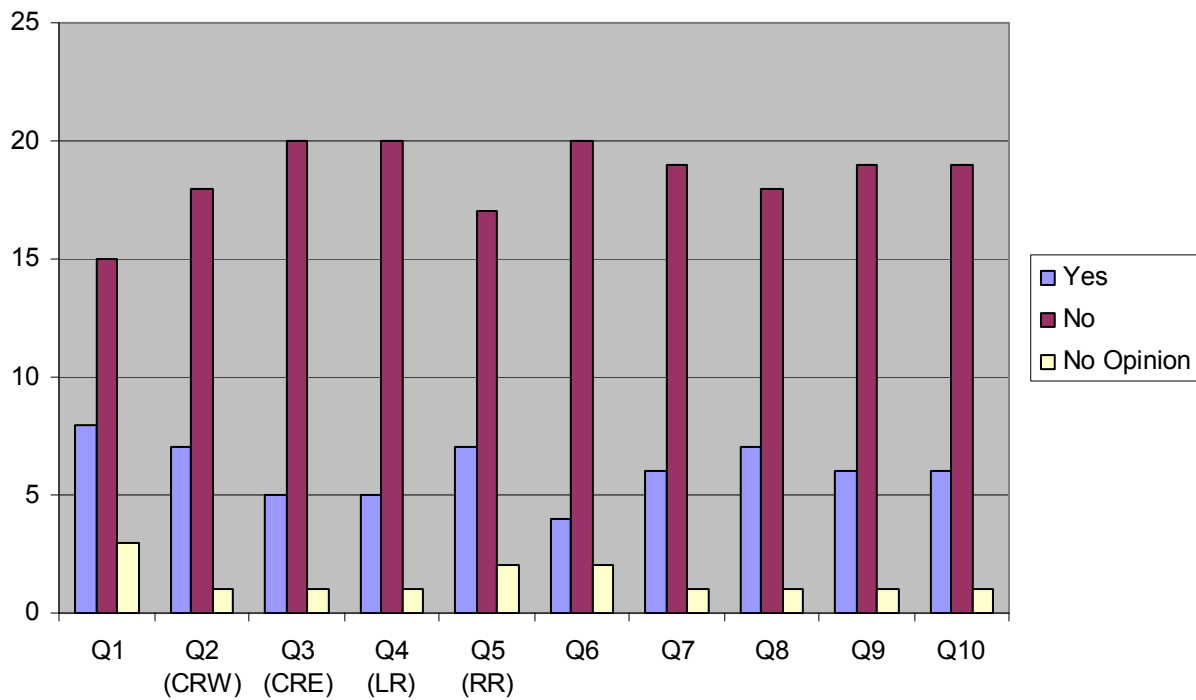
5.48 The results received from individuals in Chalvey Road West are shown below.

Overall result – **Chalvey Road West** only

Count by individual

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	8 (31%)	7 (27%)	5 (19%)	5 (19%)	7 (27%)	4 (15%)	6 (23%)	7 (27%)	6 (23%)	6 (23%)
No	15 (58%)	18 (69%)	20 (77%)	20 (77%)	17 (65%)	20 (77%)	19 (73%)	18 (69%)	19 (73%)	19 (73%)
No Opinion	3 (12%)	1 (4%)	1 (4%)	1 (4%)	2 (8%)	2 (8%)	1 (4%)	1 (4%)	1 (4%)	1 (4%)

Results by individual - Chalvey Road West (Total = 26)



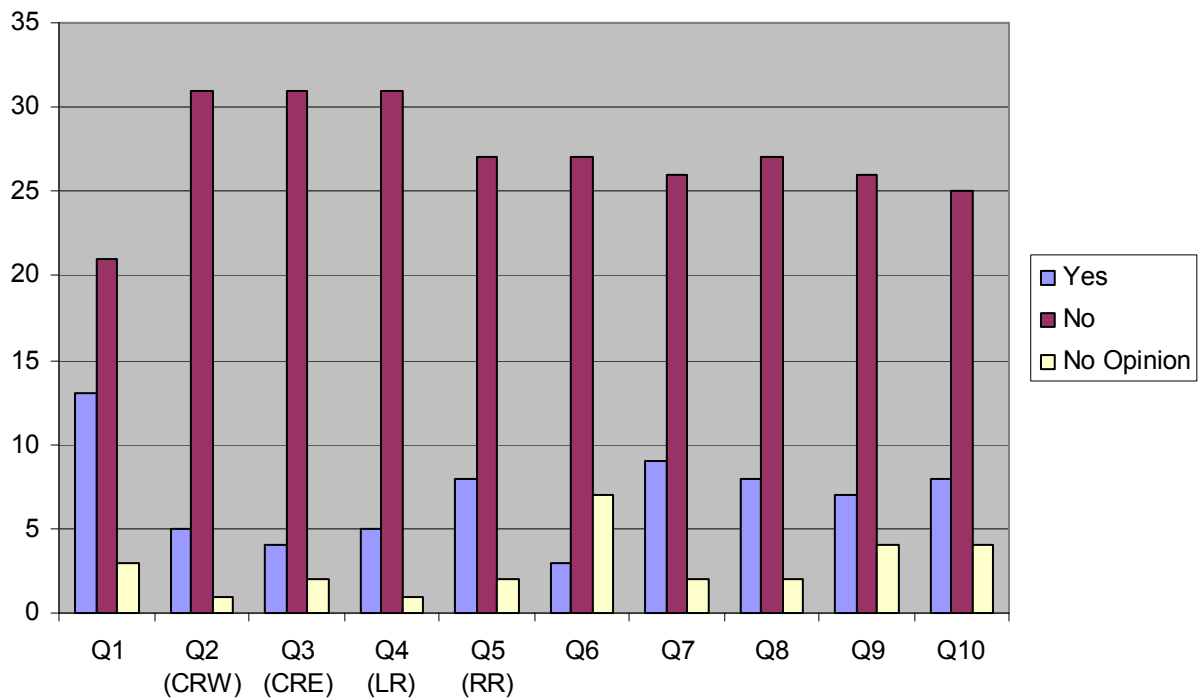
5.49 The results received from individuals in Chalvey Road East are shown below.

Overall result – **Chalvey Road East** only

Count by individual

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	13 (35%)	5 (14%)	4 (11%)	5 (14%)	8 (22%)	3 (8%)	9 (24%)	8 (22%)	7 (19%)	8 (22%)
No	21 (57%)	31 (84%)	31 (84%)	31 (84%)	27 (73%)	27 (73%)	26 (70%)	27 (73%)	26 (70%)	25 (68%)
No Opinion	3 (8%)	1 (3%)	2 (5%)	1 (3%)	2 (5%)	7 (19%)	2 (5%)	2 (5%)	4 (11%)	4 (11%)

Result by individual - Chalvey Road East (Total = 37)



5.50 Responses were received from 845 individuals within the catchment area with no declared business interest. This provides a measure of the views of those within the catchment area whose primary interest is that they are residents. Cabinet should be cautious with these results, many of those who did not declare a business interest use the local shops and businesses as customers; 67% of all the individuals who responded use the shops in Chalvey. These results are shown below.

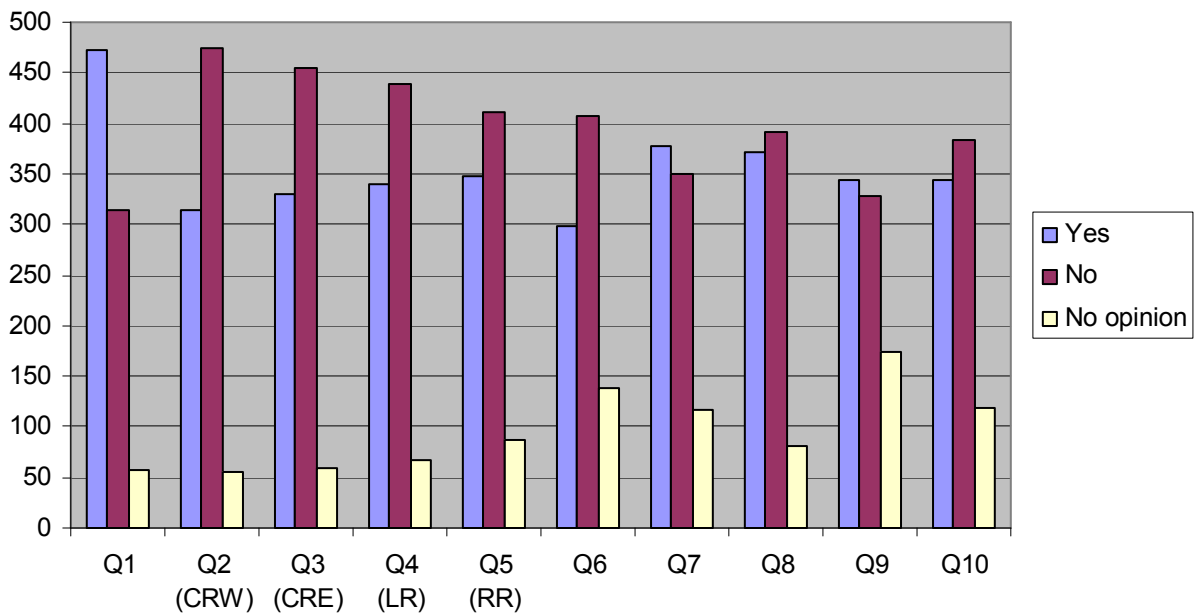
Overall result – residents within catchment only

