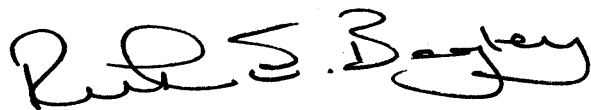


Date of issue: Friday 8 November, 2013

MEETING:	CABINET Councillor Anderson Councillor P K Mann Councillor Munawar Councillor Pantelic Councillor Parmar Councillor Sharif Councillor Swindlehurst Councillor Walsh	Leader of the Council - Finance & Strategy Education & Children Social & Economic Inclusion Community & Leisure Environment & Open Spaces Performance and Accountability Neighbourhoods & Renewal Health & Wellbeing
DATE AND TIME:	MONDAY, 18TH NOVEMBER, 2013 AT 6.30 PM	
VENUE:	MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

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

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest.

All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

2.	Minutes of the Meeting held on 14th October 2013	1 - 6	
3.	Slough's Relationship with Heathrow Airport	7 - 30	All
4.	Finance and Performance Report: Quarter 2 2013-14	31 - 92	All
5.	Revenue Budget 2014-15 - Proposed Savings	93 - 104	All
6.	Transactions Relating to the Castleview Site	105 - 112	Upton
7.	Older People's Commissioning Strategy 2013-2018	113 - 180	All
8.	Delegation of Procurement Function for Public Health	181 - 184	All
9.	Slough Borough Council Land Use Prioritisation	185 - 190	All
10.	Flood Management Update	191 - 210	All
11.	References from Overview & Scrutiny	To	All
12.	Notification of Forthcoming Decisions	Follow 211 - 220	All
13.	EXCLUSION OF PRESS AND PUBLIC		

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
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PART II

14. **Transactions Relating to the Castleview Site**

To
Follow

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, 14th October, 2013.

Present:- Councillors Anderson (Chair), Munawar, Parmar, Sharif, Swindlehurst and Walsh (from 6.44pm)

Also present under Rule 30:- Councillor Nazir

Apologies for Absence:- Councillors P K Mann and Pantelic

PART 1

37. Declarations of Interest

None were declared.

38. Minutes of the Meeting held on 16th September 2013

Resolved – That the minutes of the meeting of the Cabinet held on 16th September 2013 be approved as a correct record.

39. Chalvey Regeneration Strategy Update

The Commissioner for Neighbourhoods and Renewal and the Interim Head of Asset Management introduced a report which provided an update on the next phase of the regeneration strategy in Chalvey.

The Council had published 'A Vision for Chalvey' in 2009 following extensive consultation and the Cabinet noted the significant progress made in terms of new community facilities, additional school places, CCTV, and environmental and transport improvements. The next phase of the Regeneration Plan would have an emphasis on delivering community focused regeneration outcomes and would be aligned with the Slough Joint Wellbeing Strategy and Corporate Plan. A number of potential projects had already been identified including new changing facilities and a multi-use games area at the recreation ground; the Chalvey Halt and housing developments at the former petrol station at Chalvey Road East, land at Ledgers Road and land at the axis of High Street/Turton Way which could also include new health facilities.

(Councillor Walsh joined the meeting)

The Interim Head of Asset Management explained the methodology that would be undertaken to bring forward projects. Each of the potential regeneration projects would be assessed in terms of the suitability and availability of the site for the proposed activity, the development constraints of the site and the viability of the project. The Regeneration Plan would be subject of further consultation and a report on progress would be made to the Cabinet in February 2014.

The Cabinet considered a variety of issues including the timescales for delivering the strategy and the potential use of compulsory purchase powers,

for example in the development at the old petrol station site. The Interim Head of Asset Management responded that whilst the Council had the option of utilising Compulsory Purchase Orders, in the first instance it would seek to work with the developer to bring forward a viable scheme. Members also discussed the financing of the various projects; the potential risk of additional traffic pressures arising from new developments; and the progress of the Chalvey Rail Halt proposal.

The Cabinet recognised that substantial progress had been made in the first phase and agreed to the development of the phase two multi-agency Chalvey regeneration strategy.

Resolved –

- (a) That the regeneration improvements undertaken to date, as highlighted in section 6.1 of the report, be noted.
- (b) That the development of a multi-agency regeneration strategy aligned to the objectives agreed within the Wellbeing Strategy and Corporate Plan be agreed.
- (c) That the proposed methodology and timescales to identify suitable projects as described in the report be agreed.
- (d) To delegate authority to the Strategic Director of Regeneration, Housing and Resources, following consultation with lead members, to establish a budget to resource the implementation of the next stage of the strategy.
- (e) That an update report be considered by Cabinet in February 2014 to identify progress and consider the use of Compulsory Purchase powers if required to undertake agreed regeneration priorities.

40. Progress Update on Slough Regeneration Partnership (LABV)

The Strategic Director of Regeneration, Housing and Resources introduced a report which updated Members on the progress of the Slough Regeneration Partnership (SRP). The SRP had been established as a Limited Liability Partnership between the Council and Morgan Sindall Group plc following the Cabinet's approval to enter into a Local Asset Backed Vehicle (LABV) in 2012.

Members were informed that the partnership agreements had been signed in March 2013 and progress had subsequently been made in terms of the governance arrangements and the development of a number of key projects. These included The Curve, with work scheduled to begin on site in February 2014, and housing developments at Wexham Nursery and Ledgers Road sites for which planning applications were likely early in the New Year. The Cabinet noted the update on the progress of the SRP to date and agreed to

Cabinet - 14.10.13

consider a further report in December 2013 seeking approval of the SRP Partnership Business Plan.

Resolved –

- (a) That the progress update on the Slough Regeneration Partnership be noted.
- (b) That a further report on the SRP Partnership Business Plan be considered by the Cabinet in December 2013.

41. Confirmation of Appropriation of Land at Ledgers Road, Slough

The Interim Head of Asset Management introduced a report which sought confirmation of the appropriation of land at Ledgers Road for education and planning purposes. It was noted that the Cabinet had agreed to appropriate the land at its meeting on 17th June 2013 and that this decision could now be confirmed as the statutory advertising period had been completed without any objections. The Cabinet recognised that this was an important step in the redevelopment of the Ledgers Road site and confirmed the appropriation of the land for the purposes described in the report.

Resolved – That the decision made by the Cabinet on 17th June 2013 for the appropriation of land in respect of Ledgers Road for education and planning purposes be confirmed now that the Statutory Advertising has been completed without any objections.

42. Options Appraisal - Future Use of Gurney House, Slough

The Strategic Director of Regeneration, Housing and Resources introduced a report which sought approval for the demolition of Gurney House, Slough and the initiation of a feasibility study to explore the options for the development of a residential scheme on the site.

Members were advised that the existing building was beyond its economic life and was inappropriate for further investment. The vacant building risked attracting vandalism and currently required 24 hour onsite security at a cost of £5476.80 per month. Deciding to demolish the building would minimise this ongoing revenue liability. In terms of the future use of the site, the Director reported that there were three options to be explored by the feasibility study – retain the site and construct rented accommodation which generated a revenue stream; disposal of the site generating a capital receipt; and disposal of the site whilst investing the capital receipt to develop alternative housing provision. It was reported that a full business case would be considered by Cabinet in December 2013 upon completion of the feasibility study.

The Cabinet considered a number of issues in relation to the proposals including the potential type and mix of housing potentially developed on the site. This would be considered by the options appraisal in the feasibility

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study. After due consideration, the Cabinet agreed to demolish the building and commence the feasibility study on future options.

Resolved –

- (a) That approval be given to demolish Gurney House and to make in-year provision within the General Fund budgets for £150,000 to undertake the work.
- (b) That approval be given for the Strategic Director of Regeneration, Housing & Resources to commission a detailed feasibility study to develop proposals for a residential scheme exploring three options
 - i. Retain the site to construct market or sub-market rented accommodation thereby generating a general fund revenue stream.
 - ii. Dispose of the site to generate a general fund capital receipt or
 - iii. Dispose of the site while investing the capital receipt to develop alternative housing provision where this will result in revenue cost savings for existing services.
- (c) That the Strategic Director of Regeneration, Housing & Resources reports back to Cabinet in December 2013 on the proposed tenure mix, marketing and financial modelling for the proposed scheme.

43. Public Outdoor Events Policy

The Commissioner for Social & Economic Inclusion and the Communications Manager introduced a report seeking the approval of a number of amendments to the Public Outdoor Events Policy.

The Cabinet were informed that the existing policy governing all outdoor events in the town centre and the council's parks and open spaces was approved by the Cabinet in October 2011. The policy, considered as appendix A to the report, had been refreshed in light the experiences in applying the policy over the past two years.

Members discussed a number of issues including the role of the Safety Advisory Group (SAG) which was a multi-agency body involving the Police, fire, ambulance and various council departments and provided specialist advice on events. The revised policy included a number of practical measures to improve the operation of SAG and also amended the fees and charges in relation to holding public outdoor events which would continue to offer registered charities substantial discounts on commercial fees. After due consideration the Cabinet approved the revised policy.

Resolved –

- (a) That the amendments to the public outdoor events policy (at appendix A to the report) be approved.

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- (b) That the amendments to the fees and charges – giving registered charities an 80% discount on the commercial fees and charges be approved.

44. Fees for Scrap Metal Dealers Act 2013

The Licensing Manager introduced a report which set out the implications of the new Scrap Metal Dealers Act 2013 and sought approval for the proposed fees for all new Scrap Metal Dealer licenses.

The new legislation aimed to tackle the growing problem of metal theft by tightening up regulations on scrap metal dealers including the requirement to have a new licence to trade. Members were informed that the fees needed to have due regard to relevant Government guidance and take account of the EU Service Directive and case law, the effect of which was that fees could only recover costs and could not be used to support enforcement activity against unlicensed activities. The Officer stated that fees had been set prudently and would be reviewed in a years time.

Members considered the impact of the new legislation on dealers and asked what communication there had been between them and the Council. The Officer responded that all known dealers had received the relevant information from the Council in September/October and they needed to apply before 15th October to continue operating without disruption. Only 3 of 12 registered dealers in Slough had so far applied. The Cabinet also considered enforcement issues and the relevant factors in the setting of fees before agreeing the fees as set out in paragraph 5.4 of the report.

Resolved – That the proposed fees for all new Scrap Metal Dealer Licenses as set out at paragraph 5.4 of the report be approved.

45. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

46. Notification of Forthcoming Decisions

Members considered the most recently published Notification of Decisions which set out the matters expected to be considered by the Cabinet in the next three months. The Cabinet endorsed the published Notice and noted that a number of further items were likely to be added to the schedule for November and December 2013.

Resolved – That the published Notification of Decisions be endorsed.

Chair

(Note: The Meeting opened at 6.39 pm and closed at 7.26 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th November 2013

CONTACT OFFICER: Daniel Wilson (Housing & Environment Policy Officer)
Sarah Forsyth (Scrutiny Officer)
(For all enquiries) (01753) 87 5918/5657

WARD(S): All

PORTFOLIO: Councillor Sohail Munawar (Commissioner for Social and Economic Inclusion)

PART I
NON-KEY DECISION

SLOUGH'S RELATIONSHIP WITH HEATHROW AIRPORT

1 Purpose of Report

To present the results, commissioned and considered by the Neighbourhoods and Community Services Scrutiny Panel, of the recent resident survey, and research on the economic relationship between Slough and Heathrow Airport commissioned by Slough Borough Council.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to:

- (a) Endorse the findings of the Economic Impact Assessment and recommend the findings to the UK Airport's Commission for their consideration, stressing that the relocation of Heathrow would have a catastrophic effect on the communities surrounding it.
- (b) Recognise the importance of Heathrow to the economy and employment opportunities in Slough and surrounding areas, and express deep concern over the possible relocation/closure of Heathrow or measures which would diminish the position of the airport.
- (c) Raise awareness of the *Residential Day Noise Insulation Scheme* to eligible households in Slough to mitigate the disruptive impact that noise has on residents.
- (d) Request relevant departments across the council to explore required mitigations for a range of future Heathrow related scenarios.

3 Comments of Other Committees

- 3.1 The following recommendation was agreed at the Neighbourhoods and Community Services Scrutiny Panel meeting of 30th October 2013:

"That, once the Davis Commission has announced its shortlist of options for the future of aviation in the UK and specifically options for the future of Heathrow, that

the Cabinet oversee the collation of all relevant data relating to the impact of Heathrow on Slough now and in the future, and that this information is then presented to the Neighbourhoods and Community Services Scrutiny Panel before consideration by Cabinet.”

- 3.2 The Neighbourhoods and Community Services Scrutiny Panel discussed the relatively low response rate of the resident survey and the weight that should be given to the results of this, whilst recognising the useful free comments that the survey had drawn out. The Panel drew attention to the strong messages coming out of the economic studies that had taken place and the importance of Heathrow to the economy of the borough.
- 3.3 The Panel concluded that future discussions would be based on the economic arguments versus noise and environmental arguments in order to fully understand the position and negative impacts of Slough’s proximity to Heathrow, both now and under any future planned configuration. Members noted the likely timeframe for such a discussion and noted that until the Davis Commission formally issued its short list of options for the future of aviation in the UK, and the impact this would have on the future of Heathrow, a number of options from expansion to closure were still possibilities; therefore it would be important to wait for the short list before making future comment.

4 **Conclusion**

The results of the residents’ survey, alongside the findings of the economic research, provided the Neighbourhoods and Community Services Panel with evidence as to the relationship between the borough of Slough and Heathrow Airport. The Panel believes, and is recommending to Cabinet, that the collation of further data around the impact of Heathrow in its current and any potential future configuration (once the options are fully known) should be undertaken before further comment is made.

5 **Appendices Attached**

‘A’ Neighbourhoods and Community Services Scrutiny Panel, October 30th 2013

6 **Background Papers**

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods & Community Services Scrutiny Panel **DATE:** 30 October 2013

CONTACT OFFICER: Daniel Wilson (Housing & Environment Policy Officer)
(For all enquiries) Sarah Forsyth (Scrutiny Officer)
(01753) 87 5918/5657

WARD(S): All

PORTFOLIO: Councillor Sohail Munawar (Commissioner for Social and Economic Inclusion)

PART I
CONSIDERATION & COMMENT

SLOUGH'S RELATIONSHIP WITH HEATHROW AIRPORT

1 Purpose of Report

1.1 To present the results of the recent resident survey, and research on the economic relationship between Slough and Heathrow Airport commissioned by Slough Borough Council.

2 Recommendation(s)/Proposed Action

2.1 That the Panel consider the results of the resident survey and findings of the economic research into the relationship between Slough and Heathrow Airport, in addition to other available information, and form conclusions and recommendations for consideration by Cabinet on the future of that relationship.

3 Introduction

3.1 In September 2012 the Government set up the UK Airports Commission to review the future aviation needs of the UK.

3.2 The aim of the review is to 'identify and [recommend] to Government options for maintaining this country's status as an international hub for aviation'.¹ Whilst the final shortlist of credible long term options is due to be announced in December, various options have been publicised which could impact on the future of Heathrow Airport.

3.3 In order for Slough Borough Council to effectively represent the best interests of Slough, in this debate, it was decided to ensure that the stance adopted would be carefully considered and evidence-based. The Commissioner for Social and Economic Inclusion asked that the Neighbourhoods and Community Services Scrutiny Panel undertake an exercise to gather resident views in order to provide evidence which could be used to inform the position of the council in this debate.

¹ The Airports Commission (AC) under the chairmanship of Sir Howard Davies

4 **Evidence Collection**

- 4.1 The Neighbourhoods and Community Services Scrutiny Panel has run a resident survey asking for views on the relationship between the Borough and the airport currently, which could then inform the council's position in discussions regarding the future of aviation in the south east.
- 4.2 The survey was targeted at Slough residents, although responses from non-residents have been allowed (and classified as such so they can be isolated). Questions were designed to highlight issues for people such as those:
- living in the borough;
 - working in the borough;
 - using Heathrow for travel for work;
 - using Heathrow for travel for pleasure;
 - those who support/oppose the airport; or
 - those with a neutral view.
- The survey ran from 9 September until 13 October, with press releases to alert the public and use of the council's social media accounts. The survey was set up electronically, with additional options for the public to contact officers by phone or email to provide their views. The results of the survey are attached as Appendix A to this report.
- 4.3 Alongside the survey, the council commissioned an economic study, the results of which will be presented at the meeting.
- 4.4 A number of other pieces of research have also been released which have coincided with the preparation of this report. The most relevant are:

- London Heathrow Economic Impact Study, commissioned by Buckinghamshire Thames Valley LEP, Enterprise M3 LEP, Oxfordshire LEP, Thames Valley Berkshire LEP and West London Business, and carried out by *Regeneris*.
- UK Airport Strategy: dicing with the property market, *Lambert Smith Hampton*

5 **What the research shows us**

- 5.1 Resident Survey, *Slough Borough Council*, October 2013. See graphs in Appendix A
- Sixty-two residents responded to the consultation, with 85% of these being Slough residents, 71% having lived in Slough for over ten years.
 - When asked how a respondent uses Heathrow, the uses were ranked as follows:
 1. Leisure purposes
 2. Visiting family
 3. Use of the transport network around Heathrow
 4. No effect on household
 5. Flying for work
 6. Work for a business directly or indirectly linked to Heathrow
 7. Work at the airport
 - When asked about the impact of Heathrow on their life in Slough:
 - 56% of respondents reported Heathrow had a positive impact
 - 21% experienced both positive and negative impacts

- 11% thought it had a neutral impact
- 10% thought the airport had a negative impact
- When asked about the relationship between the presence of Heathrow and respondent's decision to live in Slough:
 - 55% said Heathrow is a benefit for Slough, though it is not the main reason they live here
 - 33% live in Slough mainly because of Heathrow
 - 13% think Slough would be better without Heathrow
- When asked about the specific relationship between Heathrow and their household, the responses, in order of popularity were:
 1. No direct impact
 2. One or more of the household fly from Heathrow for work
 3. One or more of the household work for a company providing services to Heathrow
 4. Negative impact on the household
 5. Another member of the household works at Heathrow
 6. One or more of the household works for company providing services to airline passengers
 7. = More than one member of the household works at Heathrow
= Respondent works at Heathrow
- 68% of respondents are affected by aircraft noise; of these one quarter experience very disruptive noise often, or sometimes; one quarter were affected by moderately disruptive noise; and just under half experienced either no disruptive noise or noise that is not very disruptive.
- 60% of respondents were not affected by airport generated congestion.
- 55% of respondents thought that Heathrow affected air quality in Slough.
- When asked about the wider environmental impact of Heathrow: a quarter of respondents were concerned about the impact and thought steps should be taken to mitigate this; a third believed the negative impacts were a price worth paying, while a quarter did not believe the airport negatively affected the environment. Just over 10% opposed the environmental impact and wanted a reduction in flights.
- Finally, when asked about the impact reducing Heathrow in size, or closing it altogether, would have on the household, half would remain in Slough but believing it would impact their household negatively, 20% would move out of Slough, and 20% would remain in Slough and consider it to be a positive outcome.

5.2 Heathrow Economic Study, *Parsons Brinckerhoff and Berkeley Hanover Consulting for Slough Borough Council*, October 2013

5.2.1 Slough Borough Council has commissioned a robust, independent study to provide an evidential base on which to base future policy making. The report comes from a neutral stance, making no comment on which options may be more or less advantageous to Slough.

5.2.2 The report provides an assessment of the economy of Slough which is dependent on Heathrow airport. The report explains the four types of employment associated with Heathrow which have been studied:

- **Direct (both on-site and off-site)** – employment that is wholly or largely related to the operation of the airport;
- **Indirect** – employment generated in the chain of suppliers of goods and services to the direct activities;
- **Induced** – employment generated by the spending of incomes earned in the direct and indirect activities; and
- **Catalytic** impacts – employment generated by the attraction, retention or expansion of economic activity as a result of the connectivity facilitated by airports.

5.2.3 The study assessed the economic impact of Heathrow as today (base case) and a further five scenarios set out below. Economic impacts have been calculated for 2020 and 2030. The scenarios and an assessment of the impact on Heathrow are set out below.

Scenario	Operational date	LHR hub status
LHR 2 runways (no change)	As at today	Hub status retained with dilution over time
LHR 3/4 runways	Third runway by 2025/6 Fourth runway by 2035/40	Hub status retained and enhanced
LHR 2 runways plus 2 nd runway at Gatwick	Second runway at Gatwick by 2025	Hub status retained with some enhancement
LHR 2 runways plus 2 nd runway at Stansted	Second runway at Stansted by 2025	Hub status retained with slight possibility of some dilution
LHR 1 runway plus new airport development	NAD operational by 2029, LHR runway closing 2029	Short term retention followed by diminished and eventual loss
LHR 0 runways and new airport development	NAD operation by 2029, full LHR closure 2029	Hub status lost

5.2.4 Interim results of the study will be presented at the meeting. The full results will be made public towards the end of the year when the study is completed.

5.3 London Heathrow Economic Impact Study, commissioned by Buckinghamshire Thames Valley LEP, Enterprise M3 LEP, Oxfordshire LEP, Thames Valley Berkshire LEP and West London Business, and carried out by *Regeneris*.

5.3.1 The area for this study is defined as the 'western wedge', between the M4, M40, M3 and A3. The area supports 2.4 million jobs and contributes £137 billion in Gross Value Added (GVA), equal to £1 in every £10 of UK economic output. The report finds that if Heathrow were to close in favour of an alternative location between

170,000 and 230,000 jobs directly connected with Heathrow would be at risk, putting at risk £11-£15 billion of economic activity.

5.3.2 The report also found that businesses choosing to remain in the area if Heathrow closed would be burdened with transport costs of £440 million in costs due to additional journey requirements.

5.3.3 The report finds that an additional runway at Heathrow would create 35,000 additional jobs and £3.4 billion of additional economic activity within the study area, accruing from improved connectivity to emerging economies and productivity.

5.4 UK Airport Strategy: dicing with the property market, Lambert Smith Hampton, September 2013

5.4.1 This report calculates the impact on the property market of a number of future aviation scenarios. The commercial stock supported by the presence of Heathrow is calculated at £7.4bn, while it is stated that at 75m sq ft, the office stock in the Thames Valley is larger than that of London, supporting an economy worth £28.3bn. The report concludes that expansion of the airport would provide a 'tangible boost' to the local and regional economies and property market. Closure of Heathrow and development of a hub airport in a different location (Stansted or Thames Estuary) would result in loss of property values between £1.9bn and £2.6bn). Expansion at alternative airports, while maintaining Heathrow as the UK's hub airport is calculated to have a limited impact on the property market surrounding Heathrow.

5.4.2 The report warns of the impact "when the airport is on virtual death row and with no inward investment" following an announcement of closure.

5.4.3 The report also asserts that one hub, rather than any other number, is the only solution.

5.5 A small area study exploring the relationship between aircraft noise and cardiovascular disease near Heathrow airport in London was published in the British Medical Journal on 8 October 2013 which received substantial press coverage. This study found a relationship between exposure to aircraft noise at the $L_{Aeq, 16h}$ and L_{night} , (applicable to the southern most border of Slough borough) and higher incidences of stroke, coronary heart disease and cardiovascular disease. A higher correlation was exhibited for the 2% of the population who experience aircraft noise above 63dB (only relevant for the southern most tip of Colnbrook with Poyle ward). This small area study covered a population of 3.6 million people. The study itself acknowledges that "admissions for coronary heart disease and to a lesser extent for cardiovascular disease were particularly affected by adjustment for South Asian ethnicity...hence the risk estimates should be interpreted cautiously" and "the risk of coronary heart disease in particular, and to a lesser extent cardiovascular disease, was noticeably reduced by adjustment for multiple confounders, in particular South Asian ethnicity." The study acknowledges that it builds on existing, though limited, research in this area, the results of which have been mixed. Of seven cited similar studies: two studies showed similar results; three showed some common factors, or the study group was compromised in some way; while two studies found no correlation between aircraft noise and heart disease/stroke.

6 **Conclusion**

The results of the residents' survey, alongside the findings of the economic research, provide the Panel with evidence as to the relationship between the borough of Slough and Heathrow Airport, which can be used to inform recommendations to Cabinet on the response of the council to the debate around the future of the airport.

7 **Appendices Attached**

A - Residents Survey Results

B - Free text comments

8 **Background Papers**

1 - London Heathrow Economic Impact Study, *Regeneris*, September 2013. Available <http://thamesvalleyberkshire.co.uk/2013/09/25/heathrow-airport-an-economic-powerhouse-driving-growth-and-prosperity-in-the-western-wedge/>

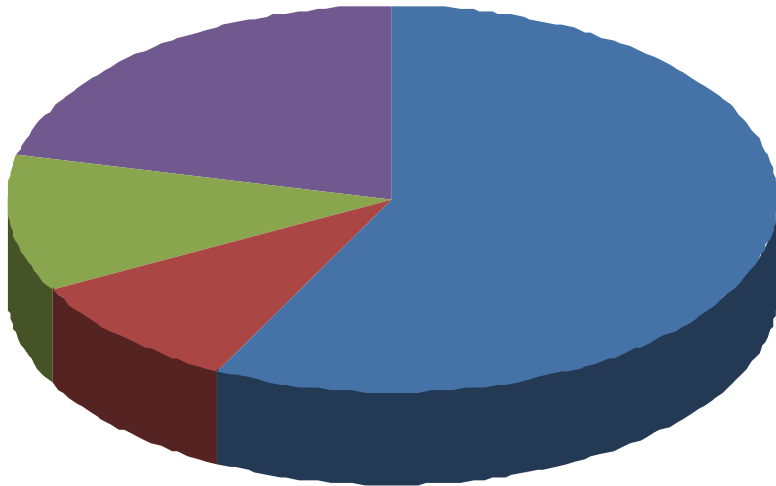
2 - UK Airports Strategy: Dicing with the property market, *Lambert Smith Hampton*, September 2013. Available <http://www.lsh.co.uk/commercial-property-research/2013/07/thames-estuary-airport-would-wipe-billions-from-value-of-commercial-property>

3 – Aircraft noise and cardiovascular disease near Heathrow airport in London: small area study, *British Medical Journal*, 8 October 2013. Available <http://www.bmj.com/content/347/bmj.f5432>

APPENDIX A: Resident Survey results

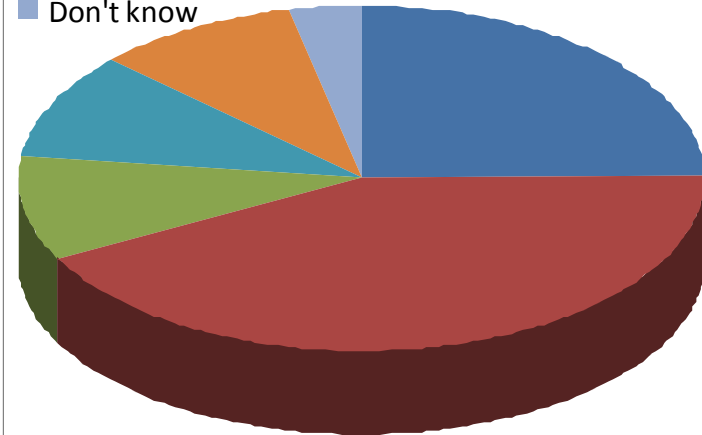
Heathrow's impact

- A positive impact on your life in Slough
- A negative impact on your life in Slough
- A neutral impact on your life in Slough
- Both negative and positive factors
- Don't know
- Don't care



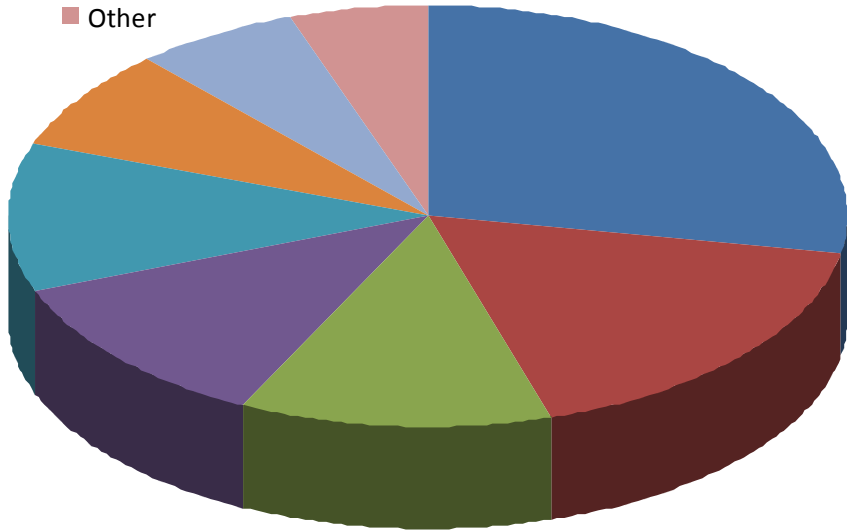
Location factors

- They are why I am in Slough
- They make Slough more useful for me, though they are not the main reason I am here
- Slough would be better without them
- I'm here with someone for whom the factors are important
- I don't live in Slough
- Other
- Don't know



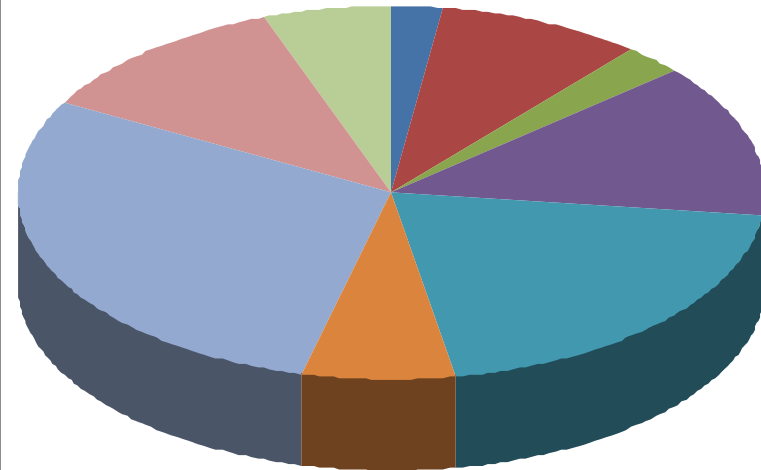
Household use of Heathrow

- Flying for leisure purposes
- Flying to visit family
- Use of Heathrow related transport network (when not travelling to or from Heathrow)
- Does not affect me or my household
- Flying for work
- Employment at a business directly or indirectly linked to Heathrow
- Employment at the airport
- Other



Economic Impact

- I work at Heathrow
- Another member of my household works at Heathrow
- More than one member of the household works at Heathrow
- One or more members of the household work in a company which provides services to Heathrow
- One of more members of the household fly to/from Heathrow for work purposes
- One or more members of the household works in a business which provides services to airline passengers
- There is no direct impact on the household
- There is a negative impact on the household
- Other
- Don't know



Appendix B – Free Comments

Survey

Comments - Q10. If you have any other comments or evidence you wish to be considered as part of this call for evidence, you can include it here.

1. Slough's industry relies on the airport. Without it Slough would lose one of its best selling points - its location for businesses. Then there would be less jobs both at the airport and in the town.
2. I live in Colnbrook which has had so much done to it over the years and much of the industry now is reliant on the Airport. If the airport closes then the industry will move and we are left with a large concrete wasteland, Slough Borough Council will loose a lot of industry in teh town and will not possibly have the mioney to return the sites to green-belt anyway so more eyesores to live with
3. The amount of employment generated by Heathrow which benefits Slough residents is worth any minor negatives such as congested roads. With the massive increase in service industries on Slough Trading Estate the airport still provides some manufacturing and unskilled opportunities which suit those residents who are not so accademic
4. There have been no proposals to close Heathrow, this is completely irrelevant. the debate is whether to allow a 3rd runway and there is no evidence to suggest that expanding an alternative ariport will necessitate the closure of Heathrow, this is a ridiculous suggestion. Air traffic over the Borough has increased tenfold in recent years, as has noise pollution, this needs to be addressed since it is highly intrusive and has a massive negative impact on the lives of those living beneath a flight path.
5. Heathrow airport is a major contributor in the regional economic growth. It creates employment in thousands to the people living in the surrounding areas. I am in favour in the expansion of the Heathrow Airport. Third runway is absolutely necessary without which Heathrow will lose to Amsterdam, Paris and Frankfort. airports.
6. I think Heathrow is crucial to Slough and the surrounding area in economic terms. If expansion is not Allowed or the Boris estuary airport were to be given the go ahead it would desalinate the area.
7. I believe Heathrow is large enough and should not be further extended. The quiet time through the night is essential to good health and I believe expansion would mean more and more night flights. I have lived in this area most of my life and would like to remain here but if it becomes any noisier for prolonged periods this may make me move away from the area. If expansion is required there are many other London airports with capacity and probably a better road infrastructure.
8. I am affected at certain times of day, when jumbo jets are banking right towards Asia or Middle East mostly. The planes fly low and gun the engines loudly to cut the flying time. It's very noisy, so much so that one sitting outside cannot hear the person next to him or on phone talking. I would like to see the jumbo jets flying higher and taking a more gradual turn like the smaller aircraft do that are not such a noise issue.

Comments - Q10. If you have any other comments or evidence you wish to be considered as part of this call for evidence, you can include it here.

9. I strongly believe that if Heathrow were to close down, Slough would suffer greatly. Shops would close, more people would be unemployed, rents would be unpaid and Slough would become a terrible place to live and raise children.

10. I am retired but still work part time. I have lived in Slough for over thirty years moving here working for a manufacturing business dependent on Heathrow for import of raw materials and export of finished goods. I have subsequently worked for several companies in the locality for which Heathrow has been important for goods in transit. I have also worked for a company where my services were required throughout Europe and regularly commuted through Heathrow. I have seen how Schipol has expanded its runways and infrastructure. If Heathrow does not respond it will simply become no more than a hub airport to the likes of Schipol, Paris CDG and Frankfurt. You cannot send high value goods and services over the internet physical transport is needed.

11. A third runway would be good for the UK GDP & Slough employment Plus by the time it is built aircraft will be considerably quieter than now

12. My husband is retired, but he worked at LHR for 20 years which is why we moved here. On the back of experience gained at LHR he obtained a much better, but still aviation related, job in London for another 20 years. Our pension income is therefore by virtue of LHR. Although we are no longer directly dependant upon LHR, we feel it provides the liveliness and economic prosperity of Slough which makes it a nice place to live, and we have no desire to move. LHR's proximity means there are good bus services which we use a lot ,(although not to go to LHR). The new rail links will make Slough an even more attractive place for business - and hopefully an even better place to live. It is very easy to get to London. We are dismayed at the thought of LHR's possible closure. It may mean the proposed rail links (which will have benefits for travel beyond LHR) won't happen. Crucially it will certainly mean a huge exodus of re-located employees, and those of local business which depend on LHR's proximity. Those relocated by employers will be skilled, professional and managerial staff. Those left behind will be the blue-collar workers employed through agencies and for whom there will be little other local work. There will be a huge unemployment problem among the lower skilled. The houses of those relocated will flood the market. Prices will go do down, making them attractive to wealthier boroughs to dump their benefit tenants - some of whom will be problematic. Rogue landlords will also snap up the cheap housing and suck in other problem tenants from outside (eg like the prostitutes in Ledger's Rd, Roma beggars etc). This will put an enormous strain on council services at a time when higher council taxpayers will have left. Older people like us will have to move away at the first sniff of a threat to LHR. Otherwise our house value will be depressed and we will be left stranded in a town of empty commercial property, boarded up shops, and a lot of problem neighbours. Slough could so easily become the south's Tyneside. Expansion of LHR, although it would cause more noise would be preferable - and the noise was very much worse when we moved here in 1973 when VC10s and BAC 111s screamed overhead. We doubt it would be as bad as that again. Unfortunately LHR fails to serve Slough's (or Bekshire's, South Bucks', and West of London's) ordinary residents and this should be looked at. Why can't local people take a holiday flight from LHR? Why can't flights be re-organised so there is a mix of

Comments - Q10. If you have any other comments or evidence you wish to be considered as part of this call for evidence, you can include it here.

holiday charter (Thomson etc), budget, and scheduled short and long haul from both LHR and Gatwick? Holiday flights all go from Gatwick, Luton or even Stanstead, and mostly at 7am or earlier - check in 5am. Travel agents in Slough and Maidenhead have said to us that many of their customers complain about this. We put up with the noise, traffic, and our people serve the airport, but it doesn't serve us. Surface transport also ignores local peoples' need in this respect too. There is no transport from Slough to Gatwick The only option is to travel into London, change stations and travel out again. As there are no return tickets expensive singles have to be purchased for each leg each way. National Express offer airport coaches at cheap prices from numerous locations, but don't serve Slough Maidenhead or Windsor. They do have an LHR-LGW service but this is £25 one way, and in any case doesn't help Slough/Maidenhead/Windsor people to get to Gatwick in time for a holiday flight.

13. Heathrow not only creates opportunity for people to be employed but is also bringing money into our country due to its locality.

14. I would like Heathrow to grow and expand.

15. Day time flights I am unaffected by as I am usually at work. However there are too many night flights. This interferes with the quality of my life, as I need to listen to the tv quite low in the evenings due to a child with a medical condition that I need to listen out for; but when the planes are coming over it completely drowns the tv out - this is with all windows in the house closed. I was unaware of the scheme for the day noise insulation scheme, and I wish I had known this when I purchased replacement double glazing 8 years ago.

16. The flight curfew time of 23:30 is too late. I cannot sleep when planes are flying because they are too noisy. I cannot have my windows open at night because the noise is ridiculously loud. This basically means that I cannot go to bed before 23:30 each night, which has a negative impact on my sleep patterns, and health in general.

17. I work in slough and live in Datchet directly below the flight path for runway 09N. A major airport HUB does provide huge benefits to local and country economy. LHR is a major reason for many businesses to have facilities in this area. It attracts business, therefore attracts people to live in the area and created the needs for high quality communications and transport infrastructure. All positive factors. Noise in particular is byproduct we need to consider a trade-off. However when we moved to the area we knew the airport was there so we should not complain. Although measures oriented to mitigate it without jeopardize expansion plan must be considered i.e incentive to airlines to use quiet state of the art planes. The interests of a minority should not prevail above the benefits for the local area and UK as a whole. LHR expansion is a need. The question should not be if this should be approved. The questions should be how it is done in the best possible way.

18. Heathrow is at the key geographical location for the major hub airport.

19. The airport is incredibly important for Slough. Its closure would have a massive negative impact. Thousands of jobs would be lost.

Comments - Q10. If you have any other comments or evidence you wish to be considered as part of this call for evidence, you can include it here.

20. Many of my friends work for Heathrow airlines. They can afford better housing, better quality of life and I believe are more open-minded in their attitude to others due to their ability to travel and meet people, also to work in a specifically multi-cultural environment.

21. Slough should be campaigning much harder to see heathrow expand as it is such a positive economic force on the borough and vital to its continuing growth and prosperity. A third (or even fourth) runway and continuing expansion as an international hub for the UK is essential.

22. I just feel i have to hear rhe noise and breath in the pollution because of the airport and just to enoy me even more I can't afford to fly from Heathrow because of the tax I have to go to Gatwick , Luton or Stanstead to fly to Stockholm to visit family

23. With out heathrow slough will be worse off ecnomicaly lot off people depend on heathrow for jobs and business

24. I have no direct link with Heathrow but believe it is essential for the future prosperity of Slough and surrounding areas.

25. Whilst I am not currently working at Heathrow or for a company supplying to Heathrow, I have previously and would like to again therefore it is better for me if it remains at its current location at least as it is, if not bigger.

26. I moved to Slough because of the airport at a time in my life when I travelled a lot for work and do not expect to be where I retire. I already spend much of my time outside of Slough as of the last 12 months, and probably will move completely within the next 12 months. I think my relationship to Slough (and hence the airport) is probably typical of many. I feel therefore it would be hypocritical to object to the airport. I am not against airport expansion - if it is proven necessary to maintain the UK's competitiveness - particularly if the alternative is to destroy other areas. However I do not believe enough is being done to mitigate the noise and air pollution generated. I also don't believe Heathrow has truly acted with the interests of residents in mind when it attempts to introduce new pilot schemes to alleviate noise while at the same time proposing further expansion. The relationship with Heathrow seems very one-sided. Largely due to the ever-present need to expand which has always existed in my time in Slough, and broken promises made in that process, Heathrow is regarded with some mistrust. Personally, being able to plan around aircraft noise is what I want, particularly in summer months. But respite from noise never seems to come when it is scheduled to, and clearer night-time curfew rules would also help - i.e. some flights are still allowed outside of the current 11-5 zone. Regarding air quality, I do not believe we are given sufficient feedback on air quality, and I feel that air quality targets particularly in the AQMA zones are too low. If the airport is a necessity, which I believe it is, there should be an embargo on other polluters - such as incinerators - in the vicinity.

27. I am mainly concerned about a noise that Heathrow creates. I live under the flight path and particularly I am affected by the noise at night. The last flight should be at 11 pm leaving Heathrow that for me means I cannot go to bed by 11.20 when the last plane flies above my area - it is already very late. Unfortunately, 2-4 times a week the flight are much later, usually before midnight but occasionally even up

Comments - Q10. If you have any other comments or evidence you wish to be considered as part of this call for evidence, you can include it here.
to 1.30 am.
28. We have worked at the airport in the past, and more than half of our family locally work at the airport.
29. Aircraft noise is quite disruptive, especially around the southern side of town like Cippenham
30. The main problem with the airport for me is the noise. I live in an old block of flat which does not allow double glazing and I am very close to one of the flight paths. The noise is so loud that you cannot hear the tv or speak on the phone. However, Heathrow is a great airport and well situated for all. As long as it does not increase night-time an early morning flights, and DEFINITELY DOES NOT ADD ANY MORE RUNWAYS.. it is fine and useful to have it where it is. If they want another airport I think Boris Johnson's idea is a good one and would open up the eastern part of London.
31. Over many years a number of Agencies and especially the various operators/owners of Heathrow Airport have offered many 'so called assurances' and Caps in respect of further development, size, major terminal and runway numbers as well as noise, most of which have have nopt been accorded with or have been seriously flouted or dishonoured. This has now occurred to the point where few people who have, and continue to have, their quality of life very seriously affected by various Heathrow generated atrocities, have no trust or faith in the words or deeds of the Industry and especially Heathrow owners/operators. Whilst in general the 'sufferers' do not wish 'such things' to be inflicted more, or at all, on others, clearly those around Heathrow have been and continue to suffer more than most other U.K. populations. One irony now is that, due to other legislation enforced upon recent Heathrow owners, this airport is now the only one in the South East which they still own and which they are now able to further develope!

Email/Telephone

- 1) "I live near the Heathrow Flight path and it is a noisy neighbour that we share our little bit of Britain with. But equally I understand Slough would be devastated without it. Our local economy depends on it and we have to recognise that, and in order to ensure the airport continues to serve the UK in the 21st century it must grow. It really is a case of no-pain , no-gain. Please fight for Slough and fight for Heathrow expansion."
- 2) "I am a Slough resident and work at Heathrow Airport. Commuting to Heathrow is very easy and convenient for me. I live on my own and have a back problem, Heathrow being close by it is very easy for me to commute. If Heathrow is moved from here then including me lot of other staff who work at the Airport will be jobless and will put more burden on the Council claiming benefits etc."
- 3) "I would like to talk about the reason i am strongly against Heathrow closing down. Firstly the airport is offering many jobs and to slough especially which is why it is such a big money earner. Another reason is that the transport industry depends on it so much. People in the UK Love travelling and that's not going to change. The aviation industry is growing and its getting bigger. Heathrow has no option but to expand and I think Mr Johnson has no choice but to expand or close and I think his "closing down" conjecture is completely wrong and ludicrous. Also, for personal

reasons I would like to be a pilot for BA and its hub is Heathrow and for all of those who want to work there closing it down will make the recession even worse.

I think London is taking a turn for the worse by stabbing LHR in the back after the success it had in the 2012 olympics. We would not have got the Olympics if it weren't for Heathrow and I strongly disagree that he should get rid of LHR. Sound will get better if they expand which is what many don't understand. The flight paths which fly over Langley will change causing far more quiet skies. I strongly disagree with Boris Johnson and i believe he expands before it is too late."

- 4) "I'm in favour of the expansion on Heathrow. Concerns over noise and pollution are easily overcome with new efficient planes. Relocation to elsewhere makes no sense. Be clever with what we have. Lives are at stake, if the status quo changes there will be a lot of fallout.....very close to london but even closer to slough, Windsor etc."
- 5) "I have recently moved to area and noise of aircraft very disruptive when out in the garden."
- 6) "I currently live in a part of Slough that is directly under the flight paths of aircraft when Heathrow Airport is on westerly departures. There is definitely a certain amount of noise, though it doesn't affect me and my family too much. I am pro expansion for the airport though as I think if it does not go ahead, plans about accommodating extra capacity elsewhere will have to go ahead taking away the economic benefits that Slough and the M4 corridor gets from Heathrow. Currently the noise is not a problem and the extra noise that expansion will bring will be necessary to keep the economic benefits."



Dear Ms. Sarah Forsyth:

Please ensure that your council considers the following when deliberating plans regarding Heathrow.

Communities near Heathrow are framing their choice as either being pro-expansion or anti-expansion. Those 'sides' are then simplistically cast as pro/anti economic growth, pro/anti health and pro/anti environment.

But that is a false dichotomy. Everyone is against noise, pollution, and congestion; whether from today's flight volume or tomorrow's. And everyone is for sustainable economic growth. Exhaustless tackles these problems at the source – by reducing jet-fuel burned during takeoff.

The opportunity to improve the quality of life for those near the airport must not be squandered. By taking an absolute position of "no expansion, ever", the potential for companies like Exhaustless to deploy noise and energy savings technology to London is lost.

Instead, consider a relative position of supporting expansion of more flights from Heathrow if the expansion includes technology to:

1. Use grid energy for takeoffs to reduce noise as much as possible for all flights,
2. Reduce taxi distances by at least 25%, and
3. Reduce pollution from takeoffs by at least 25%.

Without the insistence from local communities, this opportunity may be lost among other more costly choices at Heathrow that increase noise, use more land, reclaim reservoirs, and bog the city down in construction for a decade.

Examples of the level of noise reductions can be heard at <http://www.exhaustless.com/takeoff-simulations>. The contrast between the no-assistance takeoff and full-assistance takeoff is quite significant.

The Exhaustless assisted-takeoff technology is the near future. With your help, that future for London is even closer.

Sincerely,

Steven Endres
steve@exhaustless.com

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Correspondence:

The Parish Clerk
1, Swallow Gardens
Hatfield, Herts.
AL10 8QR

COLNBROOK with POYLE PARISH COUNCIL



Our Ref: RLNH/JSB/100477

26th September 2013

Sir Howard Davies,
Chair, Airports Commission
Sanctuary Buildings
20 Great Smith Street
London
SW1P 3BT

Dear Sir Howard,

Submission re Heathrow Runways Proposals

The Parish Council of Colnbrook with Poyle strongly objects to the proposals of Heathrow Airport Limited for a third or possibly fourth runway, as outlined in its "New Approach" document of July 2013. The parish lies immediately to the west of Heathrow Airport; a sizable part of its residential area falls directly under the flight path of the Airport's present northern runway for aircraft on final approach or take-off, with some residences in the area of maximum noise nuisance, and some also in the flight safety zone. Option 1 of the "New Approach", for a Third Runway to the North West of Heathrow, would take between 5 and 10% of the land within our parish boundaries, most of which is greenbelt, greenfield land within the Colne Valley Park, identified by several public inquiries as a vital and vulnerable "strategic gap" between the urban areas of Greater London and Slough that must be preserved. All of the options in Heathrow's "New Approach" for which explanatory maps have been provided would have a devastating impact on our parish area and community – its residences, amenities and industrial estates providing thousands of jobs of a very diverse nature – encircling and enclosing Colnbrook with the confines of the Airport, congesting its roads, polluting its already poor air quality, creating even more noise disturbance, driving out higher skilled and varied employment with factories and offices converting to airport-related warehousing, and traffic-generating couriers and distribution centres.

Colnbrook was the first major stop on the old coaching route from London to Bath; several old coaching inns remain amongst our 27 listed buildings, including the third oldest pub in England; so important was the village of Colnbrook that it twice was granted borough status, and its Burgesses (the forebears of the present parish council) ran a Turnpike Trust responsible for 7 miles of highway from Cranford Bridge to Maidenhead Bridge. Colnbrook's fertile lands were where Richard Cox cultivated the first (Cox's) Orange Pippin Apple. We remain a semi-rural community and yet host the European headquarters of Honda, and its (separate) development centre, having a strong historic connection with the motor industry, being where McLaren built James Hunt's 1974 world-beating F1 racing car, and where the British Motor Sports Association still have their headquarters. Colnbrook also hosts the headquarters of the UK's largest private waste management operator, Grundons.

CHAIRMAN:	Mr. Peter R. Hood	Tel: 01753 682395
VICE CHAIRMAN:	Mr. Ray Angell	Tel: 01753 680507
CLERK & FINANCE OFFICER:	Mr. Roland Hewson	Tel: 01707 267958

The parish council is not anti-Heathrow and wants the Airport to thrive and provide employment opportunities to local people but it has long argued that Heathrow Airport is at or has exceeded its optimum size, with local infrastructure stretched to full capacity and no room for external expansion without encroaching on greenfield, greenbelt, amenity lands or crowding out other businesses. The parish council, therefore, has a history of opposing the un-restrained expansion of Heathrow Airport because of its negative impacts on neighbours, including ourselves.

The parish council objected to BAA's proposals for a fifth terminal at Heathrow (T5) which was finally allowed a decade ago with the promise of BAA that with T5 it could double the capacity of the Airport, then handling about 70million passengers-a-year, without any operational need for a third runway. We note that Heathrow Airport Limited are now claiming (page 31 of the "New Approach") that only with a full-length third runway of the type in their options 1 and 2 could the Airport handle 130million passengers-a-year, contradicting the evidence they gave at the T5 Inquiry. The granting of a fifth terminal at Heathrow resulted in massive incursions into Greenfield, greenbelt and amenity lands in our parish, with a temporary, 10-year permission for the Colnbrook Logistics Centre assembling the building materials for T5, (still operating today more than 10-years after opening , and long after T5 was built). It also resulted in a sewage sludge dewatering works (the Iver South SDW) being built within the parish as a replacement for the Perry Oaks Sewage Works (originally on the site of T5). Interestingly, both of these facilities would be built over by the proposed Third Runway to the North West of Heathrow, (Option 1), and presumably would have to be replaced nearby, probably on another bit of our greenfield, greenbelt, amenity lands.

We note that previous proposals for a Third Runway at Heathrow, advanced by British Airways, were killed off by the 2010 General Election and the Conservative Party's pledge to refuse this on grounds of CO2 air pollution, where present levels of CO2 in the air at several locations around the north of Heathrow exceeded UK air quality standards and EU Directive targets, including at an Air Quality Management Area (AQMA) in our parish. The "New Approach" proposals just assume away this air quality issue as if efforts to reduce CO2 emissions from cars and lorries and aircraft engines will remove the pollution problem that ruled out their previous proposal; no evidence to support this idea has been put forward. Likewise, we can note that self-evidently, aircraft noise and noise nuisance in localities adjacent will increase with any and all of these proposals but no meaningful evaluation of this impact is possible since BAA/Heathrow Airport Limited have not put forward any new noise contour maps to go with their proposal options.

We believe that all the proposed options for a Third Runway at Heathrow will impact on the Colnbrook area adversely, having an enclosing/encircling effect, particularly Options 1 and 2, (to the north and to the south of the parish). This would be even more so following the argument advanced by Heathrow Airport Limited that they really need not only a third but a fourth runway to guarantee continued profitable growth, necessitating a combination of new runways to both north and south. All the options advanced by Heathrow Airport Limited will generate more noise and air pollution (already at unbearable levels), more surface traffic congestion, and likelihood of an accelerated takeover of our business areas by airport-related freight and catering operations, which is already a pronounced trend that the parish council is alarmed by, repeatedly expressing its concerns to the planning authority responsible – Slough Borough Council – who maintain there is nothing in their power they can do about it.

All the proposals would also have a damaging or devastating impact on substantial areas of greenfield and amenity lands within the Colne Valley Park, which extends from Rickmansworth in the north to Staines in the south and is at its narrowest point as it passes through Colnbrook and Harmondsworth. The parish council greatly values the amenity of the Colne Valley Park and is a founder member of Colne Valley Park Community Interest Company.

Option 1, a Third Runway to the North West of Heathrow, is the nearest of the three proposed development sites to large numbers of our Colnbrook area residences; this full-size runway proposal extends into lands enclosed by our parish, running north of the (present) A4 and south of the M4. The runway, and such supporting infrastructure as is shown on accompanying maps, would be located where the villages of Harmondsworth and Longford presently stand (removing these villages and joining up with the current Airport area). It would extend west through British Airway's Waterside headquarters and through the park lands of Harmondsworth Moor. The runway would then have to be built over the top of the M25 motorway to the west, before carrying on through the temporary but still present Colnbrook Logistics Centre, and the permanent plant of the London Concrete/Aggregate Industries/Foster Yeoman site. It would extend west on through the Lakeside industrial estates and take out Grundons waste to energy incinerator (which actually emits from its chimneys lower levels of CO₂ than are found in the ambient air outside the plant). The proposed Option 1 runway would then carry on over a number of man-made balancing lakes left over from previous mineral extractions that link to our "County Ditch" watercourse which are all incorporated into a recent Environment Agency flood alleviation scheme implemented in response to the flooding of residential and commercial properties in Poyle in 2000 and 2001; the removal of these balancing lakes and the concreting over of vast areas of open wetlands here and adjacent, will appreciably raise the flood risk for thousands of people living and working in our parish and nearby. The runway extending westward would next remove the Iver South Sludge Dewatering Works that was put in a decade ago to replace the Perry Oaks Sewage Plant freeing the site for Heathrow Terminal 5. The runway would next extend onto greenfield land north of the A4 by-pass where the Slough International Freight Exchange (SIFE) has been proposed and turned down, and where a proposal for the London International Freight Exchange (LIFE) was previously lost at Appeal; at this point the runway would break the Colne Valley Way, (the one and only public footpath that runs through the entire length of the Colne Valley Park) and, at the same time, it would remove a network of circular walks and bridleways and cycle routes across this land – land that has been recognised by the Planning Inspectorate and the Secretary of State as forming a "strategic gap" essential for the continuance of the greenbelt and the protection it affords.