(business interest and non-catchment excluded)

Count by individual

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	472 (56%)	314 (37%)	331 (39%)	340 (40%)	347 (41%)	299 (35%)	378 (45%)	372 (44%)	343 (41%)	344 (41%)
No	315 (37%)	475 (56%)	455 (54%)	438 (52%)	412 (49%)	407 (48%)	350 (41%)	391 (46%)	329 (39%)	383 (45%)
No Opinion	58 (7%)	56 (7%)	59 (7%)	67 (8%)	86 (10%)	139 (16%)	117 (14%)	82 (10%)	173 (20%)	118 (14%)

Result by individual - residents within catchment (Total = 845)
(business interest and non-catchment excluded)



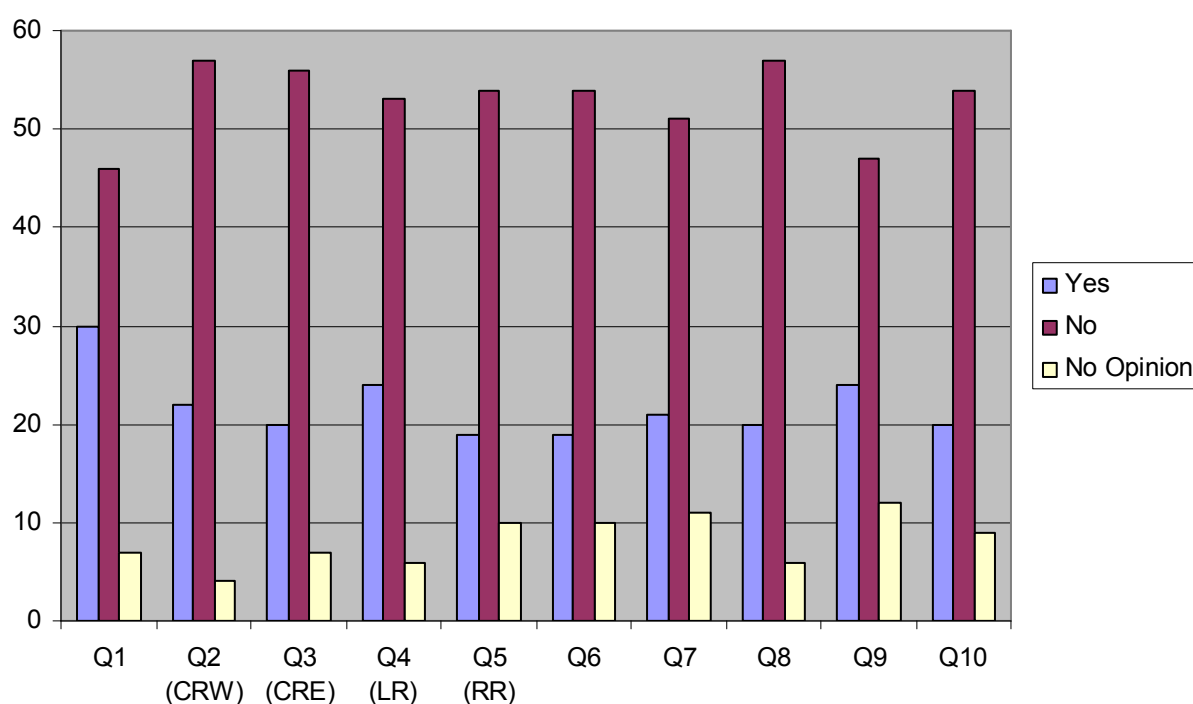
5.51 The results received from individuals with a declared business interest are shown below.

Overall result – **Business Interest** only

Count by individual

	Q1 (Less traffic and quieter)	Q2 (CRW)	Q3 (CRE)	Q4 (LR)	Q5 (RR)	Q6 (Better residents parking)	Q7 (Better shoppers parking)	Q8 (Improved look)	Q9 (Less rat running)	Q10 (Fewer accidents)
Yes	30 (36%)	22 (27%)	20 (24%)	24 (29%)	19 (23%)	19 (23%)	21 (25%)	20 (24%)	24 (29%)	20 (24%)
No	46 (55%)	57 (69%)	56 (67%)	53 (64%)	54 (65%)	54 (65%)	51 (61%)	57 (69%)	47 (57%)	54 (65%)
No Opinion	7 (8%)	4 (5%)	7 (8%)	6 (7%)	10 (12%)	10 (12%)	11 (13%)	6 (7%)	12 (14%)	9 (11%)

Result by individual - Business Interest (Total = 83)



5.52 The questionnaires included a number of questions to identify respondents' interests in Chalvey. The table below shows the different interests that respondents identified.

Interest	Count by individual	Detail
Resident of Chalvey (freeholder)	529	
Resident of Chalvey (tenant)	302	
Business interest in Chalvey	83	
I use the shops / businesses in Chalvey	658	

I use the bus service through Chalvey	212	Destinations include Slough Town Centre (including High Street, bus station, railway station), Wexham hospital, Wexham, Asda, Tescos, Cippenham (including primary school), Maidenhead (via Slough bus station), Uxbridge, Windsor, Datchet, Reading, Doctor's surgery in Ragstone Road, Heathrow, London, Langley, Eton, Upton, Basingstoke, Montem School, Bath Road
I have a child at college or school	132	
I attend a place of worship in Chalvey	278	These include Al Hira, Hindu Temple (Keel Drive), Montem Lane Mosque, Ledgers Road Methodist Church, Trinity United Reformed Church (Windsor Road), Markaz Mu'ad bin Jabal mosque (Spackmans Way), Faith Temple Church of God, St Peter's Church, St Mary's Church, Mosque (non-specified), Church (non-specified), Hindu Temple (non-specified), Temple (non-specified), Town centre place of worship (non-specified)
I drive through Chalvey	618	All roads in Chalvey are cited as regular routes by respondents and all main roads beyond Chalvey. Destinations and reasons include commuting, school run (including St Mary's School, Baylis School, Chalvey Nursery School, Montem Primary School, Slough Grammar School, Lack in the box nursery), shopping (including Tesco, Asda, Retail Parks, MacDonaldis, shops in Chalvey, Homebase), ferrying family and friends, driving as part of work / employment / business, visiting friends and family, Upton Park Hospital, Wexham Park Hospital, GP surgery in Ragstone Road, tip / recycling centre, Post Office, Slough Cemetery, M4 access, avoiding A4, Ragstone Road allotments, railway station, attend place of worship, petrol filling station and car wash, St Martin's Place, swan sanctuary in Eton, Thames Valley Athletic Club, Montem Leisure Centre, Power League, gym, Eton, Maidenhead, Datchet, Wraysbury, Langley, Dorney, Hounslow, Cippenham, Upton Court Park, Slough High Street, Heathrow.
I have another interest in Chalvey	193	Other interests include walking through Chalvey, cycling through Chalvey, local community group, family and friends, residents' parking permit holder, sporting activities, clients in Chalvey, landlord / property lettings, school / nursery governor, community / voluntary / charitable work (for example Mustaqbil), mother and toddler group, disabled driver, childminding, Ragstone Road allotments, operate community facility / venue, council service provider, Adult Learning Centre.

5.53 The respondents to the Chalvey Consultation have a wide range of interests in Chalvey. They use many of the local amenities. The officers involved with this project have been struck by the sense of community in Chalvey, and the sense of ownership of the area among the local community. There are many extended families within Chalvey, and the different community interests are heavily interlocked. It is not possible, for example, to separate out a business interest over against a purely residential interest, because many of the residents also have a business interest, and most residents are customers of the local businesses.

5.54 Nearly 63% of respondents drive through Chalvey. Therefore any measures to reduce through traffic will also have a significant effect on the local community. It is clear that the experimental scheme has been successful in meeting its objective of reducing the volume of through traffic. The community is divided over whether this perceived benefit is outweighed by the perceived negative impacts of the one-way systems. Annex D details the comments submitted against each question in the questionnaire. Annex E includes the longer comments submitted at the end of the questionnaire. Cabinet is advised to read these comments for themselves, to get a feel for the different concerns among the community, and the strength of feeling among both supporters and opponents of the measures.