Though the Option 1 runway would not extend along the entire length of the A4 Colnbrook By-Pass, the requirement for a soft overshoot area at western end of the runway would mean that all the greenfield land up to the junction of Sutton Lane with A4 Colnbrook By-Pass would need to be taken. The fate of housing on the east side of Sutton Lane is unclear, as is the siting of a Terminal or terminal buildings to service this runway, not included in these proposals, which will (from past experience) have a huge landtake requirement in and of itself. The noise impact on Brands Hill, especially the Westfield Estate immediately at the western end of the runway, would be severe; this area, and the residential area around Vicarage Way in the centre of Colnbrook village, will undoubtedly be added to those areas in Poyle that are subject to the worst noise impacts of Heathrow Airport at present.

Additionally, under these proposals, the A4 would be diverted south through the Galleymead industrial estate to then run down the eastern side of the Poyle industrial estates, (doubtless leading to their expansion as ancillary business facilities supporting an enlarged and expanding airport, as greenbelt designation on the fringe of this development will become meaningless). The re-routing of the A4 would also go through the residential area of Elbow Meadow in our parish, presumably leaving some of these residential properties on either side. The Elbow Meadow residences are our nearest ones to Heathrow at present, and they experience the worst levels of aircraft noise nuisance being right under the flight path of the present Northern Runway; they are also within a few meters of the M25, which generates further noise and air pollution. Having the A4 run through there would add to this already heavy burden and would, in our opinions, be likely to make their lives intolerable.

Just as further impacts need to be considered for supporting infrastructure such as terminal buildings, we note that the resultant increased need for rail connectivity to the airport, will also doubtless mean that residential areas in our parish could easily succumb to these associated developments, especially as we have greenfield open space, potentially available, and because a western rail route to Heathrow passing through our parish has already been safeguarded in local authority development plans.

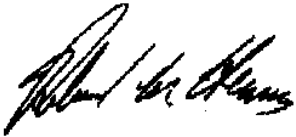
Regarding Option 2, a Third Runway to the South West; this would destroy the neighbouring village of Stanwell Moor and part of Wraysbury (850 residential properties), which would have a significant negative impact on our local community and prosperity. It would force part of the M25 underground, and require the concreting over of some reservoirs and lakes; this would all cause disruption, congestion and increased risk of flooding, including in our parish, which is connected to these areas by many watercourses, including the Colne Brook and the Wraysbury River. The centre of historic Wraysbury village, (where the Magna Carta was signed 800 years ago) would be half a mile from the end of the new runway, as would be 3 Sites of Special Scientific Interest (SSSIs), partially lost – priceless historical and environmental treasures would be destroyed or damaged, having an adverse affect on local amenities enjoyed by our residents. This is another full length runway, with commensurate levels of noise and air pollution associated; it will draw considerable road (and possibly rail) traffic down through Colnbrook, especially from the M4. Again it will have a damaging impact on the Colne Valley Park.

Option 3, a Third Runway North (Northeast) of Heathrow, would be constructed over the villages of Sipson, Harlington and Cranford Cross. If it is a short runway, as proposed, it will stop short of the Harmondsworth conservation area, however, its effects will be little different to the original Third Runway proposal, who's noise contour maps showed an increase in the number of residences within our parish that would fall into areas where aircraft noise is greatest or is at least deemed to be a significant nuisance, including at the Brands Hill end of the parish. Indeed, the recent practice adopted by Heathrow Airport of shortening the intervals between aircraft arriving and taking off, has resulted in a noticeable fanning out of flightpaths to put greater space between aircraft in flight; if this practice continues, even more of this parish will be subject to worsening noise nuisance and air pollution.

It is self-evident that all these proposals are designed to result in more flights to and from Heathrow Airport, and this will necessarily result in more noise nuisance and air pollution that is bound to affect us because of our close proximity. Airport expansion of this kind will generate more surface traffic, leading to more congestion and further noise nuisance and air pollution.

As our parish is one of only a few areas remaining around Heathrow Airport with significant amounts of green open space, we feel it is inevitable that further airport expansion at Heathrow will require additional land-takes from within our parish, over and above those outlined in the Option 1 proposals, for terminal buildings for example; this will be a further erosion of the amenities in our area, and we believe its adverse impacts go beyond those in the immediate area but also strike at important strategic considerations such as the Colne Valley Park and even the continuance of Greenbelt policy protection of the environment.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Roland L.N. Hewson', written in a cursive style.

Roland L.N. Hewson
Clerk and Finance Officer

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th November 2013

CONTACT OFFICER: Joseph Holmes, Assistant Director, Finance & Audit
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr. Rob Anderson; Lead Commissioner for Finance & Strategy

PART I
NON-KEY DECISION

FINANCE AND PERFORMANCE REPORT: QUARTER 2 2013-14

1 Purpose of Report

This report highlights the Council's overall performance from delivery of service to financial management covering the period up to and including September 2013.

2 Recommendation(s)/Proposed Action

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

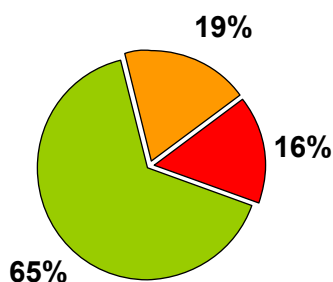
- (a) To note the proposed sale of Parlaunt Road; Cabinet approved this disposal at its meeting in November 2012. This property is an HRA (Housing Revenue Account) property and the anticipated capital receipt of up to £1.4m will be utilised to support the HRA;
- (b) To note the latest forecast financial information for the 2013-14 financial year;
- (c) To note the Council's performance against the balance scorecard indicators to date during 2013-14;
- (d) To note the Council's performance on 'Gold' projects during 2013-14; and
- (e) To approve the write-offs detailed within the report.

3 Executive summary

3.1.1 The Council is forecasting an overspend of £0.7m as at month 6. Although the overspend continues to reduce, without remedial action this will have a significant impact on the Council's General Reserves. The Council is taking appropriate action to ensure that this position is mitigated in full or in part by the end of the financial year. This is an improved position when compared to month 5 and continues the gradual reduction of the forecasted overspend down to the budgeted position. The main area showing an overspend is the children's and families service area with a forecast overspend of £1.7M. The increase in overspend in this area (month 5 was projecting a £1.4M overspend) has been offset by savings in other services. The Budget Monitoring report for September 2013 is shown in appendix A.

3.1.2 The latest position for the Council's balanced scorecard demonstrates that at the end of September 2013 the Council's performance is as below:

Balanced scorecard indicators 2012-13



3.1.3 Key areas of noteworthy concerns remain:

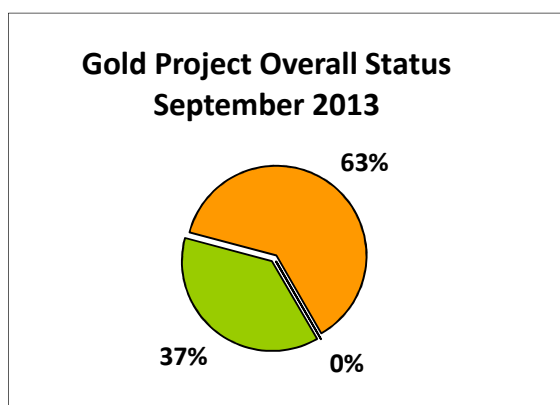
- The timeliness of both Initial and Core Assessments completed by Children's services
- Children subject to Child Protection Plans at month end completed by Children's services
- The number of households requiring housing in temporary accommodation.
- Speed of Processing of Housing Benefit and Council Tax Benefit claims:
(a) New Claims (b) Change of Circumstances

3.1.4 Please note the following indicator has been newly added to the Council's balanced scorecard:

Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2.

This is a new nationally determined indicator that was introduced by the Department for Education this year to replace the percentage of pupils achieving level 4 or above in English & mathematics at Key Stage 2. Achievement in the 2012-13 academic year shows a 1% improvement on the previous year. The national average has also improved and Slough's performance in 2012-13 is 2% under the England average (76%).

3.1.5 The summary of the Gold projects at September 2013 indicates that the overall status of two of these are green, with six assessed as amber.



4. The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

4.1 Slough Wellbeing Strategy Priorities

The report indirectly supports all of the Slough Wellbeing Strategy priorities and cross cutting themes. The maintenance of excellent governance within the Council to ensure that it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

4.2 Corporate Plan 2013/14

The report helps achieve the Corporate Plan objectives by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and Gold projects reporting, and in delivering the Council's budget in line with the approved budget.

5 Other Implications

5.1 Financial

The Financial implications are contained within this report, but in summary, the 2013-14 provisional forecasts would decrease the Council's general reserves by £0.7m.

5.2 Risk Management

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	none
Communications	None	none
Community Safety	None	None
Financial; Detailed in the report and above	As identified	None
Timetable for delivery; A number of capital projects have been re-profiled into the 2013-14 financial year	The capital programme is being closely monitored by the capital strategy group in 2013-14.	None
Project Capacity	None	None
Other	None	None

5.2.1 Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications of this paper.

Equalities Impact Assessment

No identified need for the completion of an EIA.

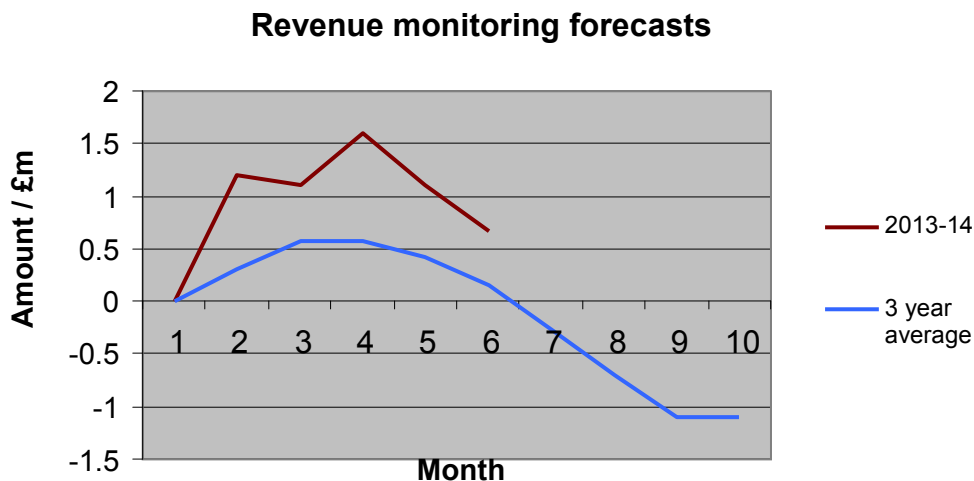
6 Supporting Information

This is the month 6 report to Cabinet for the 2013-14 financial year in respect of the financial and performance position of the Council

7 Financial Performance

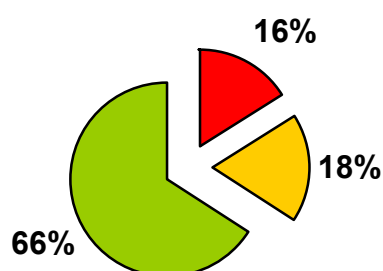
Revenue

- 7.1 The Council is forecasting an overspend of £0.7m as at month 6. The main service areas showing variation from budget are enforcement and regulation, Wellbeing, Children and families and estates and regeneration.



- 7.2 The forecast overspend in enforcement and regulation predominantly continues to relate to income pressures on the services contained within this budget. These include planning fee income due to new legislation, on-street parking due to private parking and free parking and car park income due to closures and non renewal of season tickets. The increased overspend in Children and Families is a result of the continuing growth in client numbers, highlighted in previous budget reports. These increasing pressures have been offset to an extent due to savings in other areas of the Wellbeing directorate. In Estates & Regeneration the main overspend relates to the Asset Management function. Additional staffing costs, unachievable income targets, higher than expected capital disposal costs and additional Age Concern costs have resulted in a current overspend in the service area and all of these are further detailed in appendix E.
- 7.3 Of the £9.4m of savings for 2013-14, a majority (66%) of these are showing as green, with £1.5m (16%) showing as red. Green and amber categories combined make up 84% of the overall savings targets. There has been a positive movement since the Quarter 1 report to Cabinet, which showed an equivalent figure of 73% of savings as Amber or Red.

2013-14 Savings: RAG analysis



Capital

Directorate	Expenditure			Balance
	Budget	Actual	Projection	
Slough Regeneration Partnership	14,372	1,862	5,512	8,860
Heart of Slough	1,020	46	820	200
Resources (excluding Heart of Slough)	6,300	1,458	5,217	1,083
Wellbeing	9,897	3,770	9,783	114
Chief Executive	109	103	109	0
Customer & Community Services	12,639	1,416	8,190	4,449
Housing Revenue Account	21,381	1,988	16,040	5,341
Total	65,718	10,643	45,671	20,047

7.4 The capital programme is currently showing 16% spend year to date. It is currently forecast that 70% of the capital programme will be spent during the current financial year. The main area of re-profiling that needs to be completed is in respect of the Curve project. This project is currently progressing to timescale and will require a movement of over £8m of allocated budget from the 2013-14 financial year into the next financial year.

8 Movements from Reserves

8.1 At the May CMT, it was agreed to transfer £228k of one off funding from the Transformation fund to Children's & Families service to assist the Improvement Programme being undertaken within that service. There has been a release of a specific earmarked reserves to fund restructuring costs of £366k to deliver ongoing savings.

9 Write-offs

The write-offs below are requested for approvals. The main item relates to a significant write-off dating back a number of years which was previously assessed as eligible for, and received, mandatory charitable relief but which has now been re-assessed as being ineligible for this relief; due to case law the Council are unable to bill for this period.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Rents	Housing Benefits	Total
	Value £	Value £	Value £	Value £	Value £	Value £	Value £
Unable to trace			51,367.06	9,221.17			60,588.23
Uneconomical to pursue			10,240.35	2,447.24			12,687.59
Vulnerable persons			1,688.43	1,422.93			3,111.36
Tenant no estate / no NOK			607.41				607.41
Statute Barred			1,772.62	274.25			2,046.87
Bankruptcy	7,209.30						7,209.30
Absconded	990.98						990.98
Dissolved	150,144.86						150,144.86
Proposal to Strike	9,340.55						9,340.55
No power to pursue	818,899.90						818,899.90
8090 Report (System Error)			460.12				460.12
Liquidation	85,737.62						85,737.62
Administration	252.21						252.21
Receivership							
Misc.	11,090.53			5,037.93			16,128.46
Credit Balances	(62,367.52)						(62,367.52)
Deceased							
	1,021,298.43		66,135.99	18,403.52			1,105,837.94
	1,021,298.43		66,135.99	18,403.52			1,105,837.94

10 Virements

No intra-directorate virements over £250k occurred during the first quarter of the financial year.

11 Council Performance

11.1 The latest available validated performance positions have been ascertained. This month, 32 performance indicators have been RAG rated – the majority at **Green** (21; 66%) or **Amber** (6; 19%). Those rated as Green or Amber - taken together - account for 85% of measures. Five measures this month (16%) are **Red** rated as being off target by more than 5% in this report.

11.2 Noteworthy Improvements

The following indicators which were reported as either AMBER or RED in the previous report have now improved to a GREEN target level of performance.

11.2.1 The percentage of household waste sent for reuse, recycling or composting.
A significant increase in recycling due to reinstatement of green garden waste collections and an overall increase in the amount of waste recycled at the Chalvey Household Waste Recycling Centre.
Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.

11.2.2 Percentage of municipal waste sent to landfill.

An exceptional performance for quarter 1 due to peak performance from Energy from Waste ('EfW') and new revised approaches by contractor and waste management team to reduce landfill by recycling carpets and mixed plastics at HWRC.

Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.

11.2.3 Number (and %) of Adult Safeguarding Alerts that led to a strategy meeting per month

Provisional data: This month the proportion of safeguarding referrals requiring progression to strategy meetings (at 40%) remains within target tolerance. Across the whole of the 2013-14 period to date, this value remains on target tolerance (at 36.5%).

Activities underway to ensure this is maintained include:

- All safeguarding alerts are triaged by a Designated Safeguarding Manager ('DSM') to determine whether they need to progress through the safeguarding process.
- The levels of response guidance has been reissued to all DSMs enabling them to determine the need for a safeguarding response to keep individuals safe or whether other processes are more appropriate e.g. care management review, referral to other agencies e.g. Women's Aid, Anti Social Behaviour Team.

11.3 Noteworthy Concerns

The following indicators are rated RED this month as being more than 5% adrift of their currently defined target values:

11.3.1 Percentage of Initial Assessments completed and authorised within 10 working days (in month)

Performance in August rose slightly compared to July but on the whole has been between 49 - 53% for the last six months; performance across the whole year to end of August was 52.3%.

Note: From 14th October 2013 Children & Families will move to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the Initial Assessment will no longer be conducted.

11.3.2 Percentage of Core Assessments completed and authorised within 35 working days (in month)

Performance in August rose by 21% compared to July but on the whole has been between 40 - 46% for the last six months; performance across the whole year to end of August was 54.1%.

Note: From 14th October 2013 Children & Families will move to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the Core Assessment will no longer be conducted.

11.3.3 Children subject to Child Protection Plans at month end

(a) Number

(b) Rate per 10,000 local children.

August saw a net rise of 47 compared to the end of July (this follows the net rise of 29 in July). At current knowledge of comparison values, a range of between 142 to 192 children represents appropriate safeguarding practice - based on being $\pm 15\%$ of the latest SN average (March 2012). More recent comparator data will become available shortly.

11.3.4 Number of households in temporary accommodation

At end of September 2013, SBC was supporting 93 households in temporary accommodation. This represents a reduction in numbers when compared to August, when 96 households were supported in this fashion. It is important to note that none of these households are currently being supported within Bed & Breakfast accommodation.

Homelessness has generally increased both locally, regionally and nationally, and the demand for temporary accommodation is predicted to further increase. We are increasing our permanent offers to those cases on the housing register but have a significant fall in the number of vacancies that we get in each year. SBC have created a new social lettings agency to discharge our duty into the private rented sector, and are taking steps to increase capacity for this demand.

11.3.5 Speed of Processing of Housing Benefit and Council Tax Benefit claims:

(a) New Claims

(b) Change of Circumstances

The speed of processing new claims and change of circumstances for September of 26.3 and 12.4 days are over the targets set at the beginning of the contract (i.e. 20 days and 10 days). Now that the benchmarking has taken place these targets are being revised as part of the KPI review that should be concluded in the following months. The turnaround have increased slightly in September as the service was dealing with the knock on effect of summer leave and the delay in responses from Customers over the summer period, we do expect that the turnaround times will revert to around previous months in the next reporting period.

Please note that the turnaround times are based on the DWP measurement which measures from the date the Customer submits an application form to the date it is processed, this is calendar days and takes into consideration the time taken for Customers to respond to queries from the service and to supply supporting information.

The Full Corporate Balanced Scorecard is provided as **Appendix C**.

12 Council's Gold Project Update

- 12.1 The summary below provides Cabinet with an update on the Council's Gold Projects as at the 30th September 2013. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix D**.

12.2 Monthly Period Summary

This report covers eight Gold Projects in total; highlight reports have been received for all with the exception of:

- Workforce Strategy

12.3 Of the seven project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of:

- School Services Review

12.4 Of the eight submitted highlight reports, three have been assessed to have an **overall** status of 'Green' and five as 'Amber'. For '*Timeline*' two projects have been evaluated at 'Green' status and six at 'Amber'. For 'Budget' seven are assessed as 'Green' and one at 'Amber'. For '*Issues and Risks*' two have been evaluated at 'Green' status, six at 'Amber'. Details are provided in the table beneath.

12.5 Only one of the projects has been assessed as 'Green' for all aspects: this is the 'Accommodation & Flexible Working' project.

**Project Manager / Sponsor assessed status of Gold Projects as at:
30th September 2013**

	Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor authorisation status
1	Accommodation & Flexible Working	GREEN	Amber (G)	Green	Green	Approved
2	Britwell Regeneration	GREEN	Amber	Green	Green	Approved
3	Learning Disabilities Change Programme	AMBER (G)	Amber (G)	Green	Amber	Approved
4	Safeguarding Improvement Plan	AMBER	Amber	Green	Amber	Approved
5	School Places in Slough	AMBER	Amber (G)	Green (A)	Amber	Approved
6	School Services Review (SSR)	AMBER	Green	Amber	Amber	Draft
7	Transactional Services - Phase 2 (Customer Services and ICT)	AMBER	Amber	Green	Amber	Approved
8	Fit for the Future Programme ¹	GREEN	Green	Green	Green	Approved

Where the previous quarter's report was different this has been included in brackets

The individual Gold Project Updates are provided as **Appendix D.**

¹ Replaces workforce strategy project

13 Comments of Other Committees

This report is due to the Overview & Scrutiny Committee on the 12th November 2013

14 Conclusion

The Council is currently forecasting a reduced overspend when compared to first quarter of the financial year. The Council will continue to report back to Cabinet on progress to address this overspend at future meetings.

15 Appendices Attached

'A' - Revenue forecasts summary

'B' - Capital narrative & summary

'C' - Balanced Scorecard

'D' - GOLD projects update

'E' - Revenue forecasts narrative

16 Background Papers

n/a

SLOUGH BOROUGH COUNCIL
2013/14 BUDGET MONITORING
PERIOD 6 - September 2013

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	37.734	37.234	(0.500)
Central Management	(1.057)	(1.057)	0.000
Children and Families	15.930	17.666	1.736
Education (Non-Schools)	9.368	8.452	(0.916)
Public Health	(0.150)	(0.150)	0.000
Total Wellbeing	61.825	62.145	0.320
Total Schools	(0.421)	(0.421)	0.000
<u>Customer and Community Services</u>			
Customer Services and IT	4.408	4.178	(0.230)
Community and Skills	6.226	6.163	(0.063)
Enforcement and Regulation	7.390	7.743	0.353
Strategic Management	0.470	0.470	0.000
Transactional Services	0.757	0.757	0.000
Procurement	0.284	0.271	(0.013)
Total Customer and Community Services	19.536	19.583	0.047
<u>Regeneration, Housing and Resources</u>			
Strategic Management	0.316	0.266	(0.050)
Corporate Resources	1.685	1.683	(0.002)
Housing and Environment	14.070	14.129	0.059
Estates and Regeneration	7.431	7.633	0.202
Total Regeneration, Housing and Resources	23.503	23.712	0.209
<u>Chief Executive</u>			
Executive's Office	0.271	0.271	0.000
Communications	0.508	0.508	0.000
Policy	0.653	0.653	0.000
Professional Services	3.118	3.209	0.091
Total Chief Executive	4.549	4.640	0.091
Total Corporate	(0.150)	(0.150)	0.000
Total Net Cost of Services	108.842	109.509	0.667
% of revenue budget over/(under) spent by Services			0.6%
Total Non Distributed Costs	5.407	5.407	0.000
Total General Fund	114.249	114.916	0.667
% of revenue budget over/(under) spent in total			0.6%

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Appendix B – Capital narrative

Directorate	Expenditure			Balance
	Budget	Actual	Projection	
Slough Regeneration Partnership	14,372	1,862	5,512	8,860
Heart of Slough	1,020	46	820	200
Resources (excluding Heart of Slough)	6,300	1,458	5,217	1,083
Wellbeing	9,897	3,770	9,783	114
Chief Executive	109	103	109	0
Customer & Community Services	12,639	1,416	8,190	4,449
Housing Revenue Account	21,381	1,988	16,040	5,341
Total	65,718	10,643	45,671	20,047

The council has spent 16.06% of its available 2013.14 Capital Budget in the first six months of the year. Spend is traditionally lower in the first half of the financial year and it is anticipated that expenditure will pick up in the remainder of the financial year. The council had spent £934k more at the same time last year. The latest projection is capital expenditure in 2013.14 of £45.671m against a revised budget of £65.718m. This would represent 70% expenditure against the revised budget.

A detailed Directorate Narrative is shown below.

4. Detailed Directorate Narrative

4.1 Wellbeing

The Capital Budget for Wellbeing which includes the schools capital programme was £13.877m. As part of month 3 monitoring requests were made to reduce the budget to £9.897m. This is partly through the re-profiling of budgets and partly by relinquishing budgets no longer required. At the end of September, £3.770m had been spent which represents 38% of the total budget (up from 24% last month).

For budgets being relinquished, there was £800K under-spend from 2012-13 Primary Capital Programme funding has been automatically rolled forward, but which is not required. Also, £500K of this budget will be re-profiled into 2013-14. This is mainly due to projects at St Mary's, Khalsa and James Elliman which have not yet started the design stage; work will now start on site 2014-15 at the earliest.

The most recent Business Case approved for the Modernisation programme forecast capital expenditure of £1.8m in 2013-14. However, fewer schemes than expected were carried out over the summer break and the forecast has therefore been reduced to £870K.

Finally the Littledown capital budget was increased at the June Capital Strategy Board, the SEN Carry forward from 2012-13 is no longer required and the Baylis Court Project is now complete.

Schools continue to draw in significant levels of external income via government grant (particularly Basic Need) and section 106 agreements. This means that that schools and Children's Centre schemes are all 100% grant funded. Capital Expenditure devolved to schools is either financed from Devolved Formula Capital Grant or revenue contributions from schools.

There are also two small capital projects outstanding from the old Community and Wellbeing Directorate. The combined budget for these projects is only £52k and there has been no expenditure on these in the first four months of the year.

4.2 Resources, Housing and Regeneration

This Directorate includes a number of significant schemes for the Council including the Heart of Slough and Britwell Regeneration Scheme. The budget to complete the Heart of Slough project in 2013.14 is £1.02m and expenditure in the first six months of the year was £46k.

The budget for the other RHR Capital Schemes in 2013.14 is £6.300m. £1.458m or 23.11% of this budget has already been spent. £884k of this is for the Britwell Regeneration scheme as work on the Britwell Centre is completed.

With regard to the Air Conditioning and Control project, the works to upgrade the air conditioning and electrical systems at St Martin Place are likely to start in the coming months and will last 12 to 14 months. It is estimated that approximately £235k will be spent in 2013.14 with the balance in 2014.15.

The Colnbrook By-pass scheme budget is now projected to be spent in 2014.15 and it is envisaged that £200k will be carried forward for the infrastructure budget to 2014.15 to pay for tactile paving and kerb joints. Due to a delay on High Street Works, a £70k carry

forward to 2014.15 is expected for the Highway & Land Drainage Improvements scheme. Finally the £25K budget for the Rochford's Canteen demolition has now been relinquished.

4.3. Customer & Community Services.

This was a new directorate set up in 2012.13 following an organisational restructure. The budget in 2013.14 was £14.639m though budgets for some of the larger IT projects are not yet supported by a business case and the £2m Financial Systems Upgrade project has been moved into 2014.15. Expenditure in the first six months of the year is £1,416K which represents 11.20% of the revised 2013-14 budget of £12,639K.

Some of the larger projects namely the Better Bus Fund, the Traffic Lights and Junction Improvements and the Local Sustainable Transport Fund are fully funded.

With regard to the remaining IT Capital budgets, the council is reviewing the ICT assets and those that will potentially transfer across as part of the transaction services phase 2 project. The budgets for capital works in respect of those services included in the phase 2 project will be considered on a business case basis.

There is an additional complication as some of these budgets are tied up with the delivery of the Council's Accommodation Strategy. It is expected that the Council will want to hold on to these and pay as and when the project is delivered. The budgets associated with this project are as follows:-

- Accommodation Strategy
- Expansion of DIP servers
- Refresh of existing IT assets
- Document Image Processing Project (this is to fund resource and expertise to work with services to prep and categorise the files ready for scanning)

With regards the Cemeteries and Crematorium projects, both budgets are still required but expenditure is not now expected until the fourth quarter of 2013.14 with the majority of the budget being re-profiled into 2014.15.

4.4 Housing Revenue Account

The Housing Revenue Account Capital Programme for 2013-14 has a budget of £21.381m which includes slippage from the 2012.13 capital programme of £8.587m. There has been expenditure of £1,083k on the Affordable Housing Budget in the first six months of the year, the largest item of which is for the acquisition of the Merry Makers Public House.

The council have experienced delays in getting the formal legal contracts signed/sealed to be able to commence the delivery of work, this is now resolved and the expenditure commenced from July.

There are a number of resident consultation exercises that have or are due to commence around further 'Estate/Environmental Improvement' schemes that could increase the spend profile within the allocation but this hasn't been included as there are no guarantees they will be concluded in time to commence the work within the financial year

4.5 Slough Regeneration Partnership

The main item on the 2013.14 Capital Programme for the SRP is the building of the Curve. During 2012.13 £27k of a £4m budget was spent. This under-spend has been carried forward so the revised 2013.14 budget is £13.973m. It is currently expected that £5.224m this budget will be spent in 2013.14 and a total of £1,5745k has thus been paid to the new Slough Regeneration Partnership Community Projects LLP to enable the payment to Morgan Sindell of a pre-construction agreement for the Curve. The balance of £8.749m will be re-profiled into 2014.15.

Detailed project information is shown on page 10.

4.6 Chief Executive

There is a budget for the council's contribution to the Berkshire Superfast Broadband Scheme. There was an £120k budget in 2013.14 but there was £61k expenditure in 2012.13 in advance of the 2013.14 budget allocation. Therefore the budget in 2013.14 was £59k. There has been a subsequent increase to this budget as part of the overall project of £16k.

4.7 Community Investment Fund

It is expected that this budget will be spent in 2013.14 and there is a need for business cases to support the budget going forward to ensure effective forecasting of budgets.

Wellbeing

Cost Centre	Project	2013-14 Budget £'000	2013-14 Re-profiled Budget £'000	Actual £'000	Q3 £'000	Q4 £'000	Total Projection £'000	Balance £'000
	Education Services							
P749	Repairs to Children's Centres	150	40			40	40	0
	Vicarage Way		62	20		42	62	0
	Repairs to Youth Centres	50	50				0	50
	2 Year Old Expansion Programme	700	355		100	255	355	0
P896	Penn Rd & Chalvey Grove Children's Centre	60	156	3		153	156	0
P895	Monksfield Way Children's Centre	150	170	14	71	85	170	0
P048	Western House Expansion	47	47	35			35	12
P051	Primary Expansions (Phase 2 for 2011)	5,078	3,511	1,803	600	1,108	3,511	0
P076	Town Hall Conversion	311	311	93	218		311	0
P090	Expand Littledown School	98	262	105	157		262	0
P093	Schools Modernisation Programme	2,808	870	145	350	375	870	0
P101	SEN Resources Expansion	417	170	55	115		170	0
P664	Baylis Court BSF	22	0				0	0
P783	Schools Devolved Capital	197	197	133	44	20	197	0
P856	Haymill/Haybrook College Project	3,485	3,442	1,253	1,689	500	3,442	0
P865	Parlaunt Park Primary	34	34	34			34	0
P886	Wexham Court Primary	68	68	49	19		68	0
P887	Willow School Expansion	38	38	28	10		38	0
	DDA/SENDA access Works	100	50		10		10	40
	Lea Nursery Heat Pump	12	12				0	12
P331	Social Care IT System	39	39		39		39	0
P723	Home Care e-rostering System	13	13		13		13	0
	Total Wellbeing	13,727	9,795	3,750	3,435	2,496	9,681	114

Resources, Housing & Regeneration

Cost Centre	Project	2013/14 £'000	Actual £'000	Q3 £'000	Q4 £'000	Total Projection £'000	Balance £'000
	Resources, Housing and Regeneration						
P006	Disabled Facilities Grant	614	164	285	165	614	0
P069	Highway & Land Drainage Improvements	125	29	30	14	73	52
P079	Catalyst Equity Loan Scheme	54	0	54		54	0
P117	Affordable Housing Garage Site Phase 7	64		64		64	0
P085	Air Conditioning and Controls	1,235	30	80	125	235	1,000
P100	Demolition Rochfords Hostel	25	0			0	25
P111	Major Highways Programmes	765	109	665		774	(9)
P113	Lascelles Lodge	142	0	20	122	142	0
P115	Bath Road	90		90		90	0
P116	Windsor Road Widening Scheme	156		150	6	156	0
P119	Allocation to land appropriation	1,326	2		1324	1326	0
P728	Highway Reconfigure & Resurface	124	240			240	(116)
P779	Britwell Regeneration	1,126	884	242		1126	0
P869	Chalvey Hub	323	0	200	123	323	0
P881	Colnbrook By-pass	131	0			0	131
	Total RHR (excluding Heart of Slough)	6,300	1,458	1,880	1,879	5,217	1,083
	Heart of Slough						
P060	Station Forecourt	20	0	20		20	0
P064	Infrastructure	400	35	165		200	200
P063	Bus Station	600	11	88	501	600	0
	Total Heart of Slough	1,020	46	273	501	820	200

Cost Centre	Project	2013/14	Actual	Q3	Q4	Total Projection	Balance
		£'000	£'000	£'000	£'000	£'000	£'000
	Customer & Community Services						
P097	Better Bus Fund Improvements	1,308	82	611	615	1,308	0
P098	Traffic Light & Junction Improvements	854	222	354	278	854	0
P102	Local Sustainable Transport Fund	1,087	226	428	433	1,087	0
P322	Parking Strategy	16	0	16		16	0
P323	Road Safety Programme	118	0	78	40	118	0
P661	Local Safety Scheme Programme	159	0	106	53	159	0
P874	Casualty Reduction	172	17	102	53	172	0
P875	CCTV Relocation	197	58	76	63	197	0
P879	ITS Real Time Passenger Information	62	51	11		62	0
	Air Quality Grant	67	0		67	67	0
P118	Replacement of Art Feature	20	0		20	20	0
P655	Greener Travel	36	44			44	(8)
P083	Cemetery Extension	1,093	21		229	250	843
P084	IT Infrastructure Refresh	250	0			0	250
P084	Replacement of SAN	125	0			0	125
P105	Civica E-Payment Upgrade	80	26	14	40	80	0
P873	Crematorium Project	1,826	17	323	190	530	1,296
	Expansion of DIP Servers	150	0			0	150
	IT Disaster Recovery	1,000	0			0	1,000
	Refresh of Existing IT Assets	500	0			0	500
	Document Image Processing Project	350	0		350	350	0
P784	Accommodation Strategy	207	86	127		213	(6)
P088	Baylis Park Restoration	55	0	27	28	55	0
P089	Upton Court Park Remediation	25	0	25		25	0
P103	Slough Play Strategy	190	146	44		190	0
P107	Repairs to Montem & Ice	1,070	102	329	340	771	299
P383	Herschel Park	86	0	43	43	86	0

P860	DCSF Play	34	32	2		34	0
	Leisure Capital Improvements-Langley, Ten Pin, The Centre	352	0	176	176	352	0
P871	Community Investment Fund	1,150	286	497	367	1,150	0
	Total Customer & Community Services	12,639	1,416	3,389	3,385	8,190	4,449

	Project	2013-14 £'000	Actual £'000	Q3 £'000	Q4 £'000	Total Projection £'000	Balance £'000
	Housing Revenue Account						
P544	Affordable Warmth/Central Heating	(588)				0	(588)
P544A	Boiler Replacement	668		318	184	502	166
P544B	Heating / Hot Water Systems	640		280	315	595	45
P544C	Insulation programmes	945		462	503	965	(20)
P552	Window Replacement	658	136	2		138	520
P552A	Front / Rear Door replacement	717		507	214	721	(4)
P558	Internal Decent Homes Work	121				0	121
P558A	Kitchen Replacement	1,682	18	1,270	419	1,707	(25)
P558B	Bathroom replacement	830	145	407	216	768	62
P558C	Electrical Systems	526		409	189	598	(72)
P559	External Decent Homes Work	119	517			517	(398)
P559A	Roof Replacement	374		374			374
P559B	Structural	718		252		228	490
P576	DISH	200		200		200	0
	Decent Homes	7,610	816	4,481	2,040	6,939	671
P516	Winvale Refurbishment	66			67	67	(1)
P541	Garage Improvements	452		30	65	95	357
P548	Mechanical Systems	529	(21)	280	316	575	(46)
	Lifts	100		50		50	50
P545	Capitalised Repairs	(4)				0	(4)
	Security & Controlled Entry Modernisation	88		88		88	0
	Parlaunt Shops-Flat Roof Replacement	0				0	0
P564	Darvills Lane - External Refurbs	291			65	65	226
P565	Estate Improvements/Environmental Works	400		85	210	295	105
P569	Replace Fascias, Soffits, Gutters & Down Pipes	1,324	48	848	470	1,366	(42)
P573	Upgrade Lighting/Communal Areas	792		328	125	453	339
P573A	Communal doors	66		66		66	0
P573B	Balcony / Stairs / Walkways areas	113				0	113
P573C	Paths	327				0	327
P573D	Store areas	200				0	200
	Sheltered / supported upgrades	0				0	0
	Planned Maintenance - Capital	4,744	27	1,775	1,318	3,120	1,624

P546	Environmental Improvements (Allocated Forum)	309	0	133	130	263	46
P547	Major Aids & Adaptations	668	62	272	334	668	0
P779/P575	Affordable Homes	8,050	1,083	1,984	1,983	5,050	3,000
	Housing Revenue Account	21,381	1,988	8,645	5,805	16,040	5,341

Chief Executive

Cost Centre	Project	2013/14 £'000	Actual £'000	Q3 £'000	Q4 £'000	Total Projection £'000	Balance £'000
	Chief Executive						
P108	Refurbishment 27 & 29 Church Street		103				
P109	Local Broadband Plan	109			109	109	0
	Chief Executive	109	103	0	109	6	0

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Slough Regeneration Partnership

	Project	2013-14 £'000	Actual £'000	Q3 £'000	Q4 £'000	Total Projection £'000	Balance £'000
	Slough Regeneration Partnership						
P066	The Curve	13,973	1,574	650	3,000	5,224	8,749
P099	Arbour Vale STFC	350	228			228	122
P106	LABV Project Costs	49	60			60	(11)
	Total LABV	14,372	1,862	650	3,000	5,512	8,860

Community Investment Fund (Capital Only)

<u>Community Investment Fund (Capital Only)</u>	2013/14 Budget £'000	2013/14 Actual £'000	2013-14 Balance £'000	2014/15 Budget £'000	2015/16 Budget £ 000s
Description					
MUGA's - floodlit to all community hubs / priority associated areas	118	27	91	180	90
Replace street bins and increase numbers in high litter areas	30	80	(50)	150	
Replacement street signs - 2 year programme	200		200		
Replacement permanent information signs for Slough parks	200		200		
Neighbourhood Enhancements/Walkabouts	250	164	86	395	250
Pavement Parking Policy	350	15	335	370	420
TOTAL	1,148	286	862	1,095	760

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Appendix C: Slough Borough Council - Corporate Balanced Scorecard 2013-14: to end of Sept 2013

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the following headings: "Customer focus", "People" (relating to workforce development and well being), and the 5 themes of "Economy and Skills", "Health and Wellbeing", "Housing", "Regeneration and the Environment" and "Safer Communities".

Performance against target is recorded as **red** (more than 5% off target), **amber** (between 0% and 5% off target), or **green** (on target or better). Its purpose is twofold: firstly, to provide members with a balanced view of how the organisation is performing in these four respects. Secondly, to provide a small number of high priority quantitative performance indicators which act as a litmus test of organisational health, rather than presenting detailed outturn data for all performance indicators monitored across the council.

n/a = not applicable, because this is a **volume** indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex.

Direction of travel indicates whether performance has improved (↑), deteriorated (↓) or remained unchanged (↔) compared to previous performance.

Customer Focus							
Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of online financial payments made	Sep-13	1,462 [March-12]	increasing 2,000+	3,034 [Sept 2013]	↑	Green	An increase of 308 payments received in August. The volume of online payments remains significantly above baseline position, and represents very effective cost savings for transactions.
Percentage of calls to MyCouncil that were abandoned by the caller rather than queuing (in the month)	Sep-13	38.8% [March-12]	Target to be set (reducing)	20.7% [Sept 2013]	↓	Green	An reduction on the 17.8% value obtained in August. In September MyCouncil offered 19,887 calls of which 4,112 calls were abandoned out side service level agreement (SLA) by customers - an abandoned calls rate of 20.7%. This service area has not communicated a detailed numeric improvement target but is delivering an improved response rate.

Customer Focus

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of Freedom of Information requests made (total across whole council)	Sep-13	75.6 [average per month 2011-12]	n/a	91 [Sept 2013] 91.5 monthly average year to date	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond, and to inform public information releases. 91 requests were received in September, totalling 1,098 for the year to September 2013 - an average of 91.5 per month. The number of FOI requests made to the council are on the increase. For comparison 943 were received in total in 2012/13 (a monthly average of 78.6; maximum: 110 in July; minimum: 46 in September).
Proportion of Freedom of Information requests made in month by people who had made at least one previous FOI application in the past 12 months	Sep-13	32% 31 of 97 [March 2012]	n/a	43% 39 of 91 [Sept 2013]	n/a	n/a	The measure seeks to assess the degree of 'repetition' that exists within FOI applications, and states the proportion of FOI applications made by individuals who have made at least one other FOI application in the preceding 12 months. In the twelve months to end of September 2013, 41% of all FOI requests made were by individuals with a history of previous requests. Some requesters are particularly enthusiastic: for example, in the same period one individual made at least 81 applications, or 7% of all the requests received.
Number of stage 1 complaints made (across the council, including avarto)	Sep-13	638 [2011-12] 53.2 monthly average year to date	reducing	514 [year to Sept 2013] 42.8 monthly average year to date	↓	Green	Sept 2013 saw 44 stage one complaints logged, a total for the year-to-date of 514, with a monthly average for this period of 42.8. Following specific complaint training council wide over the last year, departments are recognising and logging complaints, these figures therefore represent a significant improvement over historic patterns in the quality of SBC services, and / or a much improved communication to residents and service users of what they can realistically expect from each service interaction. Detailed Directorate and service-level complaints figures will be circulated to target attention on those areas generating highest volumes of complaints.

People

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of staff in establishment (headcount)	Aug-13	1,521 [Q4 2011-12]	reduce	1,404 [July 2013]	↑	Green	Number of staff has reduced as new models of service delivery are implemented.
Number of staff in establishment (FTE - 'full time equivalent')	Aug-13	1,286.9 [Q4 2011-12]	reduce	1,124.80 [July 2013]	↑	Green	Number of staff has reduced as new models of service delivery are implemented.
Staff turnover (resignations only)	Aug-13	5.5% [year to Mar-12]	5-15%	9.30% [year to July-13]	↑	Green	Data is provided as a 'rolling year' position. Increase in staff resignations, moving towards the national average for the sector.
Average staff sickness rate (days lost per FTE)	Aug-13	11.6 days [year to Mar-12]	8.5 days by Sept 2013. 6.5 days by Sept 2014.	10.2 [year to July-13]	↑	Green	Data is provided as a 'rolling year' position. Reductions in sickness have levelled since last reporting period. Managers and Staff encouraged to use overall Balanced Scorecard diagnostically to focus on areas of high sickness.

Economy and Skills							
Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of Slough primary schools in special measures or with notice to improve	Sep-13	2 [Mar-12]	0	3 [Sept-13]	↘	Amber	Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools.
% of pupils achieving at least 78 points across the Early Years Foundation Stage (with at least 6 in each of the scales in Personal, Social & Emotional Development and Communication, Language & Literacy)	Aug-12	62.0% [2010-11]	increase	64% [2011-12]	↗	Green	Achievement in the 2011-12 academic year evidences absolute improvement from baseline. However, other authorities have also improved such that Slough's performance in 2011-12 now matches the England average whereas the previous year exceeded it.
New: % of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	Sep-13	73% [2011-12]	increase	Provisionally 74% [2012-13]	↗	Green	This is a new indicator that was introduced by DfE this year to replace the <i>percentage of pupils achieving level 4 or above in English & mathematics at Key Stage 2</i> . Achievement in the 2012-13 academic year shows a 1% improvement on the previous year. However, other authorities have also improved such that Slough's performance in 2012-13 is 2% under the England average (76%).
% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	Jan-13	68.1% [2010-11]	increase	66.1% [2011-12]	↘	Amber	Achievement in the 2011-12 academic year. Finalised data from the Department for Education shows that performance across councils has fallen due to the effect of national grading changes. Although these national changes mean our ambition to increase has not been met, Slough's result remains well above both the South East and England values for 2011-12 (60.2% and 59.4% respectively).

Economy and Skills						
Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating
<p>Unemployment: Overall unemployment rate: proportion of resident population of area aged 16- 64 claiming Job Seekers Allowance (JSA)</p> <p>Comparisons for latest data: National: 3.5% South East: 2.1%</p>	Aug-13	3.7% [Mar-13]	maintain at low level compared to national value	3.3% [July 2013]	→↔	Green
<p>JSA claimant rate remained unchanged in July however there was a reduction of 65 JSA claimants. The council and partners are seeking to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council is continuing its work with partners to support the unemployed off unemployment benefit and back into the labour market. Our current activity is being delivered through 'Aspire for You' which includes community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. In relation to employment at Heathrow Airport, SBC is part of the Academy Model around retail, construction and aviation. Our programme prepares interested individuals who are then referred to the relevant Academy. The academy prepares the individual further and guarantees a job interview in competition with other candidates. SEE PDG and Aspire have set up a further task group: Job Outcomes Group that will bring the town's employment support providers together to enhance partnership working, better coordination of activity and better preparation of individuals for local vacancies. Other task groups of the SEE PDG are Apprenticeships led by East Berkshire College and Business and Enterprise Skills Development led by a private sector partner.</p>						

Economy and Skills						
Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating
Unemployment: Proportion of unemployed 18-24 year olds who have been unemployed for more than 6 months (JSA claimants).	Sep-13	33.3% [Mar-13]	decrease	37.5% [Aug-13]	↑	Amber
Unemployment: Proportion of the economically inactive working-age population who state they want a job. [Measure derives from ONS Annual Population Survey, and is updated quarterly.] National: 24.8% South East: 27.1%	Jun-13	24.4% [year to March 2012]	increase	22.6% [year to March 2013]	↑	Amber
<p>In July a total of 680 people aged 18-24 were claiming JSA; 255 of these were claims of 6 months or more.</p> <p>All the programmes referenced in the preceding indicator are open to all cohorts, including young unemployed.</p> <p>The council is seeking to engage with young unemployed residents to increase their employment opportunities and secure a reduction in long term unemployment.</p> <p>The structural changes to the labour market have disadvantaged this cohort who are often seen as less favourable to the employer as they lack the experience that employers require.</p> <p>This time of the year will also see an increased level of unemployment amongst this cohort as the academic year begins to wind up.</p> <p>This measure is established by a small scale national survey and is updated periodically by Office for National Statistics. The latest data indicates a slight increase in the proportion of economically inactive residents stating that they are seeking employment (21.8% increased to 22.6%). Regional and national estimates both decreased by 0.1%. This context will be referenced locally in assistive employment activities.</p> <p>The recent research commissioned by SBC into the barriers faced by economically inactive people who aspire to enter the labour market, highlighted key factors that hinder this; these factors include: expensive childcare, inflexible job opportunities and low skills of the resident population.</p> <p>The "Jobs Outcome Group" task group will look into how partners can work collectively to address these barriers and provide more engagement and opportunity for these residents to find work.</p>						

Health and Wellbeing

N.B. The current Health and Wellbeing indicators represent a holding position and are included only whilst the SBC Health Strategy is being developed. Once valid and viable performance indicators are available, these context measures will be reported on an annual basis.

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Prevalence of modelled adult obesity as measured by the Health Survey for England	Aug-12	23.7% [2006-2008]	reducing, under 24.2% [England value]		n/a	Green	N.B. only one data set has been released to date by national Government.
Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP	Nov-12	10.8% [2009-10]	reduce closer to national rate	11.8% [2011-12]	➔	Amber	Measured annually. Slough has a higher rate of childhood obesity than the national average in 2011-12 (9.5%) and this has increased from the 11.0% established in 2010-11. The gap between Slough and England has marginally increased by 0.1% since 2010-11. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.
Prevalence of childhood obesity at end of primary school (Year 6) as measured by the NCMP	Nov-12	21.4% [2009-10]	reduce closer to national rate	21.3% [2011-12]	➔↔	Amber	Measured annually. Slough has a higher rate of childhood obesity than national average (19.2% in 2011-12) and although local value has increased marginally (by 0.1%) since 2010-11, the gap between Slough and England has narrowed slightly (by 0.1%) in the same period. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.

Housing

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of Housing Benefit Claimants	Sep-13	11,590 [Mar-12]	n/a	11,578 [Sept-13]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A slight decrease from 11,644 claimants in August 2013.
Number of Council Tax Benefit Claimants	Sep-13	11,710 [Mar-12]	n/a	10,897 [Sept-13]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A slight decrease from 10,993 claimants in August 2013.
Speed of Processing of Housing Benefit and Council Tax Benefit claims: (a) New Claims (b) Change of Circumstances England 2011-12 : (a) 24 (b) 9	Sep-13	(a) 19 days (b) 8 days [2011-12 year]	<i>Provisional targets</i> (a) 20 days (b) 10 days (or fewer)	(a) 26.3 days (b) 12.4 days [Sept-13]	➔	Red	The speed of processing new claims and change of circumstances for September of 26.3 and 12.4 days are over the targets set at the beginning of the contract (i.e. 20 days and 10 days). Now that the benchmarking has taken place these targets are being revised as part of the KPI review that should be concluded in the following months. The turnaround have increased slightly in September as the service was dealing with the knock on effect of summer leave and the delay in responses from Customers over the summer period, we do expect that the turnaround times will revert to around previous months in the next reporting period.
Number of households in temporary accommodation	Sep-13	90 [Mar-12]	85 or less	93 [Sept-13]	⬆	Red	A slight decrease from 96 households in August 2013. Homelessness is increasing both locally, regionally and nationally. The demand for temporary accommodation is predicted to further increase. We are increasing our permanent offers to those cases on the housing register but have a significant fall in the number of vacancies that we get in each year. SBC have created a new social lettings agency to discharge our duty into the private rented sector.

Regeneration and the Environment

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Improve bus punctuality: Non-frequent bus services running on time (formerly NI 178a)	Nov-12	77.5% [2009/10]	increasing	83.0% [2011/12]	↑	Green	Data is collated and reported annually by Department for Transport. Local punctuality is slightly above the England value for 2011/12 (82.7%).
The percentage of household waste sent for reuse, recycling or composting.	Sep-13	30.7% [2011-12 year]	>30.7%	33.9% [year to June 2013]	↑	Green	A significant increase in recycling due to reinstatement of green garden waste collections and an overall increase in the amount of waste recycled at the Chalvey Household Waste Recycling Centre. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
Percentage of municipal waste sent to landfill.	Sep-13	6.4% [2011-12 year]	<6.4%	0.7% [year to June 2013]	↑	Green	An exceptional performance for quarter 1 due to peak performance from EfW and new revised approaches by contractor and waste management team to reduce landfill by recycling carpets and mixed plastics at HWRC. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.

Safer Communities

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
% of Initial Assessments completed and authorised within 10 working days (in month)	Sep-13	64.8% [2012-13 year]	above 80%	51.3% [in month of Aug-13]	↔	Red	Performance in August rose slightly compared to July but on the whole has been between 49 - 53% for the last six months; performance across the whole year to end of August was 52.3%. Note: From 14th October 2013 Children & Families will move to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the Initial Assessment will no longer be conducted.
% of Core Assessments completed and authorised within 35 working days (in month)	Sep-13	76.7% [2012-13 year]	above 80%	43.6% [in month of Aug-13]	↑	Red	Performance in August rose by 21% compared to July but on the whole has been between 40 - 46% for the last six months; performance across the whole year to end of August was 54.1%. Note: From 14th October 2013 Children & Families will move to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the Core Assessment will no longer be conducted.
Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) Rate per 10,000 local children.	Sep-13	172 54.3 [March-12]	rate below last England average (59.1)	(a) 202 (b) 52.8 [Aug-13]	↑	Green	The Council is legally obliged to accommodate children when this is necessary to ensure their safety. The last two months have seen a net rise of 21 LAC.
Children subject to Child Protection Plans at month end (a) Number (b) Rate per 10,000 local children.	Sep-13	209 55.9 [March-12]	rate within +/- 15% of last England average (between 37.0 and 50.0)	(a) 216 (b) 56.4 [Aug-13]	↑	Red	August saw a net rise of 47 compared to the end of July (this follows the net rise of 29 in July). At current knowledge of comparison values, a range of between 142 to 192 children represents appropriate safeguarding practice - based on being ± 15% of the latest SN average (March 2012). More recent comparator data will become available shortly.

Safer Communities

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
% of children looked after adopted from care or granted a special guardianship order (in year to date)	Sep-13	14.9% [2012-13]	above 8%	14.4% [yr to Aug-13]	↓	Green	Current performance represents 21 children who have secured permanent family homes due to adoption or special guardianship arrangements in the past 12 months.
Number (and %) of Adult Safeguarding Alerts that led to a strategy meeting per month Our 'tolerance' target of 30-40% has been set as a guide for ensuring we receive all appropriate safeguarding concerns for consideration - without casting our net either too widely or too narrowly. RED = miss target for 3 consecutive months in same direction.	Sep-13	38% [2012-13 year]	low number 30-40%	40.0% 10 of 25 [Sept-13]	↑	Green	Provisional data: This month the proportion of safeguarding referrals requiring progression to strategy meetings (at 40%) remains within target tolerance. Across the whole of the 2013-14 period to date, this value remains on target tolerance (at 36.5%). Activities underway to ensure this is maintained include: All safeguarding alerts are triaged by a Designated Safeguarding Manager (DSM) to determine whether they need to progress through the safeguarding process. The levels of response guidance has been reissued to all DSMs enabling them to determine the need for a safeguarding response to keep individuals safe or whether other processes are more appropriate eg care management review, referral to other agencies eg Womens Aid, Anti Social Behaviour Team.