Consultation results – views of the emergency services

5.55 Comments from **South Central Ambulance Service**:

- There is an ambulance standby point on Farnham Road, just north of the Three Tuns junction. Chalvey call-outs tend to come from there though they can also come from Wexham Park Hospital. There is a relatively high call out rate from a retirement home on Burlington Avenue, and there is a slight concern about access to this site as the route is quite convoluted.
- Chalvey Road East can be easier to get down because people can pull into the parking bays if they are free. However, if bays are full, it could cause more problems.
- A plus point is the loss of traffic lights under the bridge means traffic can begin to move out of the way rather than waiting for the lights.
- The Heart of Slough project has caused problems getting to Chalvey. It's hard to tell which scheme has had the biggest impact on response times to Chalvey.
- Ambulances cannot go against a one way system. They could if there was a special exemption but it is not the norm and would be difficult to communicate and possibly dangerous for the general public who would not be used to vehicles approaching from that direction. Ambulances could use a bus contra-flow if this were to be provided.
- It is difficult to show evidence of any changes in the response times in Chalvey due to the other works in the area e.g. Heart of Slough, Thames Water. Officers have requested that response times in the Chalvey area for the last 18 months be provided to the council if this information is available. At the time of writing this information has not been provided to the council.
- The final solution in Chalvey needs to be communicated to all emergency services so that they can update their mapping GPS systems in the vehicles.
- Reopening an east to west movement for the emergency services would be good.

5.56 Comments from **Royal Berkshire Fire and Rescue Service**:

- The fire service provided their response via questionnaire.
- The service uses all routes in Chalvey to attend fire calls, and service also undertakes risk inspections at specific premises.
- *“In general the new system has meant that our options for responding to certain parts of the town have been limited. This would occur with any ‘one way’ system being put in place. Once the main road works are completed on the A4 / Windsor Road I’m sure things will improve.”*
- *“Chalvey Road East – parking bays opposite the entrance into The Crescent from Chalvey Road East could cause problems to our larger appliances as they need to swing into the road. Consider moving the bays back and hatch the road surface.”*
- *“Ragstone Road – the speed cushions that are angled at the width restrictions along the road mean that appliances must approach at a certain angle. The parking bays along the left side of the road give very little room for the appliance to swing over to the left. Consider moving the bays back and hatch the road surface.”*
- *“General flow through Chalvey would appear to be the same or better than previously.”*
- *“No Opinion”* for questions 1, 2, 3, 5, 6, 7, 8, 9, 10.
- *“No”* for question 4, relating to Ledgers Road. Comment that *“This would give us another option to access Chalvey if problems occur on the A4.”*

5.57 Comments were received from Inspector Andy Young of **Thames Valley Police**.

Some of these comments were received directly, others were provided to the Chalvey Community Forum, and were then passed on to the council:

- *“From a policing point of view the road works have had the biggest impact on us in terms of its affects on the practices of the local prostitutes. The new road layout has really upset their customers usual routes, and since the road works have been implemented then there has been a really noticeable reduction on the levels of prostitution in Chalvey.”*
- *“Whilst we have considered looking at the impact on our response time to incidents particularly in Chalvey and Cippenham, it is difficult to ascertain whether there has been any impact as on each incident record, the starting point of the deployed unit is not known. The real impact would be on any unit travelling from the police station to Cippenham during the rush hours but we just don’t have this information available.”*
- *Prostitution:* The traffic changes have brought about a massively beneficial effect, reducing hugely the problems in Ledger’s road. Some of the girls have simply displaced to other areas, especially Bayliss where they had congregated prior to moving to Ledger’s Rd. However, Bayliss still has considerably less girls than originally, and the overall numbers generally are definitely down. The police are now receiving far fewer complaints, so in this respect the traffic changes have done everyone a favour.
- *General Impression of Chalvey:* Chalvey was much quieter and pleasanter, and crime seemed lower.
- *Effect on through traffic:* The police had not noticed any particular change in their response times to Cippenham, or returning to the police station. This indicates that driving via the A4 instead of through Chalvey had not adversely affected their through journey time. There had not been any noticeable griping from police drivers about traffic being worse on the main roads as a result of the Chalvey changes.
- *Accidents:* Although Inspector Young did not have exact statistics to hand, he stated that Chalvey was certainly safer overall, with accident call-outs noticeably less. Some fine tuning could help reduce incidents further. He anticipated that the Council would be obtaining official accident statistics from the relevant police department to assist with its deliberations.
- *Emergency Service Access:* As the fire station is in Tuns Lane, it is straightforward for fire engines to access Chalvey Rd West and Ledger’s Rd. With free flowing traffic, accessing Chalvey Rd East and its offshoots via C.R. West & Ragstone Rd/Martin Rd should be unproblematic. Ambulances and police vehicles could be coming from any direction, but their drivers are highly experienced in negotiating jams on the A4 and Windsor Rd, and getting through quickly. Inspector Young stated that emergency service drivers are obliged to follow the Highway Code, but can when necessary, and only when it is safe to do so, contravene road regulations. All emergency service vehicle drivers are experienced in negotiating one-way systems, and become familiar with the times when it should be possible to safely shortcut by going the “wrong” way. This could give scope, if it is safe to do so, for a vehicle to go straight across from C.R West to C.R East; or if attendance is needed at the northern end of Ledger’s Rd, to enter from that end. In the event of a major incident creating serious obstruction, the police would attend and direct traffic and/or create diversions.

5.58 Further comments were received from LPA Commander Richard Humphrey also of **Thames Valley Police**:

- *“With regard to the Chalvey road layout changes, broadly the impact appears to be positive, traffic flow has certainly improved and there doesn’t appear to be any*

negative impact on our attendance times for immediate and urgent incidents. We have in fact seen an improvement overall in Slough since the autumn, I am unable to attribute that directly to the Chalvey lay out but a reduction in congestion will be a contributory factor”

- *“With regard to ASB and crime – as you are aware during 11/12 the CSP focussed driving down crime and ASB generally and street prostitution in Chalvey specifically. Through our early intervention and robust enforcement we have seen a dramatic reduction of street prostitution in Chalvey, I am certain that the new road layout has contributed to this reduction as it is no longer possible for those that would seek to engage the services of street prostitutes to ‘circle’ the area as they had previously.”*

Consultation results – Community Safety and Antisocial Behaviour issues

- 5.59 Before the changes to the road layout and one way system took place, there were about 20 girls working as prostitutes in the Chalvey area operating between 10pm and 4am.
- 5.60 Residents were understandably unhappy about this activity on their streets and the drugs litter and used condoms left behind, and they reported that they felt intimidated by kerb crawlers who approached them. They said it made the area feel uncared for and it created a poor perception of their neighbourhood despite the regeneration going on nearby. They wanted to see tackling prostitution as an ongoing agenda and not just highlighted in the press when a police operation has taken place, and they wanted to see numbers of prostitutes noticeably reduced. Prostitution is an emotive issue and people felt very strongly about the effect it had on their neighbourhood. Residents regularly brought this issue up in residents’ meetings and some also attended Neighbourhoods Scrutiny Panels (September and October 2011) to put their views across.
- 5.61 Since then, and with the closure of the old town hall slip road and the changes to the road system, the number of kerb crawlers and prostitutes has noticeably reduced in Chalvey, as it is now impractical for kerb crawlers to circle the Montem Lane/Ledgers Road/A4 route. Also as the girls do not seem to be frequenting this area, there is no ‘market’ there. Residents are very happy about this and feel much safer in their neighbourhood.
- 5.62 We have the following prostitution-related figures for Chalvey. Figures for September 2011-February 2012 – when the one way system had been implemented – are considerably lower than January-June 2011:

	Jan 2011 to June 2011	September 2011 to February 2012
Reporting figures for Chalvey	28	13
Prostitutes on streets - British	10	7
Prostitutes on streets - Romanian	10	2
Street cautions issued	23	14
Kerb crawler warning letters	16	9
UKBA letters issued to Romanian Prostitutes	N / A	5

- 5.63 If the one way system is reversed, the problem will no doubt return and residents – and the Police and support services – will be ‘back to square one’.