Safer Communities

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Percentage of Adult Safeguarding strategy meetings taking place within 5 working days of referral per month	Sep-13	81% [2012-13 year]	above 80%	88.9% 8 of 9 [Sept-13]	↑	Green	<p>Provisional data: On target in September, and for the whole of 2013-14 period to date (86.6%). Activities are being sustained to maintain target achievement as follows:</p> <p>All operational team administrators have been reminded by email that data should be recorded in a timely manner to ensure that data is accurate. Team Managers have been asked to check this in team meetings and supervisions.</p> <p>All DSMs have been emailed and spoken to by Heads of Service to ensure that all safeguarding strategy meetings will be held within five working days other than in truly <i>exceptional</i> circumstances. This was discussed and agreed at January Care Governance Board.</p> <p>The Slough Safeguarding Procedure is being reviewed to provide more clarity on the use of virtual as well as actual strategy meetings to ensure adherence to time guideline. It is suspected that virtual strategy meetings have occurred but not been comprehensively recorded.</p>
Crime rates per 1,000 population: All crime (cumulative from April)	Jul-13	110.49 [2011/12]	reducing	84.81 [year to Jun-13]	↑	Green	<p>A significant decrease in crime rates has been secured, which represents a real decrease in crime levels.</p>
Crime rates per 1,000 population: Violence against the person (cumulative from April)	Jul-13	22.60 [2011/12]	reducing	16.96 [year to Jun-13]	↓	Green	<p>Crime rates for June 2012/13 when compared to June 2011/12 saw a reduction in rate of all crime (was 89.75) and in serious acquisitive crime levels (was 20.53). However there was a marginal increase in fewer offences in violence against the person (was 16.68).</p>
Crime rates per 1,000 population: Serious acquisitive crime (cumulative from April)	Jul-13	25.70 [2011/12]	reducing	19.83 [year to Jun-13]	↑	Green	

Appendix D: Councils Gold Project Updates as at 30th September 2013

Accommodation & Flexible Working			Project SPONSOR	Roger Parkin	
Wards affected			Project MANAGER	Charan Dhillon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	GREEN	GREEN	02/10/2013
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	30/09/2013
Project start date:	01/04/2013		Anticipated Project end date:	TBC	
Timeline graph to be inserted once the project end date has been agreed					
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"> Housing Services have successfully moved into Landmark Place. Neil Aves has moved into the office on the 2nd Floor West, SMP (Pat Kelleher's old office). The move went smoothly, Facilities made sure the staff were settled in efficiently and able to commence their duties on their return to work after the weekend moves. Community Hubs – Facilities have installed desks at Chalvey Hub, now awaiting installation of IT/Data. Once complete staff will be able to use space in this building to work i.e. between off site meetings. Following arvato's purchase of the Nimble Storage solution, we are now waiting for them to do the testing and configuring before the DIP project is rolled out. Final quotes have been received for the existing Slough Young People's Centre to be reconfigured to accommodate the Registration Services team from The Centre. Business case to be finalised and submitted for GRO (General Register Office) and Capex approval. Tracy Luck has agreed a Home Working pilot with Joseph Holmes. Charan Dhillon has had a Fire Strategy completed, to obtain authorisation from the Fire Officer and Building Control that the proposed new layouts meet the requirements of the fire regulations. A revised Fire risk assessment will also be carried out. 					
Key activities / milestones scheduled for <i>next</i> period:					
<ol style="list-style-type: none"> Tracy Luck to respond to actions required to set up Home Working pilot with Joseph Holmes. Tracy Luck to meet with Alan Sinclair (ASC) to agree flexible working pilot ASC team.(Ongoing). Nimble storage solution to be configured and tested ahead of roll out. DIP W1 to W2 upgrade to be started. Charan Dhillon to complete space planning for teams moving to the Centre from the 2nd Floor West. Charan Dhillon to start preparing moves schedule. Facilities to tidy up and prepare The Centre for decant space once the works commence at SMP. Ridge (Mechanical & Electrical Consultant) due to complete their technical design specification documents. OJEU notice programmed for commencement on 4th October. 					
Key issues of <i>risk / obstacles to progress</i>:					
<ol style="list-style-type: none"> SMP Mechanical & Electrical upgrade works have been pushed back due to various technical issues. It is anticipated that the work will not start until the New Year, therefore no further moves to take place this year for this project. Once property Services are able to provide a confirmed programme, staff will be notified of timescales. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> To support the project board with the proposed changes to working practices. To agree proposed new SMP Reception designs (Roger to share design with CMT). 					

Appendix D: Councils Gold Project Updates as at 30th September 2013

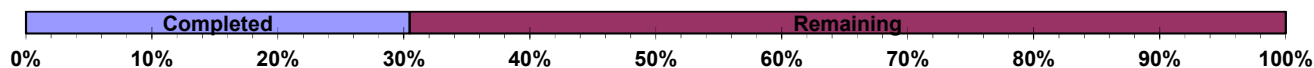
Britwell Regeneration			Project SPONSOR	Sarah Richards	
Wards affected: Britwell & Northborough			Project MANAGER	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	GREEN	GREEN	04/10/2013
<i>Previous month</i>	AMBER	GREEN	GREEN	GREEN	04/09/2013
Project start date:	01/03/2011		Anticipated end date:	31/03/2018	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> Site 1 – The Britwell Centre: Practical completion has been achieved on 98% of the building. The building is now subject to 1 year defects correction period. The library and other services are now operational. Site 2A/B - Kennedy Park & Marunden Green: The Development Agreement (DA) has been approved by the SBC Project Board and C'side. The DA has been engrossed and copies are being circulated for signature and sealing. Following the planning committee on the 25th July 2013 the planning officer has proceeded to agree the outstanding matters with Countryside plc. A formal planning approval with S106 obligations has been agreed. Enabling works associated with the demolition of the family services building and the scouts/guides hut is on-going. This comprises the removal of utility meters, utility infrastructure and asbestos. The lease for the use of the SEGRO land has been agreed with SEGRO. We are however waiting on SEGRO and SSE to update their lease agreement to allow the council to enter into contract. Upon entering into SEGRO lease C'side will submit the second planning application associated with Northborough link path. C'side are currently scheduled to take possession of Kennedy Park in November upon signing the DA. Phase 1 freehold will transfer to C'side upon meeting the DA condition precedent requirements. Phase 2 will be hoarded at the same time and taken under licence. S25 notices have been issued to retailers on Wentworth Avenue to allow future vacant possession to be obtained for Site 2B. It is proposed the new skate board park and muga are located on Monksfield Park. The programme to deliver the muga and skatepark extend to May 2013. The existing skate board park will be taken out of service in November when Kennedy Park is hoarded. The council is now procuring a landscape architect to produce detailed designs for Kennedy Park. Site 3 - Garage/ Library Housing Site: The environment agency has approved the remediation works for construction purposes. The utility disconnections on the library are complete and physical demolition has taken place. Foundations works to the new housing commenced in October 2013 with target October 2014 completion date. Site 4 - Jolly Londoner Housing Site: The homes are complete. The properties are now occupied by Council tenants. Site 5 - Newbeech House Site: The three terrace blocks are complete and have been handed over to the HRA. Site 6 - Scout & Guides Accommodation: the foul water drainage connection has been undertaken and the building is now complete. 					

Appendix D: Councils Gold Project Updates as at 30th September 2013

Key activities / milestones scheduled for next period (Sept):
<ol style="list-style-type: none">1. Sign and seal the development agreement.2. Countryside to take possession of Phase 1A and 1B.3. Enter into contract with SEGRO for the adjoining landfill site use.4. Procure a landscape architect for the Kennedy Park design and specification.5. Procure the skate park and muga D&B specialist contractor.6. Issue a letter to retailers following the issue of the S25 notices.7. Continue the utility removal and asbestos testing of family services, scouts and guides buildings.8. Submit the Northborough link planning application.9. Commence demolition and construction on Wentworth Avenue Filling station site.10. Obtain the parcel of land owned by Radian on Site 2B.
Key issues of risk / obstacles to progress:
<ol style="list-style-type: none">1. The SSE & SEGRO lease amendment needs to be progressed urgently. We are advised the terms are agreed however progress is slow.
Recommendations for CMT:
To note the continuing progress with the project.

Appendix D: Councils Gold Project Updates as at 30th September 2013

Learning Disabilities Change Programme			Project SPONSOR	Jane Wood	
Wards affected: All			Project MANAGER	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	04/10/2013
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	04/09/2013
Project start date:	September 2012		Anticipated Project end date:	March 2016	



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

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

Review of Learning Disability Change Programme

The Learning Disability Change Programme brings together a number of strands of work relating to learning disability services to transform services to deliver better outcomes and deliver efficiencies. Since the last report the programme has been refocused through a revised plan and reconstituted the Programme Board into four principle interrelated components which are:

- LD1 Housing Care and Support – Developing wide range of supported living options
- LD2 Developing Day Opportunities
- LD3 Review of support to Carers – support and respite
- LD4 Reviewing Pathways and Processes – including personalisation and transitions

The complexity and size of the changes required – involving the need to identify and deliver new buildings and accommodation, work with landlords, housing associations, care providers and people with learning disability and their families means that the delivery of the programme will not be completed until March 2016. Therefore the project end date has been extended from March 2014 to March 2016. This will still ensure that we will have improved outcomes for people and the delivery of the efficiency savings targets.

Context

LD1 This area of work is the first work stream to be underway and is made up of the following component parts:

- 1 Developing Approved Supplier List to efficiently procure supported living services, develop suitable accommodation and establish an effective provider market.
- 2 Moving people from residential placements or the family home into supported tenancies of their own in accommodation provided by either the LA or social &/or private landlords. The current number of people to be moved by March 2016 is 56 people.
- 3 Converting existing in borough Residential Care units into Supported Living schemes. The current number of people to be supported here is 29 people.
- 4 Using Housing Revenue Account (HRA) funding to develop additional accommodation suitable for Supported Living provision and facilitate transition to independent living.
- 5 Using the Care Funding Calculator (CFC) – to improve the value for money of service provision.
- 6 People placed out of borough returning or having care costs renegotiated.

Key deliverables during the period

This has been a month of significant activity which it is expected will bring forward efficiencies identified for 2014-15. This activity includes:

- Choice Care making significant progress in developing an initiative to move both Slough residents and out of borough placements into a single supported living unit at a renegotiated price. This is

Appendix D: Councils Gold Project Updates as at 30th September 2013

planned for six people. Choice, the landlord and SBC have met and agreed in principle.

- We met with six potential providers (from the Approved Supplier List 1) and following evaluation selected a provisional shortlist of 4 Providers from the submitted proposals for delivering community based supported housing options for 23 services users from out of borough based on their ability to deliver the project within current financial year.
- Reopening the Approved Supplier List to select six additional providers (Approved Supplier List 2) and facilitate the speedy development of additional Supported Living services within the current financial year 2013/14.
- Further progress with identifying suitable housing and the support provision required from the Council's own stock of accommodation.

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

1. Develop detailed plans for the cost and provision for housing, care and support for 23 out of borough placed LD clients.
2. Obtain sign off of the expanded Approved Supplier List (2) that was reopened in August to allow alternative Providers with firm proposals to develop a range of Supported Living Services within the current financial year.
3. Work to identify general need housing options continues with preferred options identified with Asset Management along with the business case for a new build extra care option.
4. Develop project team to negotiate conversion of existing Residential Care schemes into Supported Living Services.
5. Undertake Care Funding Calculator assessments on all identified clients as a basis to renegotiate care and support provision and agree related costs.
6. Work with people with a learning disability and their families to start the planning of moves to ensure a smooth transition of people to their new homes.

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

1. Capacity – limited resource within the SBC Learning Disability team is limiting progress regarding undertaking Care Funding Calculator assessments and consulting with families. This is being addressed by identifying existing funding sources to recruit additional project support.
2. Housing Market – whilst we have increased the number of housing, care and support providers on the framework they still need to come up with appropriate accommodation and making this suitable for this client group. Ongoing review of progress against target is monthly.
3. New care services in supported living meeting peoples needs at a higher cost than planned – this will be monitored and managed throughout the lifetime of the programme and sign off of all new placements/services will be via the Assistant Director Adult Social Care, Commissioning and Partnerships.

Recommendations for CMT:

1. To note the update and change of programme scope and change to projected end date.

Appendix D: Councils Gold Project Updates as at 30th September 2013

Safeguarding Improvement Board			Project SPONSOR	Jane Wood	
Wards Affected: All			Project MANAGER	Kitty Ferris	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period:	AMBER	GREEN	AMBER	AMBER	30/09/2013
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	31/08/2013
Project start date:	June 2011		Anticipated Project end date:		End 2013/14
<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"/>					

Context:

Rates of referrals per 10,000 children continue to be within the tolerance level agreed by the Improvement Board for the fifth consecutive month, and in line with statistical neighbours. This indicates thresholds are being applied consistently and appropriately to the levels agreed and appropriate for referral to Children’s Social Care. Repeat referrals have also sustained the lower level reported in the last period; which alongside the audit of decisions at the front door indicates that the quality of triage and decision making is improved. The service continues to see an increase in the number of children subject to CP Plans, and, a corresponding increase in the number of Looked After Children (LAC) in line with statistical neighbour performance. Both these increases were expected and flow from a move to ensure appropriate decision making at key points in the care pathway. The timelessness of assessments also saw a slightly improved position on previous months. Workloads are increasing and close monitoring of the impact on care loads is being undertaken particularly in relation to Child Protection Teams. The outcomes of the Children in Care are being implemented.

Key activities completed / milestones achieved in this period:

Theme 1 - Improving Social Care Practice

1. The ‘Integrated Front Door’ proposal continues to be implemented and is on targeted.
2. The recruitment of experienced front line staff in CP remains a focus, with 10 experienced interim staff recruited during the past two months, and preparations have been made for a further national recruitment drive in October. The open advert for social workers remains in place.
3. Further analysis of Slough performance against statistical neighbours and the mid term impact on the growing numbers of children being received into social care is being projected against current and expected trends. This will inform the MTFP proposals for the workforce and LAC placement budgets for 2014.
4. Recommendations from the findings of the audit of CIN cases (over 400 cases audited) continue to be implemented.
5. The re-alignment of duty, CIN, CP and LAC teams, to better manage the competing demands on SW staff from work across the care pathway has been agreed and arrangements are being made to implement the changes in October.
6. Agreed additional school nurse capacity with BHCT to respond to child protection demands.
7. On 25th September Ofsted announced the implementation of the new single inspection framework, the preparations for which are being worked through.

Theme 2 - Delivering an Effective Children and Young People’s Partnership

1. The refresh of the Children and Young People’s Plan has been approved by Partnership Board and presented to the Slough Wellbeing Board. Arrangements are being made to consult young people before the launch.
2. Three underpinning strategies to support the delivery of the plan have also been approved by the CYPBP. These are the workforce strategy, the engagement and participation strategy, and commissioning strategy. The formal launch of the engagement strategy will take place w.c 21st

Appendix D: Councils Gold Project Updates as at 30th September 2013

October and be presented by members of the Children in Care Council at the award ceremony that same week.

3. The development of the CYPPB Balanced Scorecard in partnership with the LSCB has been progressed.

Theme 3 - Delivering an Effective Slough Local Safeguarding Children Board (SLSCB)

1. The Improvement Board held 3rd September signed off as complete the actions in the Improvement Plan in relation to this theme and the sector led recommendations. Progressed reports will continue to be made to the Board on achievements against the LSCB business plan.
2. The Annual Report of the Board has been completed and approved by the LSCB. The report will be presented to Scrutiny Panel in October with the Annual Report of the Independent Reviewing Officer Service.
3. The new LSCB Business Manager took up her post on 2nd September.
4. Work on CSE continues to progress. Additional capacity has been secured from the Safer Slough Partnership to support the implementation of the CSE and child trafficking action plan. A further progress report is to be presented to Education and Children's Services Scrutiny Panel in October 2013.
5. In the meantime the Council commissioned Chelsea's Choice, a short interactive educational play on CSE and opened up attendance to partners such as schools, leisure services, TVP and probation services. Over 400 front line officers from the Council attended and the event was received well.

Theme 4 - Early Intervention and Prevention

1. The Early Help proposals endorsed by the CYPPB and LSCB; continue to be implemented.
2. Membership of the new sub group of the CYPPB specifically for Early Help is being confirmed. BHCT invited to chair the group, promoting integrated working with Health Visitors, primary health care and school nursing.
3. Consultation on the Early Help organisational structure has been completed. The redesign of the Early Response Hub into a Targeted Family Support Service includes Troubled Families agenda.

Theme 5 - Supporting and Sustaining the Improvement Journey

1. The impact on demand into children's social care is being projected to inform the Councils mid term financial planning process for 2014-17.

Key Activities/milestones scheduled for next period

Key Actions for October 2013

- Presentation of key reports to Education and Children's Scrutiny Panel on 10th October, that include a progress report on the Improvement Plan, the LSCB Annual Report, Implementation of Early Help and an update on Children's Sexual Exploitation.
- Dfe Annual Review meeting on 11th October.
- Follow up actions from the Review and Improvement Board held on 22nd September.
- Finalise trajectory for CP and LAC and related MTFP proposals to manage increased pressures.
- Continue to develop local foster carer recruitment plans for 2013-15 in response to increase LAC demands, and improvement plans for LAC in response to concerns raised by the Minister (to all Councils) – refresh the Commissioning and Sufficiency Strategy for Children Looked After.
- Finalise the detail of the Early Help offer with partners and launch the offer across children's social care. Make arrangements for the conference launch to be held the following month.
- Complete re-alignment of care pathway to better manage work load demands. Closely monitor work flows and quality through audit.
- Continued recruitment of high quality SW staff; national recruitment.
- Continue to implement corrective actions to redress performance on 'timeliness' of assessment completion.

Key issues of risk / obstacles to progress:

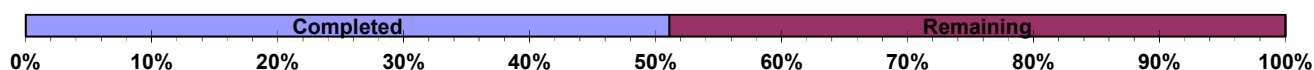
The Risks are reported to the Improvement Board.

Recommendations for CMT:

Note Progress and agree proposed actions.

Appendix D: Councils Gold Project Updates as at 30th September 2013

School Places In Slough Expansion Programme April 2013 – March 2014			Project SPONSOR	Robin Crofts	
Wards affected: All			Project MANAGER	Tony Browne	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	04/10/2013
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	05/09/2013
Project start date:	01/04/2013		Anticipated Project end date:	31/03/2014	



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

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

1. Primary

The objective for the period April 2013 to March 2014 is to provide sufficient places for reception applicants for September 2013 and places for new arrivals in all year groups.

All applicants who applied for reception places for September 2013 were offered a school place on offer day, which was the 16th April and 97% were offered a place at one of their preferred schools, compared to 95% in 2012. There are sufficient places for all late applicants at the moment. There is pressure on places in years 2 and 3 and this will be monitored closely. For September 2013:

- (a) New accommodation opened at Priory Primary (Phase 2) and St Anthony's RC Primary (Phase 1).
- (b) A temporary classroom opened at St Mary's CE Primary School.
- (c) Langley Hall Primary Academy opened its new building providing 52 new Reception places and 364 places overall.
- (d) Claycots School admitted an extra Reception class and a Year 2 class at the Town Hall site using existing accommodation. Further classes may be opened in other year groups if required during 2013-14. Planning is underway for providing the new classes required for the expansion to 3 forms of entry at the site.

2. Secondary

The objective for the period April 2013 to March 2014 is to provide sufficient places for year 7 applicants for September 2013 and places for new arrivals in other year groups.

All applicants who applied for a year 7 place for September 2013 were offered a school place on offer day, which was the 1st March 2013 and 95% were offered one of their preferred schools, compared to 91% in September 2012. There are sufficient places for late applicants and applicants for other year groups but this will be monitored during the autumn term. There is expected to be pressure on places in year 11 during the autumn term. There are 10 new places at Haybrook College for any new arrivals in addition to places at East Berkshire College.

There are now 4 secondary Free Schools approved by the DfE. A Sikh faith Secondary Free School opened just outside Slough in September 2013. Work is also underway to open a further 2 secondary Free Schools for 2014 and one the year after for 2015.

Appendix D: Councils Gold Project Updates as at 30th September 2013

3. SEN

Demand for SEN places is rising in line with the growth in population and an expansion programme is underway linked to other expansion projects where possible. Current projects for 2013-14:

- (a) Re-provision of Haybrook College (increasing both SEN and PRU places) – works are well underway on site.
- (b) New SEN unit opened at Godolphin Junior for September and a new unit will open Easter 2014 at Castleview Primary School. Godolphin Junior required a temporary classroom for September 2013 to enable the SEN unit to open.
- (c) Works are underway at Littledown Special School to add a second floor and increase places.
- (d) Addition of post-16 places at East Berkshire College – the College has been successful in applying for a grant (£1.7m) to provide 50 new post-16 SEN places and were successful again this year in applying for £326K to create 45 further places.

Key activities / milestones scheduled for next period:

- 1. Take forward the Strategic Review of all school sites.
- 2. The architect has been appointed for projects at Godolphin Junior (Phase 2) and Baylis Court Nursery (rebuild), detailed design work to begin.
- 3. Appoint supplier of new classrooms for Castleview Primary (Phase 2).
- 4. Post tender documents to procure a modular supplier for Penn Wood Primary (Phase 2).
- 5. Continue preparation of tender documents for architectural practices for the next set of primary expansion projects to include Claycots Bath Road, St Mary's CE Primary School and other sites.

Key issues of risk / obstacles to progress:

- 1. Significant growth is required in the primary sector. The Strategic Review will help to identify and prioritise projects to provide extra places.
- 2. The list of candidate primary schools that are yet to expand is now short.
- 3. The lead-in time for providing accommodation once a project is agreed is usually at least 18 months.
- 4. Sites for locating new schools are limited.
- 5. Additional primary classes can be required at short notice.
- 6. Any delays opening classes at Claycots could increase the wait time for in-year applicants.

Recommendations for CMT:

Appendix D: Councils Gold Project Updates as at 30th September 2013

School Services Review			Project DIRECTOR	Joanna Anderson	
Wards affected: All			Project MANAGER	Nazia Idries	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	AMBER	AMBER	AMBER	10/10/2013
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	12/09/2013
Project start date:	02/04/2012		Anticipated Project end date:	30/09/2013	
<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 type="checkbox"/> No <input checked="" type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Acute project timetable was met by SBC education services being successfully outsourced to Cambridge Education (Mott MacDonald). 2. The contract to transfer educational services to Cambridge Education (Mott MacDonald) was completed on 27 September 2013. The new contract will began on Monday 30 September. 3. A joint staff briefing was held for staff prior to transfer where the Chief Executive thanked staff and MML welcomed staff. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Ensure completion of actions for the transition period by relevant leads from SBC and Cambridge Education. 2. SBC and MML to set up strategic and operational partnership governance boards. 3. SBC Project team to produce 'Lessons learnt' report to inform SBC projects going forward. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 1. Communication - ensure consistent internal and/or external and with staff and schools. 2. Delivery phase – ensure transition period agreed actions can be met within the agreed time period. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. To note level of progress achieved and risks identified. 					

Appendix D: Councils Gold Project Updates as at 30th September 2013

Transactional Services - Phase 2 (Customer Services and ICT)			Project SPONSOR	Roger Parkin	
Wards affected: ALL			Project MANAGER	Vijay McGuire	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	01/10/2013
Previous month	AMBER	GREEN	AMBER	AMBER	01/09/2013
Project start date:	January 2013		Anticipated Project end date:	TBC	
Timeline graph to be inserted once the project end date has been agreed					
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>Governance:</p> <ol style="list-style-type: none"> 1. Joint approach to delivery of this project - Ongoing 2. Weekly internal SBC project (transition) meetings - Ongoing 3. Weekly Joint Transition meetings / teleconference calls now in place - Ongoing till go live <p>Project Methodology:</p> <ol style="list-style-type: none"> 4. Project Plan updated on a weekly basis following project meetings. Exception reporting only to the Transition Steering board on a weekly basis <p>Scope of project :</p> <ol style="list-style-type: none"> 5. Scope of services directly impacted by this project - Confirmed & Completed 6. Staff within directorates have now been identified - Confirmed & Completed <p>Communication:</p> <ol style="list-style-type: none"> 7. Communication with affected staff continues to take place to provide updates on progress as per the communications plan through staff briefings, email updates and through dedicated pages on the intranet site 8. Joint 121's for all staff have taken place with arvato and SBC 9. Update on Phase 2 provided to Commissioners and individual meetings with commissioners continue to take place <p>TUPE:</p> <ol style="list-style-type: none"> 10. TUPE Consultation has closed on 26th August – with 2 responses received, both of which related to the request for a Modification order – CLOSED 11. TUPE letters have now been issued to all affected staff 12. There is ongoing engagement with arvato HR lead to agree the process of TUPE handover along with the transfer of files. <p>Service Specifications:</p> <ol style="list-style-type: none"> 13. Customer Services Specification - (Customer KPI's still be confirmed) 14. ICT Specification - Finalised (Final Review to be completed) 15. Fraud and Investigations Service Specification – (1st draft and subject to further negotiations) <p>Due Diligence:</p> <ol style="list-style-type: none"> 16 This remains ongoing to help inform arvato's solution and will escalate as a result of entering into the Transition phase of the project <p>Retained Structure:</p> <ol style="list-style-type: none"> 17 Model and job descriptions for retained client structure have been developed and evaluated. 					

Appendix D: Councils Gold Project Updates as at 30th September 2013

Recruitment to take place in time for Go Live

Review of IT Estates and Assets:

18. The draft Assets and Contracts Register has been released to arvato and will be subject to further updates post go-live as more information emerges from service areas. A process for dealing with this via change control has been agreed.
19. Delivery model has been agreed which has allowed arvato to consider the best pricing structure

Costings and Financial Assessment :

20. Finance Model - **Finalised and agreed**
21. Payment Mechanism - to be completed following the agreement on the KPI's
22. ICT Prepayments to be confirmed - for 13/14 financial year

Legal :

23. External Commercial Lawyers have been instructed to assist in the transfer of phase 2 services in partnership with arvato

License and Novation Issues

- 24 Detailed work still to be undertaken relating to Licenses and Contract Novations

Assets and Contract

- 25 Finalise the ICT Assets and Contracts list - undertake the Office Equipment Asset and Contract list for inclusion within the contract

3rd Party Suppliers

26. Agree the governance arrangements / impact on the outsourcing of the School Services Contract
- 27 Finalise the list of 3rd Party supplier contracts for inclusion within the contract documentation

Key activities / milestones scheduled for next period:

1. Completion of Fraud and Investigations Specification including relevant KPI's
2. Commence recruitment to the retained Client structure
3. Completion of the Payment Mechanism for Phase 2 Services
4. Final Assets and Contracts List to be completed
5. Completion of Service Specification reviews
6. Ongoing legal negotiations
7. Finalise and complete TUPE transfer actions and all associated documentation for all affected staff
8. Pensions documentation to be completed

Key issues of risk / obstacles to progress:

1. Insufficient documentation supplied to plan/maintain/support the systems & Third party contracts and licensing costs within technical specifications. IT Assets and Licences – **most documents have now been provided so there is reduced risk - however the Assets, Contracts and Licences remains a current risk and a priority action for the project team**
2. Failure to take into account other internal or external activity occurring at the same time which could disrupt the transfer – **impact of school services transfer being closely monitored and discussions underway to both with SBC and our partner to understand service provision and governance going forward**
3. Commercial and contractual closure – **mitigation of this risk has commenced with both legal teams now instructed**

Recommendations for CMT:

- 1.CMT are asked to note the progress made since the last highlight report

Appendix D: Councils Gold Project Updates as at 30th September 2013

Fit for the Future Programme			Project SPONSOR	Ruth Bagley	
Wards affected:			Project MANAGER	Tracy Butterworth	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	10/10/2013
<i>Previous month</i>	N/A	N/A	N/A	N/A	New Project
Project start date:	08/10/2013		Anticipated Project end date:	30/04/2014	
<p>A horizontal progress bar is shown. The bar is divided into two sections: a dark red section on the left labeled 'Completed' and a lighter red section on the right labeled 'Remaining'. The 'Completed' section is very thin, starting at 0% and ending at approximately 5%. The 'Remaining' section covers the rest of the bar up to 100%. Below the bar, a scale from 0% to 100% in 10% increments is marked.</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"> Training Needs Analyses designed and delivered to HR and L&D professionals, managers and leaders. Leadership Forum launched and series dates confirmed with good feedback, energy and commitment. HR and OD Skills Development Programme launched with first workshop to commence 16 October 2013. Review of People Management Practice launched and project planning meeting to be held 16 October 2013. Board Development Programme design and planning underway with a planned start date of November 2013. Leadership Development Programme design and planning underway with planned start date of mid-November 2013. Management Development Programme design and planning underway with planned start date of mid-November 2013. Leadership Development Programme for High Potential Staff design and planning underway with a planned start date of December 2013. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Analysis, interpretation and “sense-checking” of feedback from training needs analysis for HR and L&D professionals into tailored skills development programme during the period October-December 2013. Analysis, interpretation and “sense checking” of feedback from training needs analysis for leaders and managers into a tailored leadership and management development programme during the period November 2013 – March 2014. Delivery of Leadership Forum series during the period October-December 2013 to shape the future direction of the Council for continued success, feeding outputs into development support for existing leaders, managers, high potential staff and HR and L&D staff. Delivery of a number of customer-facing “focus groups” or similar to review the Council’s approach to people management (timeline to be agreed). One to one discussions with CMT members to shape and tailor a board development programme. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> Availability of leaders and managers to take part in development activities due to competing priorities and heavy workloads. Lack of access to a centralised diary to ease planning of key programme components. Fast pace and tight timeframes for programme turnaround – might not match organisation’s pace. Members and key stakeholders not being engaged in the need for development. Lack of engagement of key participants due to lack of interest, time or resistance. 					

Appendix D: Councils Gold Project Updates as at 30th September 2013

6. Not communicating or involving staff in this programme and creating ambiguity.
7. Inconsistent messaging from participants.
8. Heavy reliance on externals (interims and consultants) to “do the doing.”

Recommendations for CMT:

1. Holding people to account for attendance at key events, giving people adequate time to plan and prioritise, prepare and reflect.
2. Ensuring key programme participants open up access to their diaries.
3. Recognise and balance time, cost and quality, knowing when quality is likely to suffer and taking corrective action as necessary.
4. Continue to engage members and key stakeholders throughout the Programme as necessary.
5. Notice, name and manage resistance when it happens, holding people to account where necessary.
6. Closely managing communications across the Programme and ensuring we will do what we say we will do on time, with consensus and with consistent delivery. Supporting messaging through team briefings with wider organisational communications. Supporting leaders at every turn to bring the views of their people to the table throughout the Programme.
7. As above.
8. Providing healthy challenge to all learners across the Programme to take responsibility for their learning and development, support them to apply what they are learning and reflect from their experience. Encourage them to try new ideas and approaches without fear of retribution. Being clear about expectations of learners, CMT, SLT, managers, workstream leaders, project manager, sponsor and workstream participants and holding them to their roles and responsibilities throughout the Programme.

WELLBEING DIRECTORATE
2013-14 Budget Summary

OVERVIEW: The Directorate's net controllable Revenue budget for 2013/14 is **£61.404m**. The projected total net expenditure after taking into account all known commitments is **£61.725m**. This represents an overspend of **£0.320m** (0.5%), a favourable movement of **£1.041m** since August.

The movement is due mainly to two significant adjustments. Firstly the removal of the budget pressure caused by the allocated corporate savings (£557k) not being achieved, funding for this is now being met corporately. And secondly the inclusion of budget savings totalling £500k due to changes in the funding of the Schools PFI.

The latest summary table is shown below

WELLBEING BUDGET MONIING SUMMARY						
Service	Budget	Outturn	Diff	Last	Chg	%
Adult Social Care	37,734	37,234	-500	-500	0	-1%
Public Health	-150	-150	0	0	0	
Central Management	-1057	-1057	0	557	-557	0%
Children & Families	15,930	17,666	1,736	1,426	310	11%
Education (Non Schools)	9,368	8,452	-916	-122	-794	-10%
Schools (DSG)	-421	-421	0	0	0	0%
GRAND TOTAL	61,404	61,725	320	1,361	-1,041	0.5%

Directorate summary of the 2013-14 financial year: The current projected overspend is due to the pressure within the Children Looked After (Placement) budgets within children and families service, the total overspend within this service is **£1.7m**, this is offset in part by savings within the Adult Social Care service of **£500k** and Education (Non Schools) of **£916k**.

ADULT SOCIAL CARE

Explanation of variation from budget: This division is expected to underspend by £500k. This is due to the careful application of additional resources received from the recent NHS Transfer.

Adult Social Care					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Safeguarding and Governance	242	218	-23	0	-23
ASC Management & Business Support	483	481	-1	-6	5
Access & Long Term I & S	2,528	2,381	-148	-157	9
Reablement & Directly Provided Services	5,347	4,229	-1,118	-1,077	-41
Mental Health	4,111	4,515	404	342	62
Commissioning Budgets	19,868	20,321	452	430	22
Commissioning & Contracts	5,155	5,089	-66	-32	-34
TOTAL	37,734	37,234	-500	-500	0

Progress against the 2013-14 Savings target: This service is on target to successfully achieve all its savings targets for the current year. The savings are shown in the table below along with the RAG rating:

ADULT SOCIAL CARE	Target £'000
Savings from Resource Allocation System (RAS) implementation	-100
Transformational Strategy - Wellbeing	-990
Supporting People delivery changes	-25
Review of Care Packages	-120
Project manager for service redesign	-113
TOTAL	-1,348

PUBLIC HEALTH

Explanation of variation from budget: Public Health is showing a nil variance and any pressures in the service due to demand led growth is offset by savings within public health. Underspends in staffing costs have been offset by spend on project costs as shown below.

PUBLIC HEALTH					
Detail	Revised Budget	Projected Outturn	Current Variance	Last Month	Change
Expenditure					
Employee costs	635	522	-113	-113	0
Premises costs	12	12	0	0	0
Running costs	61	68	7	7	0
Projects	4,444	4,594	150	150	0
Total	5,153	5,196	44	44	0
Income					
Government Grant	-4,988	-4,988	0	0	0
Other Income	-315	-358	-44	-44	0
Total	-5,303	-5,346	-44	-44	0
Total Net Budget	-150	-150	0	0	0

CHILDREN & FAMILIES

Explanation of variation from budget: This service is currently showing an overspend of **£1.736m**, (£1.376m August), an increase of £310k from the August monitor. This increase is due to further pressures on the Children Looked After Placement Budget which has seen another significant movement of over £500k due to 5 additional residential placements in the past month.

This is summarised in the table below:

CHILDREN & FAMILIES					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Asylum Seekers	37	-1	-38	-22	-16
Children Looked After	5,780	7,527	1,747	1,326	421
Commissioning & Social Work	5,335	5,929	594	559	35
Family Support Services	828	891	63	64	-1
Early Help	1,470	734	-736	-567	-169
Other Children & Family Services	1,931	2,025	94	4	90
Youth Offending Team	549	561	12	12	0
Total	15,930	17,666	1,736	1,376	360

Children Looked After

This service shows an overspend of **£1,747k** in September, (£1,326k in August), an adverse net movement of £421k.

This includes a pressure of £521k due to 5 new clients in residential placements (£340k), 1 client placement that is no longer a joint placement resulting in an additional pressure of £86k and 1 client's joint IFA placement changing to a residential placement incurring additional costs of £95k. This pressure has been offset by additional savings of £100k due to the planned initiative to use the vacancies at the Mallards Childrens' Home to place up to 5 children before the end of the financial year who would have otherwise been placed in external residential placements.

Early Help

This service shows an underspend of **£736k** in September (£567k August), a favourable movement of £169k due to the delay in appointing to vacant posts until 1st Jan 14 (£100k), additional recharge of educational psychologists (£45k) and additional staff reductions (£23k) due to transfer of services to Mott McDonald under contract.

Staffing

The Commissioning and Social Work service shows an overspend of **£594k** for September (£559k August), an adverse movement of £35k.

The total staffing overspend of £410k (part of the £594k), includes £256k identified to strengthen the Child Protection teams. The £35k net adverse movement is made up of £237k gross adverse movement that includes £113k due to posts now assumed will not be filled until the year end (August assumption 1st Jan) and agency cover for vacant posts being at a higher cost than assumed in August.

Management action in delaying the filling of vacant posts has mitigated the potential overspend by (£90k) to £147k, and a further (£112k) carry forward identified from earmarked reserves in relation to the Domestic Abuse Contract has also been used to mitigate commissioning staffing costs. Further management action has been planned for a moratorium on non essential spend and that any spend be approved by Heads of service. The pressure of £150k for legal fees continues to be included and will be closely monitored.

Progress against the 2013-14 Savings target: This service has a single savings target to as shown below and is expected to fully achieve this by the end of the year. To

date savings of over £390k has been realised as a result of the new Family Finding Service Team.

CHILDREN & FAMILIES	Target £'000
Mainstreaming Family Placement Service - "Gold Project"	-380

EDUCATION (NON SCHOOLS)

Explanation of variation from budget: This service is showing an underspend of **£916k** (£294k August), a favourable movement of £622k. The movement is in relation to the change in funding arrangements for the Schools PFI scheme resulting in a saving of £500k. In addition there has been further savings caused by the retention of staff increment budget not included in the new contract with Mott McDonald (£112k), CRB checks not having to be paid to schools, due to change in status of schools to Academies and business rate refunds.

EDUCATION (NON SCHOOLS)					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Retained Offer (Core)	4,748	3,926	-822	-294	-528
Schools Offer (Core)	4,620	4,526	-94	0	-94
Total	9,368	8,452	-916	-294	-622

Progress against the 2013-14 Savings target: This service is on target to successfully achieve all its savings targets for the current year. The savings are shown in the table below:

EDUCATION (NON SCHOOLS)	Target £'000
Previous years underspends - full year effect Wellbeing	-150
EIG savings identified Ph 1 post grant reduction	-700
Services to Schools Review	-200
TOTAL	-1,050

CENTRAL MANAGEMENT

Explanation of variation from budget: This area is expected to on budget following the decision to fund the previously reported overspend by £557k corporately. This funding is to take place at the end of the year and if this is not received then this will re-instate the budget pressure of £557k.

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Central Management					
Management	-1,057	-1,057	0	557	-557
TOTAL	-1,057	-1,057	0	557	-557

Progress against the 2013-14 Savings target: This service will not achieve the following savings. However, it has now been agreed that these savings will be funded corporately.

DETAILS	Target £'000
Planning for the Future Savings	-100
Vacant posts not required after 31 March 2013	-57
Transformational Strategy – Additional	-200
Transformation Strategy - Final stage of senior mgmt reshaping	-200
TOTAL	-557

SCHOOLS (DSG)

Explanation of variation from budget: This is a ring fenced budget and as such any variations are carried forward to the new financial year. However, the service is currently expected to breakeven.

SCHOOLS (DSG)				
SERVICE	Budget £k	Outturn £k	Variance £k	Variance %
Schools Block	49,877	49,877	0	0
Schools Block De-delegated	367	367	0	0
High Needs Block	19,106	19,106	0	0
Early Year Block	10,868	10,868	0	0
Grants	-80,639	-80,639	0	0
Net Expenditure	-417	-417	0	0%

Regeneration, Housing and Resources Directorate:

Overview: P6 – September 2013

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %
Strategic Management	316	266	(50)	-15.8%
Corporate Resources	1,685	1,683	(2)	-0.1%
Housing and Environment	14,071	14,130	59	0.4%
Estates Regeneration	7,431	7,633	202	2.7%
Total Resources, Housing and Regeneration	23,503	23,712	209	0.9%

Directorate summary for the 2013-14 year to date

At this point in time the Resources, Housing and Regeneration Directorate is forecasting an over spend position of £209k. This is after accounting for a net £536k of allocated Corporate Growth and Savings for 2013/14.

Service: Housing and Environment

Explanation of variation from budget:

The £59k adverse variance comprises £50k forecast pressure on the homelessness budget and potential loss of £50k recharge income for graffiti removal, offset by a staffing vacancy in Parks etc.

Impact of any emerging pressures in 2013-14 into future budgets:

The Impact of the economy and housing demand on temporary accommodation, the refuse contract with South Bucks (report with CMT for their decision), and the street cleaning costs of the Town Centre.

Service: Estates and Regeneration

Explanation of variation from budget:

Property Service

The team's recoverable costs of staff time on capital projects exceeds the internal fee income targets for capital works projects resulting in a previously reported net saving of £6K. However, better informed actual consultant resource costs require a £10k increase in the projected expenditure outturn converting the saving into a £4K pressure. The Corporate Repairs budget is projected to target.

Facilities & Corporate Landlords

The -£91K net saving is mainly the gross savings from HRA Recharge Income for the Housing Team's accommodation at The Centre and The Landmark Place and the reduced cost of utilities due to re-negotiated procurement contracts for St Martin's Place and the Community Centres. This combined saving reverts pressure of £63K on the Corporate Landlord budgets due to insufficient budgets transferred from Wellbeing, into the resultant saving.

It is recommended that all the above budgets are realigned as there are savings in some areas and overspends in others. It would be prudent to re-profile these rather than put growth bids in for next year as the overall bottom line for FM is sufficient. This piece of exercise is Work-in-progress and expected to be completed for the October report.

Highways Engineering

The service budgets are projected to be on target as in-year savings are factored into setting the respective budgets.

Asset Management

The previously reported net overspend of £322K is reduced to £289K. This results from a combination of a saving in respect of Joint Arrangement costs due to the closure of Slough Museum, -£87K saving from the Bus Station as the base budgets are lower than the better informed projected outturn and pressures from various budgets as below:

Cost Centre	Description	Budget £	Forecast Outturn £	Variance £	Comments
B081	Valuation	161,500	218,870	57,370	Impact of Agency Staffing Costs.
B082	Commercial Properties	(195,060)	(172,346)	22,714	Unachievable Income target. Lower overall realisable income.
B087	Age Concern	200,000	260,000	60,000	Pure pressure from costs of Service charge and utilities as budget covers rent only. Reduction in projected outturn based on actual cost-to-date
B091	Capital Disposal & Feasibility Studies	0	213,182	213,182	Costs of capital disposals exceed 4% Capital Recharge. Reduction in costs due to early

					termination of agency contracts by restructure
D452	Property Management	(71,000)	(47,500)	23,500	Unachievable income target

Progress against the 2013-14 Savings targets:

Highways Engineering projects full compliance with in-year savings factored into the service budgets. There is no known savings target in other service areas.

**Resources, Housing and Regeneration: Housing Revenue Account:
Revised Budget £5.515m, Forecast Outturn £5.515m.**

Resources, Housing and Regeneration: Housing Revenue Account Summary

HRA	Rev'd Budget £'000	Outturn £'000	Variance £'000	%	Change in month
					-
Expenditure	40,534	40,534	0	-	-
Income	(35,019)	(35,019)	0	-	-
Total	5,515	5,515	0	-	-

Service: Housing Revenue Account

Explanation of variation from budget:

At the present time, no major variances to report but the main areas of expenditure and income will be regularly reviewed. However, there is currently a forecast underspend of £2.3m on the Decent Homes and Planned Maintenance elements of the HRA capital programme (the Major Aids & Adaptations, and Affordable Homes elements may also underspend) and the funding of this reduced capital programme may have a positive impact on the £5.515m budgeted deficit.

Explanation of variation from month on month of greater than £50k:

n/a

Identification of additional in year savings and their impact:

n/a

Impact of any emerging pressures in 2013-14 into future budgets:

n/a

Identification of any income pressures:

n/a

Progress against the 2013-14 Savings targets:

n/a

Customer and Community Services:

**Revised Budget £19.54m, Forecast Outturn £19.58m, overspend £46k
(0.24% of the budget)**

Customer and Community Services: Departmental Summary

Department	Rev'd Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	4,408	4,178	-230	-5.10%	0
Community and Skills	6,226	6,163	-63	-0.50%	-32
Enforcement and Regulation	7,390	7,743	353	4.80%	-
Strategic Management	470	470	0	-	-
Corporate Procurement Team	284	271	-13	-4.60%	-
Transactional Services	757	757	0	-	-
Total	19,536	19,582	46	0.24%	-32

Directorate Summary for the 2013/14 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an over spend position of £46k, assuming that all contract inflation and redundancy costs will be corporately funded. Details are given below:

Service: Customer Services, IT and Information GovernanceExplanation of variation from budget:

The favourable variance of £230k reflects the income trend in the last few years for the cemeteries and crematorium, and registrar, services, plus staffing vacancies.

Service: Community and SkillsExplanation of variation from budget:

A favourable movement of £32k has been seen in Community & Skills following revised salaries and supplies and services re-forecasts with an underspend for this service of £63k being forecast. This compares to the projected underspend of £31k in the previous budget monitor which comprised of a £115k compensation payment to the contractor for loss of income whilst the pool is closed at Montem for repairs (the actual compensation may be lower) offset by £146k underspend on Youth Services due to savings arising from the Staffing restructure; the Youth Services underspend assumes that the £226k severance costs incurred to achieve the restructure and agreed savings targets will be corporately funded. The restructure should generate annual savings in staff costs of over £150k.

Identification of any income pressures:

Loss of income from the temporary closure of the pool at the Montem Leisure centre will result in a compensation payment to the contractor. This has been reflected in the outturn.

Progress against the 2013-14 Savings targets:

Customer and Skills will 'absorb' £100k of the £150k underspend savings target for CCS.

Service: Enforcement and Regulation

Explanation of variation from budget:

There has been no movement in the projected outturn for Enforcement and Regulation, The £353k projected overspend on this service area comprises £140k funding pressure for the CCTV service, £15k pressure on planning fee income due to new legislation, £70k income pressure for on-street parking due to private parking and free parking after 3 p.m., £20k pressure on electricity costs for car parks, £275k income pressure for car parks due to closures and non-renewal of season tickets, projected £25k underspend on cessionary fares, and £142k underspend on salaries etc.

Impact of any emerging pressures in 2013-14 into future budgets:

£285k income pressure for car parks due to closures and non-renewal of season tickets. A growth bid will be submitted to mitigate the future effects of this ongoing loss in income.

Progress against the 2013-14 Savings targets:

Enforcement and Regulation will 'absorb' £50k of the £150k underspend savings target for CCS.

Service: Corporate Procurement Team

Explanation of variation from budget:

The favourable underspend is due to a vacant post which has still to be filled.

Service: Transactional Services

Explanation of variation from budget:

There are emerging pressures, including project work outside the normal contract, which will be reported separately. A funding gap of £2.7m has been identified and details of its funding have been reported previously.

Chief Executive: 2013-14 Monthly Summary

Overview: Period 6 – Sep '13

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %
Chief Executive	270	270	0	0
Communications	508	508	0	0
Policy	596	596	0	0
Professional Services	3,118	3,209	91	2.9%
Total Chief Executive	4,492	4,583	91	2.0%

Directorate summary for the 2013-14 year to date

At this point in time the Chief Executive's Directorate is reporting a £91k over spend.

Service: Professional Services

Explanation of variation from budget:

- Redundancy Costs one off in year 60k; and
- Agency Staffing Cost

Action to manage budget to profile:

- Awaiting income from capital schemes where the legal team have undertaken work
- Staff converting to perm from agency in third quarter
- Holding vacant posts open, particularly contract posts

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th November 2013

CONTACT OFFICER: Joseph Holmes; Assistant Director, Finance & Audit

(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr. Rob Anderson; Lead Commissioners for Finance & Strategy

PART I
KEY DECISION

REVENUE BUDGET 2014-15 – PROPOSED SAVINGS

1 **Purpose of Report**

To request approval for the first tranche of savings proposals that support the 2014-15 Revenue Budget.

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

The Cabinet is requested to resolve that the savings set out in Appendix A be included in the Revenue Budget 2014-15 to be approved by Council in February, subject to any further adjustments.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan**

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA). Both are clearly linked and must be used in conjunction when preparing your report. They have been combined in the Slough Wellbeing Board report template to enable you to provide supporting information highlighting the link between the SJWS and JSNA priorities.

3a. **Slough Joint Wellbeing Strategy Priorities**

This paper assists in the achievement of the all of the Sustainable Community Strategy's priorities.

Priorities:

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

3b **Corporate Plan 2013/14**

The Plan's objectives are:

1. Improve customer experience
2. Deliver high quality services to meet local needs
3. Develop new ways of working
4. Deliver local and national change
5. Develop a skilled and capable workforce
6. Achieve value for money

The Plan includes targets for each of the objectives. This report helps achieve all of the above objectives by providing an overall financial strategy to support the delivery of the Corporate Plan.

4 **Other Implications**

(a) Financial

Detailed within the report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	none
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	A modest number of posts will be affected by changes proposed. These will be managed through the council's restructure, redundancy and redeployment policy and procedure	None
Equalities Issues	To be assessed per each proposed saving	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery	April 2014	Decisions that could bring savings proposals forward
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any savings must not undermine the Council's responsibilities to provide minimum levels of provision in key areas. This first tranche of proposals for 2014 – 2015 does not recommend any savings that will affect the council's ability to carry out its statutory functions.

However, Members should be mindful of the cumulative year on year effects of savings and reductions in services and continue to make assessments of the impact on statutory functions.

(d) Equalities Impact Assessment

Equalities Impact Assessments will require completion prior to final agreement of savings proposals. Proposals which are 'disinvestment' or a genuine reduction in service will require careful examination to ensure no group is disproportionately affected.

Members may have to consider making provision to fund any mitigation arising from detailed analysis of Equalities Impact Assessments.

(e) Workforce

The proposed savings have a relatively low impact on staffing, with fewer than 20 staff affected. The Council has a number of measures to mitigate against compulsory redundancies including;

Developing staff skills to redeploy to alternative roles.

Obtaining staff savings from deletion of vacant posts.

Opportunities for Voluntary Redundancies.

5 Supporting Information

5.1 **Background**

5.1.1 The Council continues to operate in a difficult financial climate. Significant constraints on funding from Central Government remain, and are likely to be in place for at least the period of the Medium Term Financial Strategy (MTFS).

5.1.2 This paper provides an update to the Council's response to the funding gap for the 2014-15 financial year and identifies the initial tranche of savings proposed to be included in the Revenue Budget 2014-15 report to approved by Council in February.

5.2 **Current Medium Term Financial Position**

5.2.1 The table below highlights the current overview of the Medium Term Financial Strategy (MTFS). The previous report to Cabinet, in July 2013, highlighted some of the further detail behind the MTFS assumptions. Some of these have changed and where significant, further information is provided below on these:

2013-14	Funding	2010-11 equivalent	2014-15	2015-16	2016-17	2017-18
42.29	Council Tax		43.06	44.31	45.20	46.11
26.23	Retained Business Rates		28.06	28.90	29.76	30.66
39.76	Revenue Support Grant		32.23	23.34	18.67	14.93
2.11	Education Services Grant		1.64	1.05	0.89	0.76
1.84	NHS monies to support Social Care		1.93	1.84	1.84	1.84
1.76	New Homes Bonus		2.06	1.73	2.33	2.33
0.26	Other non-ringfenced grants		1.03	0.83		
	Collection Fund		1.00			
114.25	Total Budgeted income		111.00	101.99	98.69	96.63
	Prior year baseline baseline		114.25	111.00	101.99	98.69
	Base budget		2.50	2.00	2.00	2.00
	Directorate Pressures		6.51	1.89	2.92	1.86
	Revenue impact of Capital investment			1.00	1.00	
	Other adjustments		-0.08	-0.15		
	Savings identified		-9.08	-5.00	-0.86	-0.86
	Savings to be identified		-3.10	-8.76	-8.36	-5.07
0	Net Expenditure	124.67	111.00	101.99	98.69	96.63

5.2.2 Significant changes to assumptions:

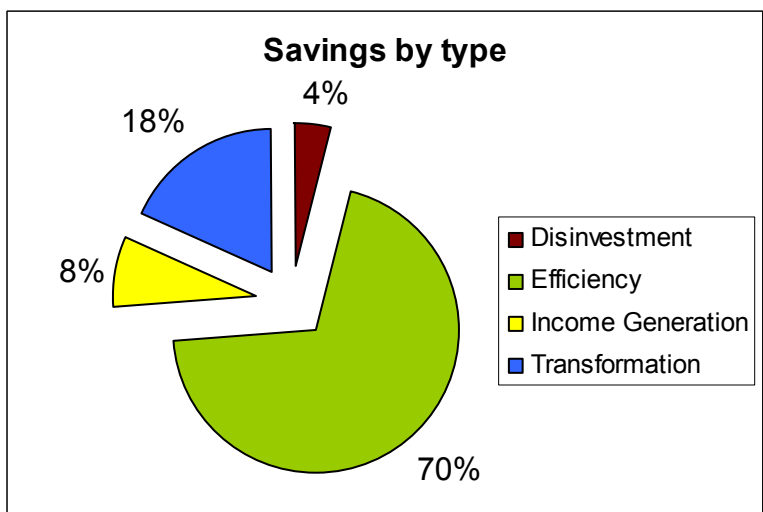
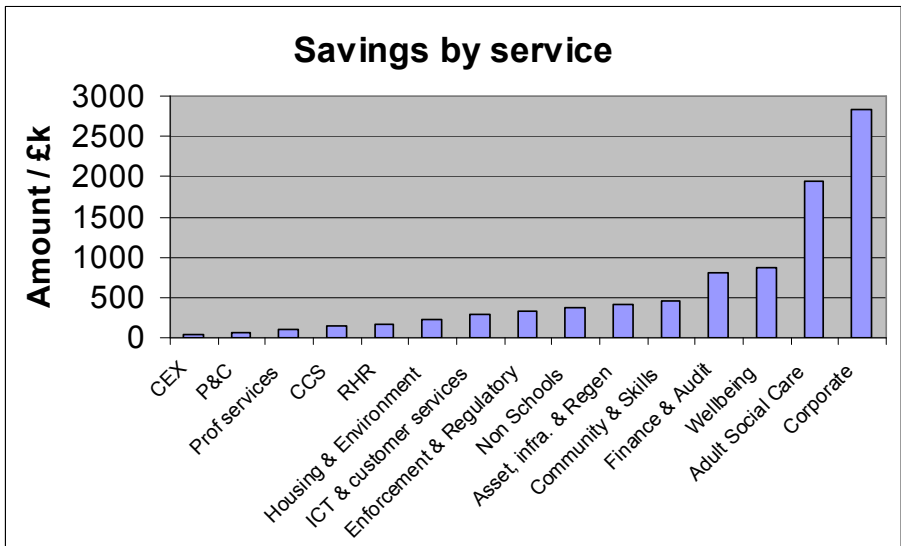
- Council Tax – an increase in Council Tax Base has been included within the MTF5 assumptions for 2014-15; this has increased the Council Tax expected income by £0.34m. This figure will be finalised once the Council submits its Council Tax Base assumptions in late 2013.
- Retained Business Rates – this figure has increase by just under £1m. This is due to an increase in the Council’s anticipated net collectable debit i.e. the total anticipated amount of business rates expected to be collected. This figure is subject to fluctuations. The final figure will be known once the Council produces its final ‘NDR1’ form in January 2014 and the Government clarifies some of its Business Rates assumptions as part of the Local Government Finance Settlement in December 2013.
- Revenue Support Grant – the latest assumption is a reduction of just under £0.6m compared to July following the Government’s Spending Review and associated finance consultations from the Department for Communities & Local Government (DCLG) in the Summer. This figure will be finalised as part of the Local Government Finance Settlement in December 2013.
- Other non ring-fenced grants – this has increased by almost £1.5m since the July assumptions. £0.45m of this was due to an assumed decrease in Revenue Support Grant or another Government grant as part of Spending Review; this reduction is shown now in the Revenue Support Grant line above. An assumption has also been made that the Council will receive £0.4m of Council Tax Freeze Grant for 2014-15, a New Homes Bonus adjustment grant of £0.399m and £0.2m of Local Service Support Grant. As per the above, these figures will be finalised as part of the Local Government Finance Settlement in December 2013.
- Collection Fund – this is showing a potential surplus of £1m at present. This is due to the increases in Council taxbase as well as on the net collectable debit for NDR. This figure is subject to significant change and will be regularly monitored in the coming months.
- Base budget – an increased pressure of £0.5m due to potential additional costs relating to auto-enrolment and non pay contractual increases due to current inflation levels.