Consultation results – bus service issues

- 5.64 A total of 212 individual respondents identified as using the bus service through Chalvey. Of those, 82 gave locations that they travelled to which primarily were Town Centre, Wexham Park Hospital, Asda and Cippenham. A common theme in the responses was a concern that the bus service had deteriorated significantly since the experiment was implemented. Below is a summary of the bus related comments:
- Bus routes number 3 and 8 must be reinstated...
 - for access to Slough town centre, Asda, the railway station Cippenham, Wexham area;
 - for the benefit of old people, who are now inconvenienced and have lost out;
 - as it is now too difficult to catch a bus;
 - as the new routes are longer, complicated, less frequent, and require changes;
 - *“Need our bus route system in place”*
 - *“There is no longer a bus service through chalvey which benefited my business previously.”*
 - *“You have left us without a bus service”*
 - *“we have lost a lot”*
 - *“Since the one way system introduced I no longer use the bus”*
- 5.65 Routes 3 and 8 are operated by **First Berkshire**. First Berkshire decided to sever the through service to Wexham Park Hospital before the Chalvey experimental project was first mooted. The experimental one-way systems mean that it is not possible to operate a service in both directions along Chalvey Road West and Chalvey Road East, which meant that First Berkshire revised both these services in November 2011. Route 3 no longer serves the centre of Chalvey at all. Route 8 serves Chalvey Road West in one direction and Chalvey High Street in both directions. The service frequency through the centre of Chalvey is in effect reduced from half-hourly to hourly. Route 8 no longer serves St Andrew’s Way, Bower Way, Earl’s Lane, Cippenham Lane or Keel Drive.
- 5.66 First Berkshire is very concerned that with the revised 3 and 8 routes patronage has reduced. If this trend continues First Berkshire believes that the financial viability of these routes is at risk, and they may not be able to sustain the current operation.
- 5.67 First Berkshire have made a commitment to officers that if two-way access were to be provided for buses along Chalvey Road West and Chalvey Road East that they would restore the previous routes 3 and 8 through Chalvey and Cippenham as they were before the experiment started. In addition First Berkshire would seek to enhance the previous service by introducing a new stop on Chalvey Road West, to provide a much more convenient boarding and alighting point for customers of the local businesses, and also on Chalvey Road East just to the east of the railway bridge. First Berkshire would look to run the restored services for a year before reviewing it again.
- 5.68 This commitment from First Berkshire is subject to certain caveats:
- A route test would be needed to ensure the previous timetable would still work, as there has been some traffic calming measures introduced;

- That the current revenue support for the services continues beyond its current contractual end date of September 2012 (this funding is provided from s106 contributions from developments in Cippenham);
 - That there are no new changes to the network that would disrupt the services;
 - That there is no new competition that would disrupt the market.
- 5.69 As mentioned above, the decision to cut the through service to Wexham Park Hospital was taken independently of the Chalvey project, and there is no commitment to restore this through service.

Consultation results – public meetings and public exhibition

- 5.70 Four public meetings were held to discuss the experimental measures with residents of the four roads that were most profoundly affected. Invitations to these meetings were hand delivered to all addresses in the respective roads. The public meetings were as follows:
- Ragstone Road, 11th April 2012 – see Annex F for the notes from this meeting;
 - Chalvey Road West, 16th April 2012 – see Annex G for the notes from this meeting;
 - Ledgers Road, 17th April 2012 – see Annex H for the notes from this meeting;
 - Chalvey Road East, 18th April 2012 – see Annex I for the notes from this meeting.
- 5.71 On 21st April there was a public exhibition where drawings for all the experimental measures were displayed, and officers were on hand to discuss the measures. A flyer was delivered to all properties within the catchment area with an invitation to the public exhibition, and signs were displayed in the centre of Chalvey. A number of suggestions and comments were made by visitors to the exhibition, and these are recorded in Annex J.

Consultation results – Slough and Eton College

- 5.72 Slough and Eton College is a significant secondary school in Ragstone Road with over 900 students. As such it is a major stakeholder in the Chalvey community. Below is the school's official response, provided by Oliver Borkowski, Assistant Headteacher:

As a major educational establishment in the Chalvey area, the School community plays an important role in using the highway system. In response to the experimental highway changes that have taken place in Chalvey over the last 10 months, the School would like to take this opportunity to make its position clear. The points below summarise the main viewpoints, as we strongly believe that:

- 1. The measures have reduced the likelihood of one of our pupils being involved in an accident on Ragstone Road and have certainly made the environment quieter and as a result, safer.*
- 2. We strongly support the introduction of the one way system, new 30 minute parking and new cycle lanes in Chalvey Road West, Chalvey Road East, Ledgers Road and Ragstone Road.*
- 3. The measures introduced have provided better parking for residents and local shoppers in Chalvey. The increase in parking spaces combined with a time limit encourages a greater turnover of changing customers.*
- 4. The streets of Chalvey have definitely benefited from the measures in terms of the 'look' of the streets. Less road traffic ensures that more people are provided with an opportunity to use the pavements in safe and relatively 'pollution free' environment compared to 10 months ago.*

5. *The use of Chalvey roads as a 'rat run' has definitely been reduced as a result of the measures.*

6. *The likelihood of road traffic accidents occurring on the road network in Chalvey has also been significantly reduced. Specifically on Ragstone Road, the one way system, traffic calming measures, additional on street parking (in dedicated parking bays) increased width of pavements and cycle lane has made a dramatic improvement in the experience that pupils, staff and visitors to the school have when accessing the school and residential areas.*

7. *The school entrance and exit at peak times has become much safer, as has the entrance and exits to Ragstone Road.*

Whilst the experimental changes have caused some disruption in travel arrangements for both the staff, pupils and visitors to the School, the overriding priority has to be the safety of the pupils. The changes that have taken place have made great strides to do this and as a result the pupil experience is a much safer one. For example, the contra-flow cycle lanes have, at last, enabled people to have a near continuous safe cycle route across Chalvey. Whilst journey times for the majority of people gaining access to Ragstone Road have increased, the small inconvenience compared to the safety of the people using the pavements is a small price to pay. The opportunity to not only make Chalvey a safer place to walk, but to try and change the 'mind set' of how people travel in Chalvey is one not to be missed. We sincerely hope that all of the proposed changes will be made permanent and would welcome the opportunity to be further involved in the consultation process to make Chalvey a better and safer place to be and live.

5.73 Offices met the school council on 29th June to obtain feedback from students. The students were very positive about the experimental measures. Below are the main comments made:

- Safer roads due to reduced traffic
- Wider footways making it safer for all children and cyclists
- Significant reduction in traffic making it safer but quicker to get through Chalvey
- Cycling has increased slightly but the school do not want to encourage this at the moment in case the scheme is altered or removed
- More children walking to school with parents parking further away specifically around Ragstone Road
- Cycling is better but a number of cars double park i.e. parents forcing some of the cyclists to have to veer into on coming traffic
- Parking is much better overall
- Healthier for most of the children
- Ragstone Road pick up in the afternoon is much better to control now than before
- Some children would like to see an introduction of a bus service to assist other children travelling to the school
- The angle of the speed cushions on Ragstone Road needs to be altered (Head teacher comment)
- Cleaner environment than before with less rubbish on the street and much more pleasant to walk through now

Consultation results – community groups

5.74 As part of the consultation the council has made direct approaches to 41 local stakeholders and interest groups believed to have an interest in Chalvey. At the time of writing this aspect of the consultation is still ongoing. So far 16 of these have either met with officers or responded in some other way. The table below summarises the responses as of 27th June 2012. Any further responses will be tabled to Cabinet during the meeting.

Organisation	Outcome as of 27 th June 2012
Al-Nasr Trust	Questionnaire submitted. Also meeting 27th June 2012. See Annex K for notes of the meeting and a summary of the questionnaire response.
An Nisa Slough Muslim Womans Group	E-mail address and phone number not working. Letter posted to postal address on 30th May. No response.
Caribbean Woman's Association	Left voicemail on 30th May 2012. Made contact on 20th June. Tentative meeting arranged for 21st June but could not make contact to confirm.
CEMVO	Contacted 30th April 2012 by e-mail. No response.
Chalvey Community Forum	See Annex L for the Forum's official response and notes of their meeting of 30 th May.
Chalvey Older People's Club	This group now closed down.
Church of God of Prophecy	Contacted 30th April 2012 by e-mail. No response.
Daryeel.	Contacted 30th April 2012 by e-mail. No response.
Destiny Support	Contacted 30th April 2012. Met representatives at Chalvey Partnership meeting of 8 th May – see Annex V for notes of this meeting.
East African Youth Group	E-mail address didn't work. Attempted phone contact failed as line engaged despite repeated calls on 30th May, 31st May, 20th June and 21st June.
Eastern Women Cultural Society	No response from telephone number, posted letter on 30th May. No response.
Humjoli Group	Made contact on 21st June 2012. Representative to speak to committee and get back to officers to arrange to meet. No contact since.
Khush Mizaz	Made contact on 30th May 2012. Requested questionnaire to fill in on behalf of group - posted on 31st May 2012.
Ledgers Road Methodist Church	Meeting 24 th May 2012. See Annex M for notes of this meeting.
LIFE House	Contacted 27th April 2012 by e-mail. No response.
Multi-Faith Forum	Contacted 27th April 2012 by e-mail. No response.
Pakistani Welfare Association Slough	Contacted 27th April 2012 by e-mail. No response.
REAP Resettlement Agency	Contacted 30th April 2012 by telephone. Left message but no response.
SHOC	Contacted 27th April 2012 by e-mail. No response.
Slough ASD Support Group	Contacted 27th April 2012 by e-mail. No response.
Slough Immigration Aid Unit	Questionnaire submitted – see Annex N for a summary.
United Somali Youth of Slough	Contacted 27th April 2012
YMCA	Made contacted 30th May 2012. Requested 50 questionnaires to distribute to residents; three were returned. See Annex O for a summary of the YMCA responses. See