- Directorate pressures – an increase of almost £3m. This is primarily due to increased cost pressures within the Wellbeing directorate and specifically within Children’s services. The accompanying Cabinet paper on the quarter 2 finance & performance of the Council highlights a pressure of £1.7m in Children’s services in the current financial year.

5.2.3 The net total of the above has been to increase the total savings requirement by approximately £0.5m. The Council has already identified £9.1m of this and appendix A provides further detail of where the current savings proposals are coming from.

5.3 Proposed savings

5.3.1 Appendix A details the full list of savings proposals for the year ahead. The table below highlights which area these savings are coming from and what type of saving they are:



5.4 Next Steps

- 5.4.1 The current financial planning assumptions are based on best estimates at present. The Council is likely to be notified of the Local Government Finance Settlement in December and this is expected to detail the full range of monies to Council receives from Government. The Council will also be finalising its anticipated Council Tax base, Business Rates income expectations and Collection Fund by January 2014. Once all these figures have been finalised then the Council's net budget will also be finalised. This will then provide clarity around the required savings for the year(s) ahead.
- 5.4.2 In the next two months, the Council will be seeking to close the remaining savings gap by reviewing its financial assumptions, challenging future budgetary pressures and identifying future savings proposals to bring forward a balanced budget for the 2014-15 financial year and indicative savings plans for the future financial years contained within the MTFs.

6 Comments of Other Committees

n/a

7 Conclusion

The Cabinet are requested to note these savings proposals, and that these are likely to form the main basis of the savings for the 2014-15 revenue budget.

8 Appendices Attached

'A' - Summary of current proposals

9 Background Papers

'1' - Local Government Finance consultations – Summer 2013

'2' - Local Government Finance settlement 2013

n.b. all savings **must** be recurrent

APPENDIX A

No	Directorate	Service	Service Lead	Year	Item	Amount / £k	Delivery
1	Wellbeing	Adult Social Care	ASi	2014-15	Transformational Strategy	750	
3	Wellbeing	Adult Social Care	ASi	2014-15	Supporting People Fees and charges review	25	
4	Corporate	CMT	CMT	2014-15	Review Major Contracts	250	
6	Corporate	CMT	JA	2014-15	Review Major Contracts	500	
8	Corporate	Finance & Audit	JH	2014-15	Increased Investment Returns	500	Review of Treasury Management Strategy
10	Corporate	CMT	JH	2014-15	Removal of contingency budget	1850	Removal of corporate contingency budget
11	CCS	CMT	RP	2014-15	Phase 2 Accommodation Strategy	240	
12	CCS	Enforcement & Regulatory	GR	2014-15	Transport review	100	
13	Wellbeing	Wellbeing	JW	2014-15	Commissioning efficiencies in Childrens service	250	Improved procurement & Commissioning, Greater adoption and foster carers, Lower rental costs & support staff savings
14	CCS	CCS	RP	2014-15	Efficiency target	149	
15	RHR	RHR	SR	2014-15	Efficiency target	171	Delivered through restructuring of directorate
16	Chief Exec.	CEX	RB	2014-15	Efficiency target	50	
29	Wellbeing	Wellbeing	JW	2014-15	Directorate Savings	100	Reduction of support costs following merger of Wellbeing & ECS
30	Wellbeing	Adult Social Care	ASi	2014-15	Former Speedwell	100	Removal of Excess Budget Following Service Review
31	Wellbeing	Adult Social Care	ASi	2014-15	Increase of Fees & Charges in line with inflation	180	
32	Wellbeing	Non Schools	RC	2014-15	Raising Participation Partnership	25	Service to cease, SBC surplus contribution
33	CCS	Enforcement & Regulatory	GR	2014-15	Deletion of the Head of Enforcement Services post	20	The service area is due to be merged into Housing and Neighbourhoods Division in late 2013.
34	CCS	Enforcement & Regulatory	GR	2014-15	Reduce expenditure on land charges software license	37	Cost of license from software supplier has reduced.
35	CCS	Enforcement & Regulatory	GR	2014-15	Remove expenditure on SEERA	3	SBC is no longer a member of this regional policy group
36	CCS	Enforcement & Regulatory	GR	2014-15	Remove expenditure on ACTVAR	4.5	SBC is no longer a member of this sub regional policy group

37	CCS	Enforcement & Regulatory	GR	2014-15	Increase income budget on pre-application meetings	3	Some changes to income fee budgets needed to reflect actual income and increase is achievable.
38	CCS	Enforcement & Regulatory	GR	2014-15	Reduce expenditure in outsourced Transport Policy commissions	15	Reduce contract commissioning for Transport Policy work and provide it in-house
39	CCS	Enforcement & Regulatory	GR	2014-15	Reduce expenditure in staffing code by saving on staffing costs and increasing recharge to capital.	40	Reduce expenditure on staff support costs, travel budgets and increase recharge to capital
40	CCS	Enforcement & Regulatory	GR	2014-15	Reduce revenue funded traffic management scheme expenditure	22	Reduce the number of small traffic management schemes carried out through the revenue budget
41	CCS	Enforcement & Regulatory	GR	2014-15	Reduce expenditure in Transport Planning activity and replace with capital funds	30	The Transport Planning service will refocus on bidding for capital funds through government departments to replace funds
42	CCS	Enforcement & Regulatory	GR	2014-15	Recharge Network Management technician post - 1 FTE - to Capital	30	Recharge this post from the organisational structure to Capital budget. It will be costed against approved capital scheme budgets.
43	CCS	Enforcement & Regulatory	GR	2014-15	Reduce expenditure in the Business support team	6.5	The role of the Business Support team is changing and some operational budgets are no longer needed.
44	CCS	Enforcement & Regulatory	GR	2014-15	Increase Primary Authority income	5	Refocus staff on PA activity to generate more income
45	CCS	Enforcement & Regulatory	GR	2014-15	Reduce expenditure in Trading Standards operational budgets	20	The methods of Trading Standards has evolved and does not require the same level of funding for the same output
46	CCS	Community & Skills	AS	2014-15	Youth efficiency	100	NB - not a new saving. Year 2 planned savings from youth service review.
47	CCS	Community & Skills	AS	2014-15	Reduced cost of Thames Valley Athletics Centre contract to SBC	10	Reduced cost of TVAC contribution through contract efficiencies
48	CCS	Community & Skills	AS	2014-15	Libraries efficiencies	50	Efficiencies in facilities management, stock management, self service

49	CCS	Community & Skills	AS	2014-15	Arts and sport projects	20	Stop arts and sports support - no commitments for 2014-15 projects or help for clubs or community arts organisations.
50	CCS	Community & Skills	AS	2014-15	Registrars, cemetery & crematorium income	200	Increased income
51	CCS	Community & Skills	AS	2014-15	Community centres income	25	Increased income from promotion of community centres
57	CCS	ICT & customer services	RP	2014-15	ICT software cost savings	300	Successful renegotiation of ICT software contracts leading to reduced annual costs.
58	RHR	Finance & Audit	JH	2014-15	Reduction in External Audit fees	16	Reduction of External Audit fee budget through more effective closedown procedures
60	RHR	Finance & Audit	JH	2014-15	Contribution to directorate efficiency savings; reduce supplies & services spend	10	Reduce spend through more effective use of supplies & services spend
64	RHR	Finance & Audit	JH	2014-15	Reduce training budget in line with lower staffing levels	10	Reduced training spend as fewer staff within the service & more efficient training options
66	RHR	Finance & Audit	JH	2014-15	Recharge treasury management support provided by Treasury Management advisors for HRA support	15	More reliance on the Council's own Treasury Management knowledge rather than utilising advisors
67	RHR	Finance & Audit	JH	2014-15	Removal of Principal Accountant post supporting the Wellbeing directorate	52	Remove post (currently filled by agency) due to Government education reforms and Services to Schools project
73	RHR	Asset, infra. & Regen	JC	2014-15	Street Nameplate Maintenance	10	Following significant capital investment in 12-13 & 13-14 reduced maintenance expenditure required for future years
74	RHR	Asset, infra. & Regen	JC	2014-15	Public Rights of Way consultancy budget	4	Improved knowledge of the Council's RoW Officer has led to reduced demand for specialised RoW consultancy support
75	RHR	Asset, infra. & Regen	JC	2014-15	Flood Control	53	Improved efficiencies in Asset Management and Flood Management cyclic maintenance regimes with our term contractors

76	RHR	Asset, infra. & Regen	JC	2014-15	Disabled Crossing / tactile paving budget	50	Following significant investment/improvement & compliance over the last 10 years there is a reduced demand on this budget
77	RHR	Asset, infra. & Regen	JC	2014-15	Highway Fencing	27	Following significant investment/improvement of the highway fencing asset over the last 10 years there is a reducing demand on this budget
78	RHR	Asset, infra. & Regen	JC	2014-15	Illuminated Sign and Bollard Maintenance	30	Undertake reduced level of illuminated sign and bollard maintenance
79	RHR	Asset, infra. & Regen	JC	2014-15	Reactive Highway Maintenance works- road and pavement patching and pothole repairs	80	10% reduction in level of reactive works carried out to footways and carriageway throughout borough
82	Chief Exec.	P&C	TL	2014-15	Deletion of Equalities project work budget	12.5	Deletion of Equalities project work budget
83	Chief Exec.	P&C	TL	2014-15	Reduction of Community Cohesion project budget	20	Reduction of Community Cohesion project budget
84	Chief Exec.	P&C	TL	2014-15	Citizen	38	Change from paper to digital based newspaper provision whilst retaining some targeted paper provision.
85	Chief Exec.	Prof services	KG	2014-15	Reduction in HR support required	95	Reduction in posts in HR team as overall staff numbers in organisation reduces
86	RHR	Asset, infra. & Regen	JC	2014-15	15% reduction to buildings maintenance	150	15% Reduction in Annual Buildings Maintenance Budget. Look to capitalise where appropriate
87	RHR	Housing & Environment	NA	2014-15	Restructure	50	
88	RHR	Housing & Environment	Sarah Richards/ Nick Hannon	2014-15	Negotiate waste services contract with Bucks SS	100	
89	RHR	Housing & Environment	Hamid Khan	2014-15	Reclaiming funding for vulnerable households	60	
90	RHR	Housing & Environment	Hamid Khan	2014-15	Homeless Costs	25	Renegotiate Hostels contract

91	RHR	Finance & Audit	Joseph Holmes	2014-15	Internal Audit Plan	25	Reduce Internal Audit Annual plan coverage
92	Wellbeing	Wellbeing	A. Snowling	2014-15	Prevention & Protection	300	Better integration of Public Health and Wellbeing services
93	Wellbeing	Non Schools	RC	2014-15	Services to Schools Review	202	Savings due to new Contract
94	Wellbeing	Non Schools	RC	2014-15	Services to Schools Review	140	Removal of Budget not included in Contract
95	Wellbeing	Adult Social Care	ASi	2014-15	Staffing - reviewing officers, PM and reablement and vacant posts from restructure in 14/15	170	
96	Wellbeing	Adult Social Care	ASi	2014-15	Inflation contingency	200	
97	Wellbeing	Adult Social Care	ASi	2014-15	Reablement - reduction in care packages	170	Greater and better outcomes from the reablement service leading to reductions in home care packages
98	Wellbeing	Adult Social Care	ASi	2014-15	Review of the Resource Allocation System	200	Review and recalibration of the Resource Allocation System leading to reduced costs
99	Wellbeing	Adult Social Care	ASi	2014-15	Extra Care Housing Internal Service	50	Review and renegotiation of the existing Extra Care Schemes
100	Wellbeing	Adult Social Care	ASi	2014-15	Internal Day services	100	Review of Internal Day Services
101	Wellbeing	Wellbeing	Asn	2014-15	Public Health cost recovery	50	New Public Health Service making an appropriate contribution for departmental and central support services
102	Wellbeing	Wellbeing	ASi	2014-15	Community & Voluntary sector commissioning	150	Lower costs from re-commissioning activity with third sector groups
103	Wellbeing	Wellbeing	ASi	2014-15	Telecare & equipment	25	Savings in reduced levels of home care packages from greater investment in telecare.
108	RHR	Finance &	JH	2014-15	Insurance contract management	170	Reduced costs through contract management savings
116	CCS	Community & Skills	Astevens	2014-15	CLASS staffing	20	1st part year impact (total £50K). Reduction of 1 FTE management post following end of Migration Excel contract
118	CCS	Community & Skills	Astevens	2014-15	Community Services staff	10	Delete vacant PT post
119	CCS	Community & Skills	Astevens	2014-15	Pitch bookings	13	Saving from managing pitch bookings in SBC as part of community bookings team (bringing it in from SCL)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th November 2013
CONTACT OFFICER: Amardip Healy – Head of Legal Services
(For all enquiries) (01753) 875035
WARD(S): Upton
PORTFOLIO: Neighbourhoods and Renewal

PART I
KEY DECISION

TRANSACTIONS RELATING TO THE CASTLEVIEW SITE

1 Purpose of Report

The purposes of this report are to:

- 1.1. Inform Cabinet of transactions relating to the Castleview site made since the Cabinet meeting of 7th August 2012.
and
- 1.2 To seek Cabinet's approval for the proposal that funds from General Fund capital be used to pay the purchase price for the land shown edged blue on the plan at Appendix C.
- 1.3 The purchase price for this land is not yet in the public domain and is commercially sensitive. The amount will be reported in Part II of the Agenda.

2 Recommendations

The Cabinet is requested to resolve:

- (a) That the transactions specified in Paragraph 1.1 of the report be noted, and
- (b) That funds from General Fund capital be used to pay for the acquisition of the land shown edged blue on the plan at Appendix C.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

The JSNA priorities of particular relevance are:

- Improve the quality and availability of housing and environment in Slough;
- Increasing skills and employment opportunities;

4 Other Implications

(a) Financial - the Council has the liability to pay, probably within a year's time for the land shown edged blue on the Plan at Appendix C.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	As identified in this Report	As identified in this Report
Property	As identified in this Report	As identified in this Report.
Human Rights	None	N/A
Health and Safety	None	N/A
Employment Issues	As identified Above	As identified Above
Equalities Issues	None	N/A
Community Support	Not applicable	Not applicable
Communications	Confidentiality is essential with regard to the sum of one transaction	Sum to be reported in Part II
Community Safety	N/A	N/A
Financial	As identified in this Report	As Identified in this Report
Timetable for delivery	As identified in this report	As identified in this Report
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

There are no implications in this regard.

(d) Equalities Impact Assessment

There are no implications in this regard.

(e) Workforce

There are no implications in this regard.

5. Supporting Information

- 5.1 At the Cabinet meeting of 7 August 2012 it was agreed that the Council should conclude a series of transactions relating to land adjoining and within the Castleview housing site. These transactions were dependant upon the outcome of Bellway Homes Limited's negotiations to purchase the housing site and followed a strict sequence and timetable of steps and have now been completed as follows.
- 5.2 The acquisition of land for a new housing development shown edged red on the plan at Appendix A to this Report was completed by Bellway Homes Limited on 12 September 2013.
- 5.3 The Council completed a lease for a term of 999 years to Bellway Homes Limited of the "Access Land" shown edged red on the plan at Appendix B to this Report on 12

September. The lease generated a capital receipt to the Council of £5,100,000. Under the lease Bellway Homes is also obliged at its own cost to construct an access road to adoptable standards on the Access Land, to dedicate this as public highway and also to carry out other works of improvement to the Council's adjoining land.

- 5.4 Also on 12 September the Council entered into an Option Agreement with Bellway Homes giving the Council the Option to "buy back" the Access Land for the sum of £1.00, within 5 years of the adoption as a public highway of the access road, subject to the obligation to grant rights of way over such access road to Bellway Homes Limited and to W.J. Barker and others.
- 5.5 Also on 12 September the Council entered into an Option Agreement with Bellway Homes to acquire the land shown edged blue on the Plan at Appendix C, being part of the land acquired by Bellway Homes on the same day. The Council then had 28 days to exercise the Option, i.e. before the next scheduled Cabinet meeting.
- 5.6 Notice to exercise the Option was served on Bellway Homes on 9 October, via the exercise by the Chief Executive of delegated powers, after consultation with the Leaders of the Council and the Opposition. The transfer to the Council of legal title to the land was completed on 23 October 2013.
- 5.7 Under the Option Agreement the Council is obliged to make a payment to Bellway Homes, the amount of which is commercially sensitive. Such payment is not due until Bellway Homes have practically completed the construction of the 50th residential unit on its adjoining land or until 30 April 2015 whichever is the earlier. Bellway Homes expects that practical completion of the 50th unit will be achieved by about this time next year.
- 5.8 Under the Option Agreement Bellway Homes is obliged to construct, at its own cost, an access road on its adjoining land in the position shown coloured brown on the Plan at Appendix C leading to the land acquired by the Council, to base course level by 12 April 2014 and to construct utility services to that land. In default, the Council is permitted to do these works and set-off any costs against the sum due to Bellway Homes for the land.
- 5.9 The terms upon which the Council has been able to acquire the land shown edged blue on the Plan at Appendix C give the Council scope to use this land for any purposes other than those which may constitute a nuisance, annoyance, disturbance or cause damage to the owners of the adjoining housing site. Consequently the purchase will be funded from General Fund capital.
- 5.10 In addition to the benefits secured through these transactions the Council has also secured a s160 to improve the operation of the A4/Upton Court Road junction. This must be completed before any dwellings are occupied.

6. Comments of Other Committees

Cabinet of 7th August 2012

7. Conclusion

The Council has secured a capital receipt of £5,100,000 for the grant of the Lease to Bellway Homes of the Access Land upon terms which oblige Bellway Homes Limited to construct an access road to adoptable standards, to dedicate such road as public highway and to do other works of improvement to the Council's adjoining land at its own cost. The Council has also secured the right to buy back the Access Land for a nominal sum, subject to the obligation to grant rights of way over it. The Council has also secured the title to the Land shown edged blue on the Plan at Appendix C for a payment, the amount of which remains commercially sensitive, together with the benefit of covenants securing the construction of an access road and services to this land at no additional cost. This land can be used for any of the Council's functions. All of this enhances the Council duties of Best Value.

Appendices Attached

Appendix A – Plan showing land acquired by Bellway Homes Limited

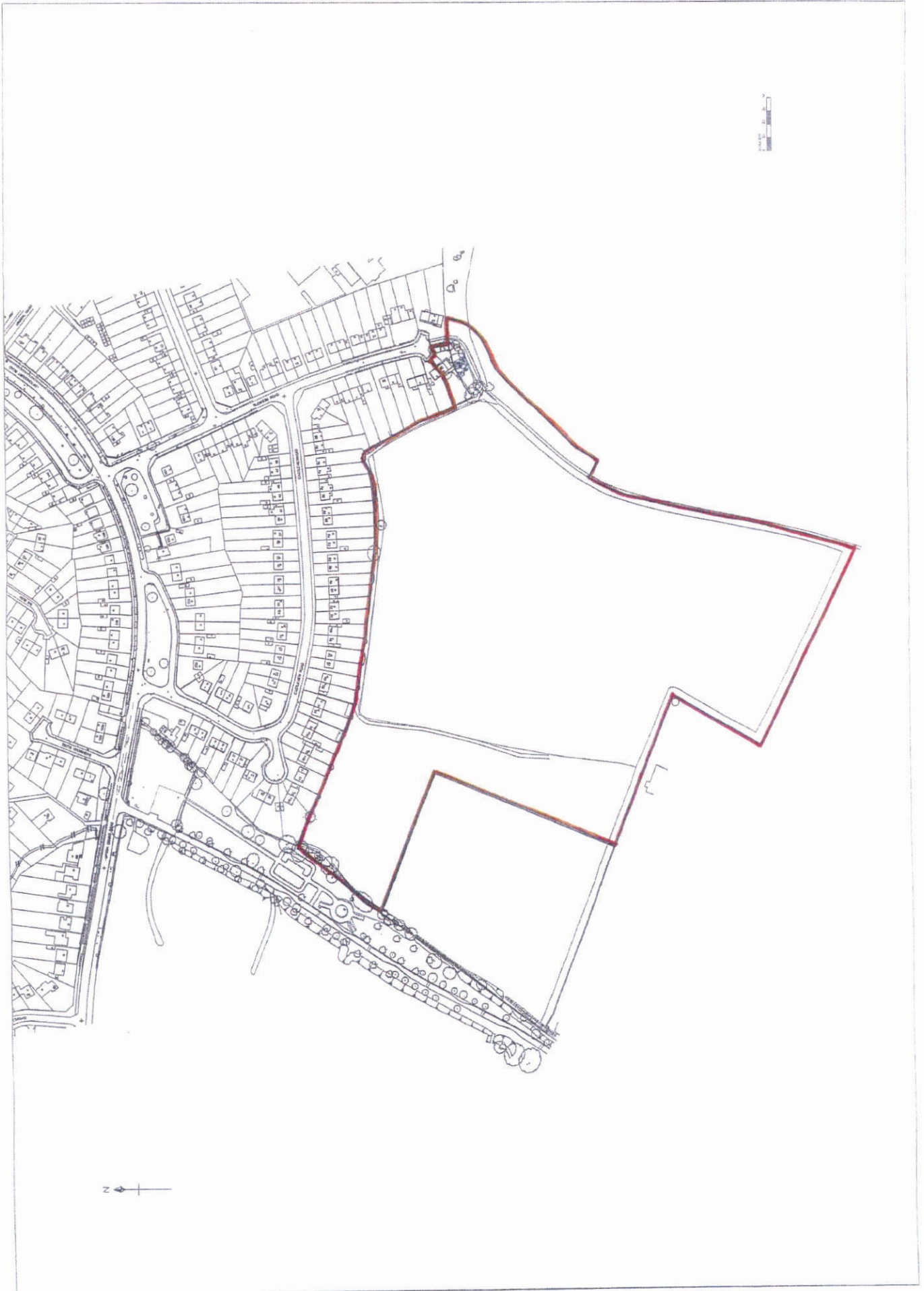
Appendix B – Plan showing site of "Access Land" leased to Bellway Homes Limited

Appendix C – Plan Showing "Option Land" acquired by the Council

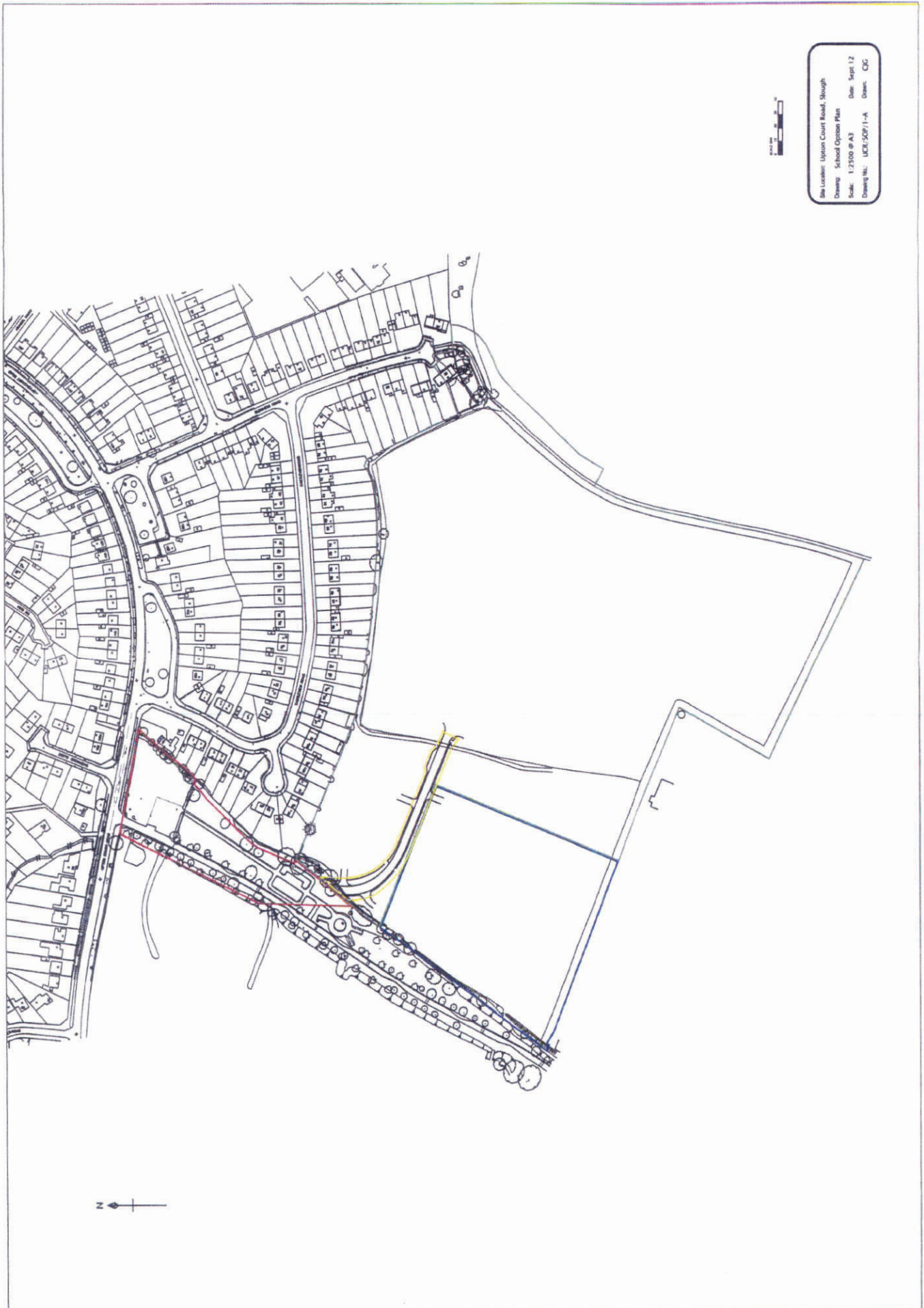
Background Papers

Report to Cabinet of 7 August 2012.