Organisation	Outcome as of 27 th June 2012
	also Annex E Ref 139.
Masonic Centre on Ragstone Road	<p>Response received on 9th May 2012 from Gary Mason, Chairman of the Slough Masonic Centre.</p> <p>The Masonic Centre feels the road layout is working well. Members are relieved that two-way access is possible from Windsor Road. It has been observed that drivers are contravening the Ragstone Road one-way system to turn right into Martin Road – suggestion for Martin Road one-way system to be reversed.</p> <p><i>“All in all something needed to be done about the rat run and it works well”</i></p>
Friends meeting House on Ragstone Road	Questionnaire submitted – see Annex P for a summary.
Al-Hira Educational & Cultural Center (Ragstone Road Mosque)	Meeting 26 th June. See Annex Q for notes of this meeting.
Chalvey Business Forum	See Annex R for the Forum's official response.
Power League	Meeting 12 th June 2012. See Annex S for notes of this meeting.
St Peter's Church	<p>Questionnaire submitted – see Annex T for a summary.</p> <p>See also Annex E Ref 267.</p>
Montem Lane Mosque	Contacted 30 th May 2012 via Slough Islamic Trust but no response.
Allotment association	Left voicemail message on 20 th June. No response.
Slough Physical Disability & Sensory Needs Partnership Board	Meeting 11 th May – see Annex U for notes of this meeting.
Cycle Forum	Contacted 24 th April 2012 by e-mail. No response.
Local Access Forum	<p>Response via the council's liaison officer with the Forum:</p> <p>The Forum are happy with the beneficial effects of the scheme overall, in particular with the elements improving the layout for pedestrians and cyclists. Their only concern seems to be the element giving priority to traffic from minor roads off Ragstone Road, which they thought could result in confusion for motorists.</p>
Thames Valley Chamber of Commerce	<p>Response received on 30th April from Gavin Spencer, Senior Business Manager, and also Claire Prosser, Policy Executive.</p> <p>The Chamber posted the consultation on the Slough LinkedIn group along with a link to the online survey to encourage people to respond as individuals. The consultation was also to be announced in the Chamber's policy newsletter.</p>
Chalvey Partnership	Meeting 8 th May – see Annex V for notes of this meeting.
Polish Community	Contacted 30 th May 2012 by e-mail. No response.
Disability Forum	The Chalvey Roads project was discussed at the Disability Forum's meeting of 7 th May. The Forum are encouraging members to respond as individuals. The only concern raised was the timing of the consultation in the context of the experimental procedure.
Action 4 Chalvey	Meeting on 15 th May – see Annex W for notes of this

Organisation	Outcome as of 27 th June 2012
	meeting.
Faith Temple	Questionnaire submitted – see Annex X for a summary.
Youth Offending Team	Questionnaire submitted – see Annex Y for summary.
Mustaqbil Office (for the future foundation)	Questionnaire submitted – see Annex Z for summary. See also Annex E Ref 332.
Chalvey Working Mens Club	Questionnaire submitted – see Annex AA for summary. See also Annex E Ref 258.
Premier Social Club	Questionnaire submitted – see Annex AB for summary.
Slough and Eton Adult Learning Centre	Questionnaire submitted – see Annex AC for summary.
Trinity United Reformed Church	Questionnaire submitted – see Annex AD for summary. See also Annex E Ref 17.

Consultation results – pedestrian and cycle issues

5.75 A number of specific comments, both positive and negative, were made concerning the provision for pedestrians. These are summarised below:

Positive comments	Negative comments
<ul style="list-style-type: none"> The reduction in traffic and traffic calming has slowed traffic and improved safety for pedestrians. The footways are no longer blocked by parked vehicles, whereas previously cars used to park on both sides in places – this is a particular benefit for disabled pedestrians, and parents with very young children It is perceived that the area is now safer for pedestrians. It is perceived that it is now safer crossing the road. It is perceived that sight lines between pedestrians/cycles/cars has improved. The wider footways are beneficial especially at the beginning and end of the school day when there is much pedestrian activity. It is perceived that the environment is more pleasant for pedestrians due to reduced local pollution. It is perceived that the volume of HGVs has reduced, making the environment more pleasant for pedestrians. People feel they are forced to walk now for journeys they would previously have made by car. It is perceived that the overall experience for pedestrians is much nicer more peaceful, cleaner and neater. 	<ul style="list-style-type: none"> There are concerns that without formal pedestrian crossings it has become more difficult and dangerous to cross the road – specific locations cited include: by the railway bridge, at the junction of High Street, Church Street, Chalvey Road West and Darvills Lane, in Ledgers Road, in Ragstone Road, at the junction of Ledgers Road and Montem Lane, and in Montem Lane itself. A number of respondents call for controlled pedestrian crossings. The perceived confusion of right of way for drivers at the junctions at either end of Chalvey Road West is thought to contribute to the difficulties experienced by pedestrians. It is reported that drivers do not give way to pedestrians at these junctions. There are concerns for school children and the visually impaired. Visibility is limited at the informal crossing between Alexandra Road and King Edward Street, if vehicles are parked in the spaces outside Chalvey Supermarket. Visibility is also limited for pedestrians crossing the southern end of Ledgers Road towards the Coop funeral care. It is reported that pedestrians, especially school children, are not paying proper attention when crossing the road, and thereby putting themselves in danger. The reduction in traffic has increased some respondents fears for their personal safety when walking through Chalvey. The contra flow cycle lane is perceived to be

	unhelpful to pedestrians.
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5.76 A number of specific comments, both positive and negative, were made concerning the provision for cyclists. These are summarised below:

Positive comments	Negative comments
<ul style="list-style-type: none"> • The cycle lane is welcomed, supported, enjoyed and considered vital. • The cycle lanes is used by families with children. • The experimental layout as a whole is perceived to be safer, easier and quieter for cyclists. • The experimental layout as a whole is perceived to be beneficial for children cycling to school. • The reduction of traffic and traffic calming is perceived to be beneficial for cyclists. • It is perceived that the cycle provision will encourage people to cycle rather than drive. • The cycle lanes provide two-way access throughout Chalvey for cyclists. 	<ul style="list-style-type: none"> • It is perceived that the cycle lane is under used, poorly understood (for example cyclists cycling the wrong direction within the cycle lane) and of no real benefit. • Some respondents are not comfortable that the cycle lane is a <i>contra-flow</i> lane. • Cyclists are reported to cycle on the footway regularly. • The junction under the railway bridge is perceived to be unclear for cyclists. • Drivers emerging from side roads are reportedly not paying proper attention to cyclists approaching in the contra-flow lane – warning signs may help. • The cycle lanes are not wide enough for tricycles. • There are no cycle stands for cyclists using the local shops. • The cycle provision is perceived to be unclear in places – better signage and road markings would help to unsure cyclists understand the routes. • There is concern for safety in locations where the cycle lane is alongside parked vehicles in Ledgers Road.

Consultation results – petitions

5.77 **September 2011:** *“We, the residents of Chalvey strongly oppose the proposals regarding Chalvey congestion because it will badly affect the life of Chalvey residents. We demand that Slough Borough Council should reject these proposals”* This petition has 154 signatories, representing approximately 123 households. The number of households has been approximated as 45 signatories did not provide a house number. Officers believe that this petition was being circulated during the protest on 11th August.

5.78 On **19th September 2011** (at Cabinet’s meeting that day) officers received 156 signed leaflets from individuals opposed to the experimental measures in general. Officers believe that this was an organised response, akin to a petition, rather than 156 individuals acting on their own initiative.

5.79 **11th October 2011:** *“We the undersigned residents of Ledgers Road agree that since the experimental changes to the road system have been introduced; the volume of traffic along the road has reduced resulting in less noise, improved air quality and less waiting times at road junctions. Therefore we support an experimental one way system along Ledgers Road and wish to be consulted by the council on introducing residential parking as well.”* This petition has 35 signatories, representing 32 households in Ledgers Road. The implementation of the experimental one-way system makes it possible to mark out formal parking bays, which could be considered for residents’ parking. In response to this petition officers consulted all the residents of Ledgers Road on whether they would like residents’

parking. The majority of residents did not support residents' parking, and so this proposal was not taken forwards.

- 5.80 **19th October 2011:** *"(1) We, residents of Ragstone Road, Slough, have been subject to substantial traffic and vehicle parking pressures for many, many years. (2) There has been an extra-ordinary volume of traffic from both directions, as Ragstone is treated as a convenient by-pass from the main adjacent Windsor Road (easy cut-through). A significant number of vehicles are parked on the road, by individuals who do not live or work on the road; as Ragstone Road is walking distance from Slough town centre. There is illegal parking, by individuals who use Ragstone as a short stopping point with no regulation by traffic wardens. (3) We urge Slough Borough Council to urgently review this serious and highly pressurised situation, and introduce measures to ensure parking access and safety for residents, such as by means of a one-way traffic and/or residents only parking. We urge Slough Borough Council to consult with the local residents about this urgent and expanding problem."* This petition has 29 signatories representing 22 households in Ragstone Road. The petition allowed the signatories to express their support for residents' parking and the one-way way system. 27 signatories supported resident's parking. 4 signatories supported the one-way system. In response to this petition officers consulted all the residents of Ragstone Road on whether they would like residents' parking. The majority of residents did not support residents' parking, and so this proposal was not taken forwards.
- 5.81 **February 2012:** *"Petition to keep the double yellow line in Ragstone Road...if we look at the right side of Ragstone Road (looking from Eton and Slough school towered the one way system), on this side most of the houses has drive way and drop down curb and there are not much car you can park on this side (about 8 car all this side), so we on this side we want the double yellow line to stay, so no one will be able to blocks us by parking his car in front of our drive which has drop down curb...(Unfortunately in the past my drive and my neighbour have been blocked several times)".* This petition has 16 signatories representing 16 households in Ragstone Road.
- 5.82 **March 2012:** *"With reference to you letter dated 6th March 2012 I am outlining the residents of Ragstone Road, Slough objections to the proposed double lines and Permit holder parking. With regards to the double yellow lines we object to this as it already hard enough to find appropriate parking if the double yellow lines are put in we will have no parking. This is not a major main road and we don't feel it's appropriate. With regards to permit holder parking the average household have more then two cars and we are against this and do not wish this to happen. With reference to the one way system now in place it is very inconvenient, higher fuel costs incurred by each resident, so please could we as residents be informed of any future changes to our road that are likely to inconvenience us."* This petition has 33 signatories representing 27 households in Ragstone Road.
- 5.83 **April 2012:** *"Petition against double yellow lines."* This petition has 365 signatories representing 312 households that use the GP's surgery in Ragstone Road. A questionnaire response was also received from the senior partner. The surgery serves approximately 4,000 patients in Slough area. The surgery supports the one-way systems in all four roads, but is concerned that the parking provision in Ragstone Road is inadequate. The surgery perceives they have lost parking, and this has led to disputes with near neighbours. The surgery believes the contra-flow cycle lane to be dangerous (See Annex E Ref 336).
- 5.84 **June 2012:** *"We the undersigned are residents of Chalvey and or users of Chalvey and are totally opposed to the new road layouts one way system."* This petition has 2,686 signatories. Of these it was not possible to identified 477 addresses as they

were illegible. Of the 2,209 legible addresses 985 were from properties within the Chalvey consultation catchment area, and 308 were from properties which had already responded to the Chalvey consultation. There were 30 duplicate signatories. This petition was received and debated by Council on 26th June 2012.

Consultation results – correspondence

- 5.85 Throughout the project a dedicated e-mail address, chalveyroads@slough.gov.uk, has been available and widely publicised. A number of respondents have also written letters to the council concerning the experimental measures. All the written correspondence is reproduced in Annex AE.

Consultation results – common themes and concerns

- 5.86 A number of common themes and concerns are evident within the consultation responses. These concerns are reported by both supporters and opponents of the experimental measures, and are recommended to be addressed, depending on the outcome of the key decisions. Technical solutions and minor modifications can be provided to address a number of the common concerns, and these have been written up as conditional recommendations earlier in the report, for Cabinet to consider. The common themes and concerns are:
- The reduced bus service;
 - Access for emergency services;
 - Pedestrian crossing provision between Alexandra Place and King Edward Street;
 - Pedestrian crossing provision at the junction underneath the railway bridge;
 - Confusion over who has priority at the junction of High Street, Chalvey Road West and Church Street, and also concerns for right turn movements from the High Street into Chalvey Road West;
 - Confusion and misuse of contra flow cycle lane;
 - Poor driver compliance with the changed priorities at the junction of Ledgers Road and Montem Lane;
 - Poor visibility for drivers exiting Martin Road;
 - Suggestion to reverse the one-way systems in Martin Road and College Avenue;
 - Provision of as much parking as possible throughout;
 - Crooked road humps and unusual priorities in Ragstone Road;
 - Relief that footways are no longer obstructed by parked vehicles;
 - Unclear signage, especially at the railway bridge;
 - Misuse of planters;
 - Driver inconvenience;
 - A sense of community severance.

6 Comments of Other Committees

This report was considered by a joint meeting of Overview and Scrutiny Committee and Neighbourhoods and Community Services Scrutiny Panel on 10th July.

The recommendations arising out of that meeting are detailed in the minutes of that meeting – due to the close proximity of this meeting to Cabinet’s meeting on 16th July, it has not been possible to include comments in this report.

7 **Conclusion**

The response from the Chalvey Roads public consultation has been one of the largest responses to any similar consultation that officers can recall. There are strong feelings among both supporters and opponents of the experimental measures, and these are reflected in the comments and correspondence.

The questionnaire responses do not, in the view of officers, provide a clear enough steer for a straightforward decision based on the community's preference. Cabinet should note that the consultation is not a referendum – there is no obligation on the council to choose the solution favoured by the majority, counted either by household or by individual.

It is now Cabinet's responsibility to weigh up the feedback received, and then decide which elements of the experimental scheme to make permanent, and which roads should return to two-way operation. Cabinet may also decide to promote suggestions that have been submitted by respondents to the consultation, or indeed to promote new suggestions altogether.

8 **Background Papers**

Agenda and Minutes – Cabinet – 11th April 2011

Agenda and Minutes – Cabinet – 31st May 2011

Agenda and Minutes – Cabinet – 18th July 2011

Agenda and Minutes – NCS Scrutiny Panel – 15th September 2011

Agenda and Minutes – Cabinet – 19th September 2011

Agenda and Minutes – Overview and Scrutiny – 11th October 2011

Agenda and Minutes – Cabinet – 12th December 2011

Agenda and Minutes – Overview and Scrutiny – 17th January 2011

Agenda and Minutes – Full Council – 26th June 2012

Agenda and Minutes – joint meeting of O&S and NCS Scrutiny Panel – 10th July

For viewing of all annexes please contact Democratic Services on 01753 875011.

- **Economy and Skills**

- Supporting local businesses in meeting their legal requirements' through low cost training; 'Buy with Confidence' and Food Hygiene courses; in other languages and with signers for hard of hearing. Recognising good standards with the Safe Food award
- Application of the Primary Authority Scheme, providing regulatory compliance advice for businesses trading beyond the boundaries of Slough, reducing the regulatory burden upon those businesses and contributing to the prosperity of the town

- **Health & Wellbeing**

- Supporting and encouraging all the cuisines in Slough to provide healthy eating (Catering for Health) choices, safe food businesses including importation of ethnic foods.
- Reducing risks in the work place with specific projects such as Estates Excellence, Management of Asbestos;
- Increasing awareness of food labelling and healthy eating, contributing to reducing obesity and CHD rates in Slough;

- **Regeneration and Environment**

- Advice for Slough businesses on waste and pest control; animal by-products waste disposal; safe asbestos disposal

- **Safer Communities**

- Underage sales education and enforcement; projects to reduce the incidence of violence in retail and licensed premises e.g. Work Safe Slough; Loan Shark project;
- Safeguarding migrant and other vulnerable workers

- **Housing**

- Supporting owners and landlords to provide Energy Performance Certificates for accommodation

Civic responsibility

The majority of businesses in Slough want to be able to comply with legal requirements concerning food safety, fair trading and health & safety, The Service Delivery Plans are designed to help support businesses towards compliance with a graduated enforcement approach commencing with advice and sign posting for detailed information. Schemes such as Buy with Confidence and the Safe Food Award recognise and reward businesses that do well; encouraging residents to use their local services and shops.

In addition, Estates Excellence is a partnership scheme supported by landlords such as SEGRO helping business to manage risks themselves.

Innovative work detailed in the SDPs illustrate the importance of increasing nutritional awareness through Catering for Health linked schemes supporting people to make healthy choices about the food they eat with vital links to reducing obesity and the associated poor health outcomes

Improving the image of the town

The Statutory Service Plans set out how the Council will meet its statutory obligations to maintain the pre-requisites that residents and visitors expect in a town like Slough; to be able to eat out without becoming ill, go to work without being injured, buy safe goods in the towns shops. The plans detail essential work that work that will both protect the reputation of Slough and improve its image.

A core part of the SSPs is the provision of assured regulatory advice to 24 national and international businesses; Slough has become a leader in the provision of Primary Authority advice contributing to the prosperity of the town and identifying Slough as a town that aims to reduce the regulatory burden for businesses.

4 Joint Strategic Needs Assessment (JSNA)

Key SSPs objectives are informed by evidence from the JSNA and set out to deliver positive outcomes via both legislative action and behaviour approaches to improve public and workplace health (JSNA Section 2.3) for example:

- Healthy Eating – (JSNA Section 3.2) In Slough the prevalence of obesity among children entering school in reception and at age 10/11 remains statistically *above* national rates at 11.3% and 21.2% respectively. The SDPs details work on nutritional awareness and the roll out of catering for health in the Slough Community
- Smoking/tobacco control (JSNA Section 3.5) - smoking attributable mortality rates 2007-9 for Slough were 213.4 per 100000 compared to a regional average of 187 per 100000. the SDP details Smoke free enforcement, tobacco control, underage sales test purchasing and counterfeit or illegally imported tobacco products investigations in partnership with SBC Licensing, Thames Valley Police and the UK Boarder Agency.

5 Other Implications

(a) Financial

It is anticipated that the plans can be implemented within existing resources. However, the situation will be closely monitored as unplanned reactive pressures, such as major investigations, will have resourcing implications which will be reported to members for their consideration.

Income from Primary Authority work will enable the appointment of additional specialist officers at no extra cost to the Council

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	
Property	None	
Human Rights	None	The work of the Teams protects worker and consumer rights in Slough
Health and Safety	None for SBC workforce. Risk Assessments are in	The work of the Teams supports businesses in

	place for all officer activities	Slough toward sensible risk management, enhancing health & safety conditions in Slough.
Employment Issues	None	The income from Primary Authority work can be used to employ additional officers at no increased cost to the Council
Equalities Issues	None. Equality Impact Assessments have been completed	The work of the teams actively supports equality in the work place for example, with disability access and awareness issues.
Community Support	None.	The teams engage in Community action events
Communications	None	The Teams engage with businesses and residents on a daily basis and are able to engage with them on key issues passing on important information, for example Olympic Preparations. Regular press releases are issued via the Councils Comms Team and the Trading Standards Team has a regularly interview slot on BBC Radio Berkshire
Community Safety	None	The Teams work closely with SBC Community Safety, Licensing and TVP particularly in relation to underage sales, rogue traders, loan sharks
Financial	Risk from complex criminal investigations or outbreaks that demand considerable officer time resulting in pressure upon resources to complete statutory inspections within timescales set by national enforcement bodies. Mitigated by the re-prioritisation of resources where possible.	The income from Primary Authority work can be used to employ additional officers at no increased cost to the Council
Timetable for delivery	Risk from complex criminal	

	investigations or outbreaks that demand considerable officer time resulting in pressure upon resources to complete statutory inspections within timescales set by national enforcement bodies. Mitigated by the re-prioritisation of resources where possible.	
Project Capacity	Risk from complex criminal investigations that demand considerable officer time resulting in pressure upon resources to complete statutory inspections within timescales set by national enforcement bodies. Mitigated by the re-prioritisation of resources where possible.	
Other Failure to endorse the SDPs	Serious risk to delivery of statutory obligations, failure to delivery on projects that impact positively on health & well being issues in Slough	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications, the work detailed in the SDPs is based upon UK and European legislation that has already been assessed in terms Human Rights Act Implications.

(d) Equalities Impact Assessment

Equalities Impact assessments have been completed on key policies contained within the SDPs. However, the work detailed in the SDPs is based upon UK and European legislation that has already been assessed in terms of Equalities.

6 Supporting Information

- 6.1 National guidance on the delivery of the Authority's enforcement activities is issued by The Food Standards Agency, the Health and Safety Executive and the Department for Businesses, Innovation and Skills; setting out standards for service provision, monitoring and auditing arrangements, in order to ensure that local enforcement activities are undertaken in a fair and consistent manner.
- 6.2 Statutory Service Plans are an important part of the process to ensure national priorities and standards are addressed and delivered to meet local

needs effectively. These Statutory Service Plans, which are required to be reviewed and updated annually, will

- focus on local priorities and the needs of our local community
- provide an essential link with financial planning
- set objectives for the future, and identify major issues that cross service boundaries; and
- provide a means of managing performance and making performance comparisons

6.3 Local authorities are required to include in their Service Plans:

- information about the services they provide
- the means by which they will provide those services
- the means by which they will set/monitor performance targets and standards
- a review of performance against proposed targets

6.4 The Regulatory Landscape continues to evolve with new guidance being issued from national Regulators bodies such as the Health & safety Executive and Better Regulation Office with the aim to focus regulations and enforcement where they are most needed. We have taken this risk based approach at Slough for several years. There are further changes in relation to the Consumer Landscape with the creation of a National Trading Standards Board which may have implications for the delivery of trading standards services, particularly for regional and national investigations.

6.5 In addition the creation of Public Health England and the transfer of the public health responsibility the Council provide opportunities for the work detailed in the SSPs, relation on reducing health inequalities and improving public health outcomes, to be linked even more closely to that of other Council teams and our partners.

6.6 The Primary Authority scheme was introduced by the Regulatory Enforcement and Sanctions Act 2008 and enables a new type of partnership to be formed between business and local authorities. The aim being to streamline and simplify the national regulatory compliance demands on local businesses in relation to trading standards, food and health & safety matters. The scheme has been phenomenally successful in Slough in the last year and has secured 24 successful agreements with national and international businesses based in the town such as; Reckitt Benkiser, Mars, Telefonica, Citroen, Fiat and Burger King.

6.7 The Teams have lost resources during the last year and our work will need to focus very specifically upon areas of high risk whilst aiming to reduce the regulatory burden on compliant business: continuing to make the best use of the resources we have available and ensuring positive outcomes and value for money.

6.8 We will seek to strengthen existing partnerships and develop others to ensure effective delivery across service areas; using an evidenced based

approach to help deliver services that meet the specific needs of Slough based upon the evidence available and as identified in the Slough Sustainable Community Strategy and the Joint Strategic Needs Assessment.

7 **Comments of Other Committees**

None

8 **Conclusion**

The proposed Statutory Service Plans illustrate our commitment to continuous improvement and accountability, whilst responding flexibly to ongoing changes in both the regulatory and consumer landscapes. They also show how the local authority has successfully adopted a balance of techniques and approaches to support local businesses, drive up compliance, enhance consumer protection and promote, with our partners, safety and wellbeing in the workplace and our community

9 **Appendices**

The three applicable Statutory Plans have been published in the Appendices Pack II.

10 **Background Papers**

- '1' Food Standards Agency Framework Document
- '2' Health and Safety Commission Section 18 Standard
- '3' The Health & Safety of Great Britain\ Be part of the Solution: HSE
- '4' Common Sense – Common Safety, The Young Report
- '5' Primary Authority, Local Better Regulation Office

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SLOUGH BOROUGH COUNCIL

REPORT TO: CABINET **DATE:** 16th July, 2012

CONTACT OFFICER: Catherine Meek, Deputy Borough Secretary
(For all Enquiries) 01753 875013

WARD(S): All

PORTFOLIO: Education and Children's Services, Cllr Natasa Pantelic

PART I
NON-KEY DECISION

REVIEW OF THE LOCALLY AGREED SYLLABUS FOR RELIGIOUS EDUCATION

1. **Purpose of Report**

This report seeks the approval of the Cabinet to the revised Slough Agreed Syllabus for Religious Education which has been recommended by the Agreed Syllabus Conference for adoption as the Agreed Syllabus for Religious Education in Slough schools, with effect from 1st September, 2012 for a period of five years.

2. **Recommendation**

The Cabinet is requested to resolve that the revised Locally Agreed Syllabus for Religious Education as now submitted be adopted as the Agreed Syllabus for use in Slough Community and Foundation schools for a period of five years from 1st September, 2012.

3. **Community Strategy Priorities**

- Celebrating Diversity, Enabling inclusion
- Adding years to Life and Life to years

4. **Other Implications**

(a) **Financial**

The cost of printing, publishing and circulating the revised Syllabus will be met from the existing budget. In addition, there will be costs in respect of launching the new Syllabus into schools. These costs will also be met through existing budgets.

(b) **Risk Management**

There are no risk management implications arising from this report.

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

Section 375 and Schedule 31 of the Education Act 1996 requires a Local Authority to review its Agreed Syllabus for Religious Education every five years. For this purpose, the Local Authority is required to establish an Agreed Syllabus Conference

which reviews the Syllabus and formally recommends a revised Syllabus to the Local Authority for adoption.

There are no Human Rights Act implications arising from this report.

5. **Supporting Information**

- 5.1 Religious Education in community schools and foundation schools not of a religious character should be taught in accordance with the Locally Agreed Syllabus recommended by the Agreed Syllabus Conference to the Local Authority.
- 5.2 The Locally Agreed Syllabus for Religious Education must be reviewed every five years. The current Syllabus was reviewed during the 2005/2006 Academic Year and introduced from September 2006.
- 5.3 Section 375 and Schedule 31 of the Education Act 1996 requires the establishment of an Agreed Syllabus Conference to oversee the Syllabus review. Membership of the Conference in Slough comprises the members of the Standing Advisory Council on Religious Education (SACRE) which includes representatives of local faith groups, the Church of England, teacher representatives and elected Members. The review formally began at the first meeting of the Agreed Syllabus Conference on 12th October 2011. At this meeting, the Conference agreed that all six Berkshire Authorities should work together on the review.
- 5.4 The revised Syllabus has been agreed across the six Berkshire Authorities and teachers and representatives from faith groups have been fully involved in its composition. The revised Syllabus aims to help pupils studying RE learn about religion and learn from religion. It has been structured around the themes “Believing, Behaving and Belonging”, which correspond to a set of questions teachers and pupils will use to explore different faiths.
- 5.5 The final draft of the new Syllabus was submitted to the Agreed Syllabus Conference on 18th June, 2012 when it was agreed to recommend the Syllabus to the Cabinet for formal adoption. Subject to the decision of this meeting, the new Syllabus will be formally launched at a joint training day with RE staff from both Slough and the Royal Borough of Windsor and Maidenhead.

A copy of the Syllabus can be made available on request to Democratic Services.

6. **Conclusion**

Cabinet is now asked to formally approve the revised Agreed Syllabus for Religious Education for introduction into Slough’s schools from 1st September, 2012.

7. **Appendices**

A copy of the revised Syllabus has been published within the Appendices Pack II.

8. **Background Papers**

Agendas and Minutes of the Agreed Syllabus Conference of 12th October 2011, 8th February 2012 and 18th June, 2012.

when forward plans will be published for the coming year, explaining what a forward plan is and how it can be obtained from the local authority.

5. Supporting Information

5.1 The Forward Plan, which is updated each month on a rolling basis, sets out:

- A short description of matters under consideration and when key decisions are expected to be taken
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- How and when the decision maker intends to involve local stakeholders in the decision making process.

5.2 The Forward Plan contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Forward Plan and these provisions and necessary actions are detailed in paragraphs 14 and 15 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's forward plan would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Executive Forward Plan

7. Background Papers

'1' - Council Constitution

EXECUTIVE FORWARD PLAN

JULY 2012 TO OCTOBER 2012

SLOUGH BOROUGH COUNCIL

FORWARD PLAN

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Forward Plan. The Forward Plan sets out the decisions which the Cabinet intends to take over the following 4 months. The Plan includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more wards in the town.

What will you find in the Forward Plan?

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Who will be consulted before the decision is taken.
- How the proposed consultation will be undertaken.
- How to make representations on the report and the deadline for submission of those representations.
- A list of those documents considered in the preparation of the report.

What is a Key Decision?

An executive decision which is likely either:

- To result in the Council Incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

Where can you find a copy of the Forward Plan?

The Plan will be updated and republished monthly. A copy can be obtained. from Democratic Services at St. Martin's Place, 51 Bath Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or tel: (01753) 875120, email: victoria.king@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Forward Plan reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer or Democratic Services..

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available for viewing through the contact officer or Democratic Services.

Can you attend the meeting at which the decision will be taken?

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

When will the decision come into force?

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

What about key decisions taken by officers?

Many of the Council's decisions are taken by officers under delegated authority. Key decisions taken under delegated authority are reported monthly and you can see the list of these at the same locations as the Forward Plan.

Are there exceptions to the above arrangements?

There will be occasions when it will not be possible to include a decision/report in the Forward Plan. If a key decision is not in the Forward Plan but cannot be delayed until it can be published in the Forward Plan, it can still be taken if:

- The Deputy Borough Secretary has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and
- At least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.

For further information, contact Democratic Services as detailed above.

CABINET - Monday 16th July, 2012

Item	Port-folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Highway Changes in Chalvey</u></p> <p>Results from public consultation to enable cabinet to make decisions in respect of the experimental measures currently deployed in Chalvey.</p>	N&R	Chalvey	A Cleaner, Greener place to live Work and Play	Joe Carter, Head of Transport Tel: 01753 875653	The Chalvey community. Including questionnaires, signs, public meetings, a public exhibition, meetings with community groups, web-pages and an online survey, press releases, a dedicated e-mail address phone number.	Cabinet 12/12/		√
<p><u>Performance and Financial Monitoring 2012/13</u></p> <p>To present information to the Cabinet on the latest financial and performance monitoring from across the Council.</p>	F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300		Overview and Scrutiny 10/07/2012		

<p><u>Residential and Nursing Care Strategy</u></p> <p>The report will set out proposals for future commissioning of residential and nursing care for older people reflecting projected future needs and the nature of services to be commissioned to meet them.</p>	H&W	All	All	Mike Bibby, Assistant Director Personalisation, Commissioning and Partnership Tel: 01753 875800	Relevant service users, carers and provider agencies.	Health Scrutiny 12/06/12	
<p><u>Fee Increases (from April 2012) for Registered residential and nursing Care Services for providers in Slough</u></p> <p>The Council has undertaken a process of consultation and information gathering in order to determine the usual cost of care in Slough. This report describes that process and makes recommendations on future fee levels.</p>	H&W	All	All	Mike Bibby, Assistant Director Personalisation, Commissioning and Partnership Tel: 01753 875800		Overview and Scrutiny 10/7/12	
<p><u>Corporate Plan 2012/13</u></p> <p>Agreement of the new Corporate Plan for the Council which sets out the objectives for next year.</p>	F&S	All	All	Tracy Luck, Head of Policy and Communications Tel: 01753 875518			√

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<p><u>Asset Disposals :</u> <u>Horsemoor Youth and Community Centre; The Lodge, Lascelles Park and Pakistani Welfare Association</u></p> <p>Approval to provide long term leases for the use of the assets. Length of the leases in two cases considered as the disposal.</p>	N&R	Chalvey; Upton		John Rice, Interim Assistant Director for Regeneration and Estates Tel: 01753 875239	Open market test undertaken for all leases other than the PWA who already have a lease and are seeking long term extension.			✓
<p><u>Statutory Service Plans for Food, Health & Safety and Trading Standards 2012/13</u></p> <p>Approval of statutory service delivery plans.</p>	H&W	All	All	Ginny de Haan, Food & Safety Manager Tel: 01753 477912				✓
<p><u>Slough Bike Hire</u></p> <p>To introduce a similar but smaller scheme to that of London and Cardiff i.e. a bike hire facility at key locations around the borough including businesses.</p>	C&L	All	All	Savio DeCruz, Team Leader Integrated Transport Tel: 01753 875640	Key stakeholders such as Network Rail/First G Western, any other business with a commitment to improving accessibility and sustainability and some resident groups who have signed a partnership agreement with the Council as part of the LSTF.	Supported by the Climate Change Group		✓

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<u>Slough's Economic Position</u> To inform the Cabinet of the current economic position in Slough.	F&S	All		Shabnam Ali, Economic Policy Development Officer Tel: 01753 875849			√
<u>Raising Participation Partnership</u> To provide Cabinet with recommendations about the legal partnership agreement hosted by Slough for the work across four authorities to commission education and work-related training for young people post 16 education through the Raising Participation Partnership.	O&S	All	All	Clair Pyper, Strategic Director of Education and Children's Services Tel: 01753 875704	Education and Children's Services Scrutiny		√
<u>Review of Locally Agreed Syllabus For Religious Education</u> Approval of the Locally Agreed Syllabus for Religious Education as recommended by the Agreed Syllabus Conference.	E&C	All Wards		Catherine Meek, Deputy Borough Secretary Tel: 01753 875011	This was approved by the Agreed Syllabus Conference on 18th June 2012	Locally Agreed Syllabus	√

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<p><u>References from Overview and Scrutiny</u></p> <p>To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018				
<p><u>Executive Forward Plan</u></p> <p>To present to the Cabinet the latest published Forward Plan.</p>	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		All		

CABINET - September 2012

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Performance and Finance Monitoring 2012/13</u></p> <p><i>To present information to Cabinet on the latest financial and performance monitoring from across the Council.</i></p>	P&A, F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300		Overview and Scrutiny 11/09/2012		
<p><u>References from Overview and Scrutiny</u></p> <p>To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018				
<p><u>Executive Forward Plan</u></p> <p>To present to Cabinet the latest published Executive Forward Plan.</p>	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011				

CABINET - October 2012

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Performance and Finance Monitoring 2012/13</u></p> <p><i>To present information to Cabinet on the latest financial and performance monitoring from across the Council.</i></p>	P&A, F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300		Overview and Scrutiny 9/10/12		√
<p><u>Windsor Road Widening Scheme</u></p> <p>Proposal to undertake the widening of Windsor Road to 4 lanes together with the acquisition of property to facilitate the widening.</p>	N&R	Chalvey; Upton		John Rice, Interim Assistant Director for Regeneration and Estates Tel: 01753 875239	Some consultation with major asset owner affected by the proposals. Statutory process to follow Cabinet agreement.			√
<p><u>References from Overview and Scrutiny</u></p> <p>To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018				√
<p><u>Executive Forward Plan</u></p> <p>To present to Cabinet the latest published Executive Forward Plan.</p>	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011				√

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AGENDA ITEM 16

By virtue of paragraph(s) ~~3 of Part I of Schedule 12A~~
of the Local Government Act 1972.

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AGENDA ITEM 17

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