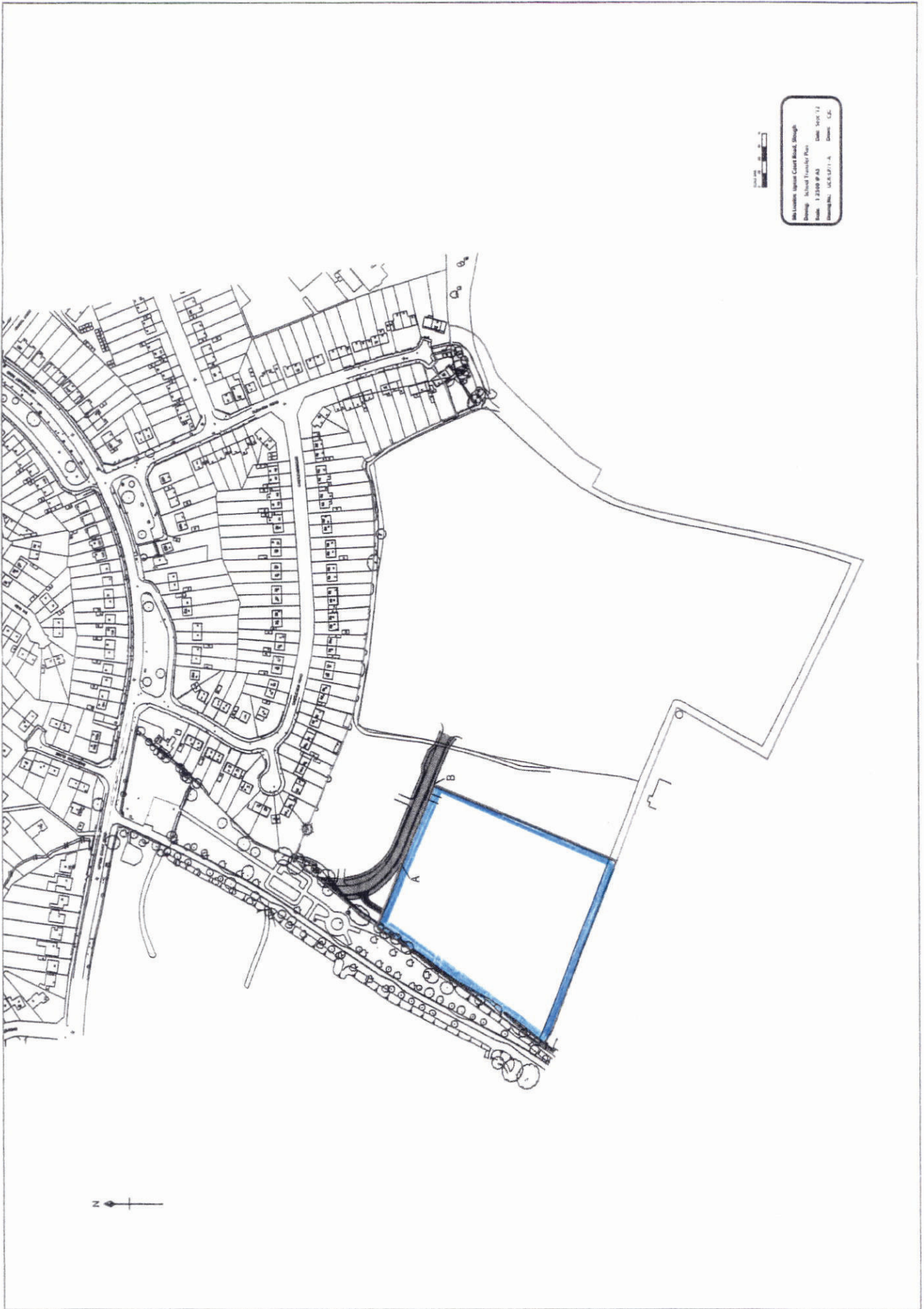
APPENDIX A



APPENDIX B



APPENDIX C



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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th November 2013
CONTACT OFFICER: Alan Sinclair – Assistant Director, Adult Social Care,
Commissioning and Partnerships
(For all enquiries) (01753) 87 5752
WARD(S): All
PORTFOLIO: Health and Wellbeing – Cllr James Walsh

PART I
KEY DECISION

OLDER PEOPLE'S COMMISSIONING STRATEGY 2013 – 2018

1 **Purpose of Report**

To present to Cabinet for their review and ratification Slough's Commissioning Strategy for Older People 2013 – 2018.

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

The Cabinet is requested to resolve that the Older People's Commissioning Strategy 2013-2018 be approved.

3 **Slough Joint Wellbeing Strategy Priorities**

The priorities in the Older People's Commissioning Strategy reflect those of the Council's set out in the Slough Wellbeing Strategy:

Health and Wellbeing

- Enables people to make positive informed choices about their care and support
- Intervene early to aid recovery and promote healthier lifestyles and choices
- Maintain a person centred approach to service provision
- Provide effective and tailored services for adults to allow them to live independent, socially inclusive lives

Safer Communities

- Improve public information and help people have an active role
- Focus on ensuring personal safety and high quality service provision

Housing

- Increase the amount of affordable housing for rent and sale to support regeneration and promote tenure diversity

- Develop a mix of housing in terms of tenure and size to meet the needs of the current and future population (in particular the assessed needs of older people)

The Older People's Commissioning Strategy also contributes to the cross-cutting themes:

Civic Responsibility (Community Cohesion)

- Promotes and enables involvement in community activities
- Reduces inequalities and promotes fair access to high quality services

Slough Joint Strategic Needs Assessment

- Adult social care is highly resource intensive and our growing and ageing population is set to increase. The JSNA provides indicators for health and wellbeing needs and helps inform our decisions on future commissioning

4 **Other Implications**

(a) Financial

The delivery of the Older Peoples Strategy will be challenging in a time of unprecedented change and tough economic climate, however we believe that getting services right for our local older people is critical. The impact of the Health and Social Care Act 2012 presents major restructuring for health and social care services. This will mean closer working across health and adult social care services resulting in more joined up service delivery. Both health and social care commissioners must therefore work together to ensure that services are cost effective, provide value for money and achieve good outcomes for people. We will in turn work with service providers to redesign or decommission ineffective services to ensure value for money and transform the way services are delivered.

Requirements to use budgets more efficiently and effectively necessitate different approaches and more innovative ways of working. The strategy sets out our key commissioning priorities as identified through Slough's Joint strategic Needs Assessment and the service user consultations carried out. The strategy has an action plan in line with changing needs to ensure better value for money. Page 17 of the Commissioning strategy indicates the key Commissioning priorities which include:

- *Personalised care and support* – working with GPs and community nurses, private and voluntary sector to provide joined up services for people with the most complex needs
- *Providing high quality information* – to increase informed choice and control
- *Promoting active engagement in the community* – reducing isolation
- *Avoiding unnecessary hospital admissions* – working with hospitals and community health services to increase the numbers of people who get rehabilitation and other services to prevent hospital and care home admission
- *Making a positive contribution* – where whole systems approaches include services users and patients
- *Freedom from discrimination* – promoting dignity and respect and further develop the ways in which we keep people safe
- *Promoting and maintaining independence* – enabling people to remain longer in their own homes and communities

Other significant local priorities and key areas of work include:

- *Stroke* – providing enhanced early intervention services
- *Dementia* – working in partnership to embed the National Dementia Strategy in Slough
- *Supporting carers* – assessment and services supporting carers to continue caring

The Council's estimated spend on older people for 2013-2014 is £10.5M. In July 2012 the Department of Health published a new 'Reforming Care and Support' model (Page 4 of the Older Peoples Strategy). This model emphasises promoting wellbeing and independence at all key stages to reduce the risk of people reaching a crisis point. In keeping with this, funding of £1.8M is provided in addition through NHS England for 2013-2014. The funding is in line with the Department of Health's model and focuses on specific joint health and social care projects which help reduce the need for more intensive care and support, a substantial amount of this funding will be supporting older people in Slough to live independently, avoiding admission to hospital and supporting early discharges from hospital.

(b) Risk Management

Risk	Mitigating action	Opportunities
<u>Property</u> – Identifying availability of land and property for developments of Extra Care Housing	Working with providers and housing colleagues	Accessing the Home and Communities Agency's Specialised Housing Fund (application by January 2014)
<u>Human Rights</u> – Older people have the right to choose what service they receive as part of personalisation. If we do not listen to what people need there is a possibility that services commissioned do not meet people's needs.	Full engagement of key stakeholders throughout consultations and commissioning of services	Commissioning opportunity to ensure high quality provision that meets changing needs in appropriate environments
<u>Equalities issues</u> – Services commissioned do not meet the needs of Sloughs communities	Equalities Impact Assessment completed	Commissioning opportunity to ensure high quality provision that meets changing needs
<u>Community Support</u> – Without full engagement of the community in general there is a risk services will be developed and not sustainable or supported by the community	Full engagement of key stakeholders throughout consultations Feedback sessions with information updates provided	Supporting more people in their own homes where appropriate and to promote integration in the community

<p><u>Communications</u> – If the development and subsequent publication of the strategy is not wide spread there is a risk services developed will not meet the needs of Sloughs community.</p>	<p>Full engagement of key stakeholders throughout consultations</p> <p>Feedback sessions with information updates provided</p>	<p>Keeping service users, carers and older people updated and involved in future service developments and commissioning processes</p>
<p><u>Financial</u> – If finances are not monitored or planned there will not be adequate resources available to commission services for older people.</p>	<p>Annual budget setting followed by monthly monitoring</p>	<p>Securing better value for money through better alignment of commissioned services with projected need</p>
<p><u>Timetable for delivery</u> – If the strategy does not consider when services need to be commissioned there is a risk the strategy will not be delivered in the timescale of 2013 – 18.</p>	<p>Regular annual reviews of strategy to ensure appropriateness and take account of any major changes / developments which may impact</p>	<p>There are five years to deliver the strategy.</p>

(c) Human Rights Act and Other Legal Implications

The Government is committed to delivering equity of access to treatment, prevention and promotion interventions, as well as equality of experience and outcomes across all protected groups. The Department of Health’s Equality and Human Rights Assurance Group (EHRAG) uses the Adults Social Care Outcomes Framework (ASCOF) outcomes measures and indicators to support the development of an action plan to deliver statutory equality objectives. Slough Borough Council also uses the ASCOF as part of the contract monitoring process.

The development of the strategy ensured full consultation with service users and key stakeholders which had a positive influence in developing the priorities in the strategy. Feedback events on the consultation results were held and the useful information we have gleaned was shared.

(d) Equalities Impact Assessment

An equalities impact assessment (EIA) has been completed. This shows that the strategy would specifically affect people with regard to age and disability issues in enabling them to live more independently.

(e) Workforce

The wellbeing directorate has recently been subject to a restructure which will provide a positive impact on service delivery. This was necessitated by the need to align the workforce organisational structure to transitional and transformational activities that have taken place within the directorate over the past year.

This has included a redesigned Adult Social Care Customer Pathway (required to further embed personalisation to promote choice, control and independence for service users) as well as the ongoing work with NHS commissioners and provider Trusts.

By redesigning the workforce and bringing the statutory responsibilities for adult social care, children's social care and public health into a single unit we now have an organisational workforce model that will further support the delivery of the strategy.

5 **Supporting Information**

5.1 **Background to the strategy development**

5.1.1 Over the last few years, a number of significant changes within health and social care have been made. Slough's previous Older People's strategy has come to an end and a refreshed strategy provides an opportunity to review and transform the way services will be delivered in the future.

The *Health & Social Care Act 2012* is a key document which provides the structure of the new health reforms. These include:

- The role of Clinical Commissioning Groups
- The development of Healthwatch and Health and Wellbeing boards
- The move of Public Health into Local Authorities

The *Adult Social Care and NHS Outcomes frameworks* focus on improving services and outcomes for users.

Transforming Adult Social Care promotes Personalisation – providing increased opportunities for choice and control and improving health, wellbeing and independence.

Slough's changing demographics and health needs as indicated in the Joint Strategic Needs Assessment and the latest census detailing the projected needs of older people in the borough have also influenced the development of the Older People's Commissioning Strategy.

Although Slough has a lower than average increase in the number of older people our older population is growing. What we are facing though, because of the profile of our population, is an increasing number of older people with complex needs and/or long term conditions that means peoples need for social and health care support and services increases. The strategy with its emphasis on preventative and early intervention services is aimed at reducing the number of people who will require long term and expensive social and health care services.

5.2 **Consultation and Engagement**

5.2.1 The refreshed strategy has been developed using a variety of different methods including:

- Extensive consultation with older people and key stakeholders
- An older people steering group provided the lead enabling us to strategically consult with as many older people as possible. The group

contributed to the design of a questionnaire for wider consultation and were kept regularly informed throughout the process

- Engagement with the voluntary sector in arranging a consultation event
- Feedback events to share the results of the consultation. The consultation provided significant but important information which helped inform the strategy
- Reviews of current service provision providing valuable information regarding services throughout the Borough
- Partnership working with key stakeholders to identify priorities for future commissioning
- Slough Clinical Commissioning Group have participated and contributed to the development of this strategy

5.3 The need for change

5.3.1 The Older People's Commissioning Strategy clearly sets out the priorities of the Council which dovetail with those of Slough Clinical Commissioning Group and Slough Public Health.

5.3.2 Many of our current commissioning arrangements with the voluntary sector services are coming to an end and in order to move with the times and achieve value for money we need to change the way we commission services in the future. The older people's commissioning strategy provides opportunities to:

- Help re-shape the market according to need
- Re-provide services which take account of personalisation
- Focus on preventative services that are more outcomes focussed and increase health and wellbeing

5.3.3 The strategy allows us to further demonstrate our commitment to ensuring the needs of our older population are appropriately met which includes future developments such as Extra Care Housing.

6 Comments of Other Committees

The strategy was presented to Health Scrutiny on 17th September. Any points raised by the panel were addressed.

7 Conclusion

That Cabinet approve the Older People's Commissioning Strategy for wider publication.

8 Appendices Attached

'A' – Commissioning Strategy for Older People in Slough 2013 – 2018

9 Background Papers

None

Slough Commissioning Strategy For Older People

2013 - 2018



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1 EXECUTIVE SUMMARY

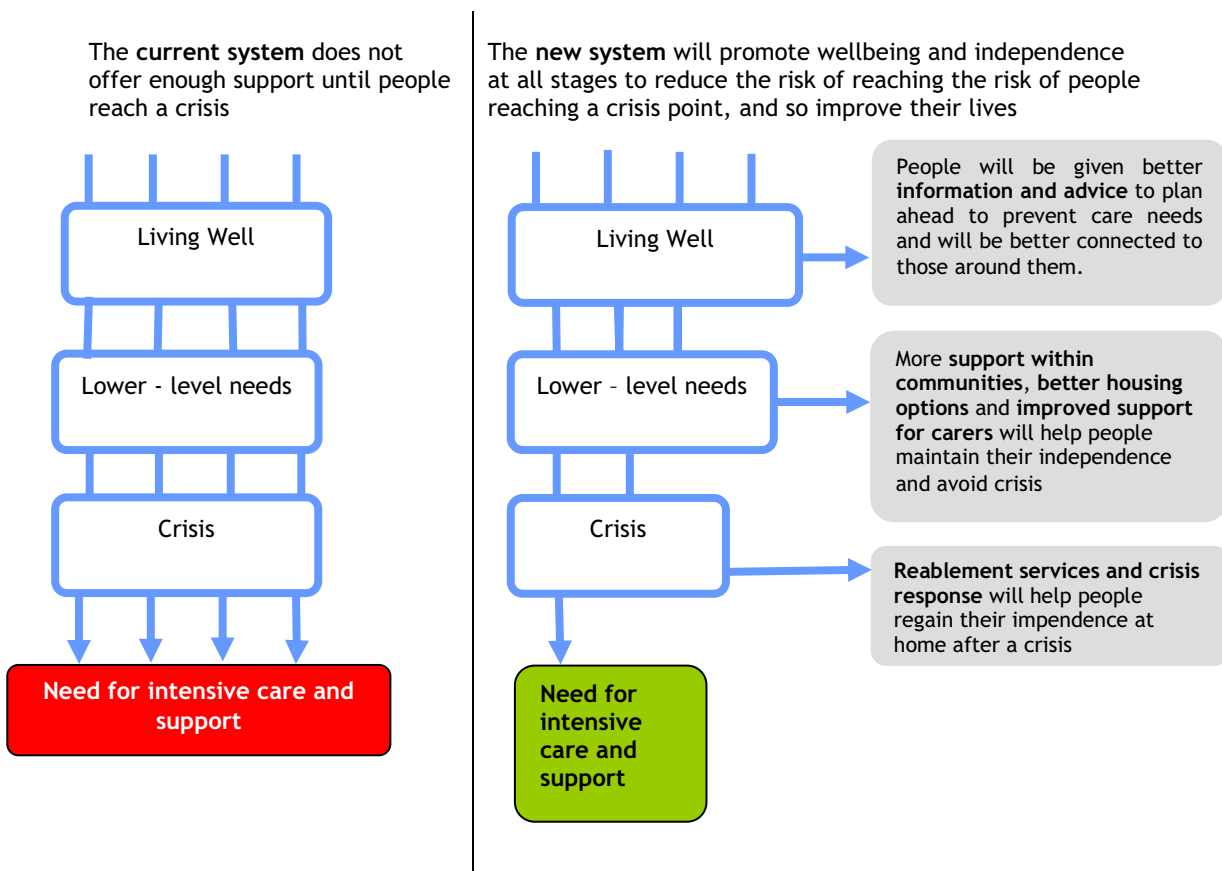
1.1 The strategy

This commissioning strategy for older people focuses on the needs of people requiring support from Slough Borough Council and the resources available to meet those needs. On doing so, it recognises the initiatives that can delay or even prevent older people needing support. It is about how public value can be assured and outcomes improved, particularly for people with eligible needs for support.

This commissioning strategy for older people will explore and detail the community and preventative opportunities for all older people in Slough and will be set within the commissioning for personalisation / transformation programme for social care services.

1.2 Reforming Care and Support

The model below represents the strategic shift in supporting people.



Model 1

DH Caring for our future: reforming care and support - July 2012

Whilst this strategy is about adult social care services in Slough, it recognises the imperative work with a range of partners to deliver whole systems services that meet the needs of local communities.

This strategy needs to be seen in the overall context of how public services respond to an ageing population, in promoting choice and personalisation whilst creating the environment to support community wellbeing. It therefore links with other strategic documents produced jointly by Slough Borough Council and Slough Clinical Commissioning Group (CCG).

1.3 Aims of the strategy

The aims of this strategy are to:

- Stimulate the market to develop flexible services which offer choice and control and can support personalisation and self directed support
- Set up comprehensive commissioning arrangements for preventative services designed to improve the quality of life and maximise independence for older people and also control spend through managing increasing demand
- Specifically improve services for dementia
- Minimise the costs of services provided to ensure we can maximise our ability to help older people in need of support.
- Deliver more cost effective services through more effective utilisation of existing services
- Develop action plans which deliver improvements in patient care, experiences of care and better performance
- Improve mortality and reduction in years of life lost, particularly important for improvements in wellbeing
- Ensure high quality services in health and social care through robust quality monitoring

Whilst we will do as much as we do as much as is possible within the constraints of our budget, we will also take into account the need for a sustainable market. The collation Government has set a challenging agenda with major restructuring within the NHS and significant financial constraints across the public sector.

The advent of Clinical Commissioning Consortia will set a new context for the delivery of effective joint commissioning and coupled with the challenging economic

climate for the foreseeable future, suggests that commissioning in partnership will be critical if we are to deliver quantity and value for money services that people want across the whole system.

The delivery of this strategy will be challenging in a time of unprecedented change and a tough economic climate, however we believe that getting services right for our local older people is critical. The impact of the Health and Social Care Act 2012 presents major restructuring, for healthcare and social care services. This will mean closer working across health and adult social care services resulting in more joined up service delivery. Both health and Social care commissioners must therefore work together to ensure that services are cost-effective, provide value for money and achieve good outcomes for people. We will in turn work with service providers to redesign or decommission ineffective services to ensure value for money and transform the way services are delivered.

This strategy builds on the outcomes of the older people thematic commissioning review which proposed a strategic shift of investment to personalised preventative community services reducing the need for more intensive interventions. See model 1.

1.4 Agreed approach

Slough Borough Council in partnership with Slough Clinical Commissioning Group wants to offer the best opportunities for people as they grow older but these needs to be set within the context of significant financial constraints set by government on public spending and the major restructuring within the NHS. This initiative presents tough challenges but with challenge comes opportunity, and we take this opportunity to do things differently.

1.5 Time period

The strategy centres on the quality of life for those aged 65 and over but also takes account of the needs of those aged 55 and over who may experience long term conditions. It covers a five year period from April 2013 to March 2018, states both health and social care priorities, takes account of the views of local people and links directly with both national and local strategies.

1.6 Investment in resources

Due to the strategic shift towards investment in more preventative services in the community, the following have been the main areas of review and analysis in preparing the Older People Commissioning strategy:

- The demographics of the area and the changes taking place in Slough especially in relation to older people which include a significant ethnic population with diverse needs
- Scarcer resources resulting in services being more targeted and the strategy being more evidenced based rather than repeating current practices
- Recognising that a personalised approach requires providers to be able to offer a range of flexible and innovative services required by the increase in personal choice
- Creating strong working partnerships with all stakeholders including the private and voluntary sector
- Continued consultation with service users
- Re-organising initiatives to reducing hospital admissions
- Maximising opportunities for joint resources by using collective resources differently and more efficiently

In working towards this, some service areas already reviewed included:

- Re-tendering our home based care and support services to include the facility for personal assistants
- Re-tendering our Carers Respite to provide a new way of working which includes joint support planning with outcomes for both the carer and the cared for
- Developing enhanced intermediate care and reablement services to prevent hospital admissions and help people return home safely following a stay in hospital
- Tendering for a Berkshire Community Equipment Service which supports and enables independence
- Tendering a Mental Health Day service provision
- Tendering Floating Support services
- Tendering for a comprehensive Advice, Information and Advocacy service.. Some aspects of the service (advocacy, carer crisis support) are however subject to eligibility criteria.

- Increasing access to psychiatric therapy treatment (IAPT) for emotional wellbeing
- Introducing integrated care teams to provide 'wrap around care' which include comprehensive care plans for people with high needs i.e. multiple long term conditions
- Successfully bidding and securing funds through the Dementia Challenge for information services and strategies for early diagnosis
- Providing early supported discharge for stroke patients
- Providing enhanced community rehabilitation in people's homes

1.7 Shift in resources

Our intentions for shifting resources include:

- Reviewing our nursing and residential provision in line with reductions in predicted demand
- Diverting more care and support services to being provided within the persons own home
- Developing preventative and community based supports that support people to live independently at home and reduce reliance on long term health and social care services.
- Reducing length of stay in hospital beds and getting people back home in the community more quickly and safely

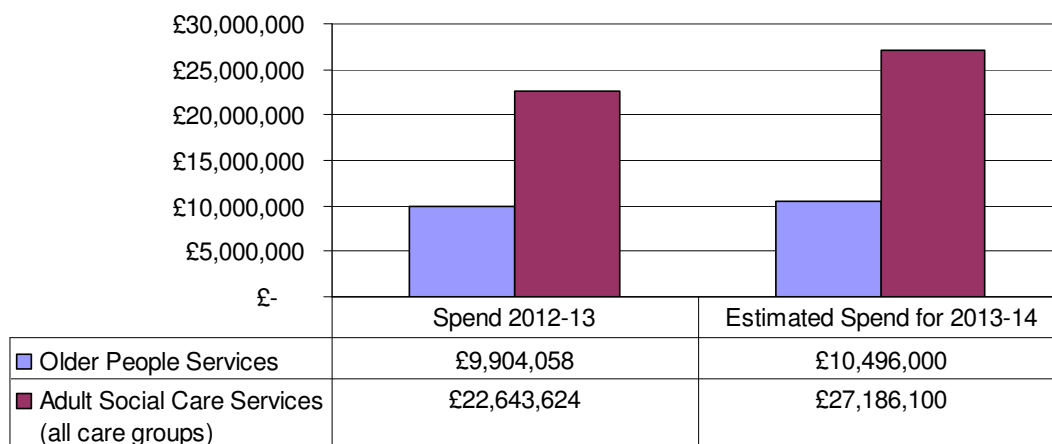
Overall this strategy sets out our vision and principles of care and our commitment to personalisation and local community wellbeing. It also outlines the challenges of responding to and supporting an ageing population and describes our priority commissioning intentions.

2 INTRODUCTION

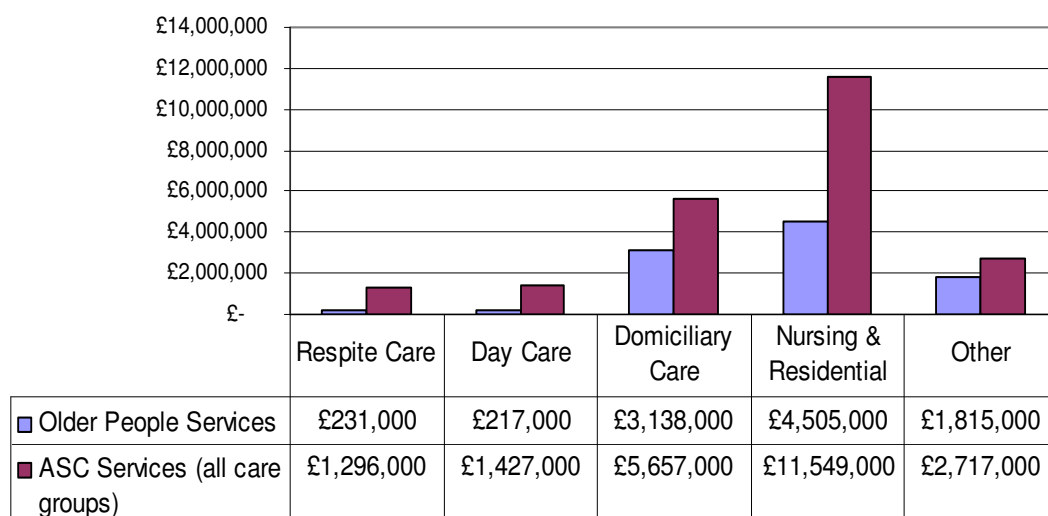
2.1 Background and Context

Both Slough Borough Council and Slough Clinical Commissioning Group currently commission a range of services across the borough through different contracting arrangements. Our intention is to maximise the efficiency of our funding streams and re-commission services which are able to meet the personalisation and prevention requirements. Below are details of the councils Adult Social Care spend and older people's spend for 2012/13 and the estimated spend for 2013/14.

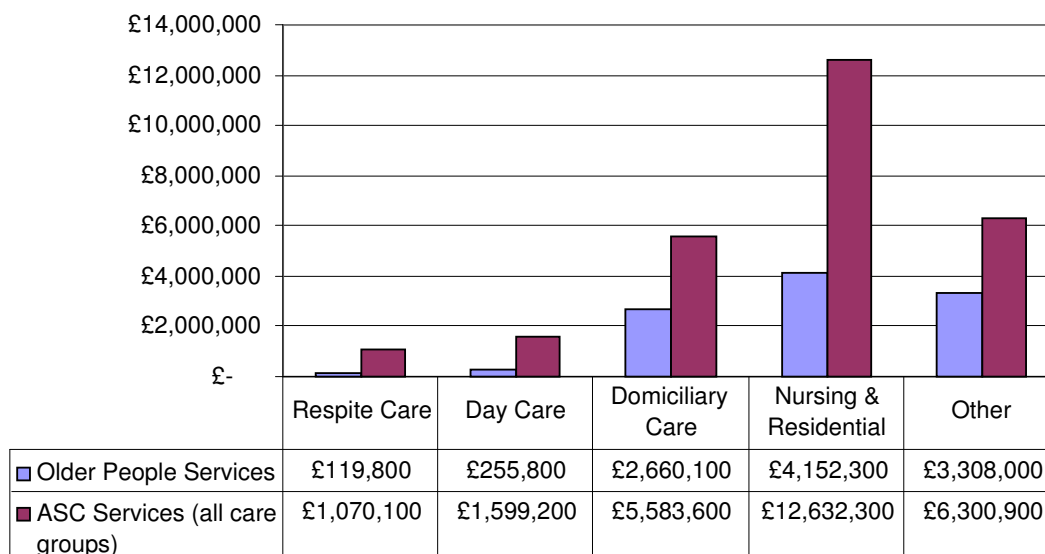
Summary of Adult Social Care Spend



Summary of Spend by Service Type 2012-13



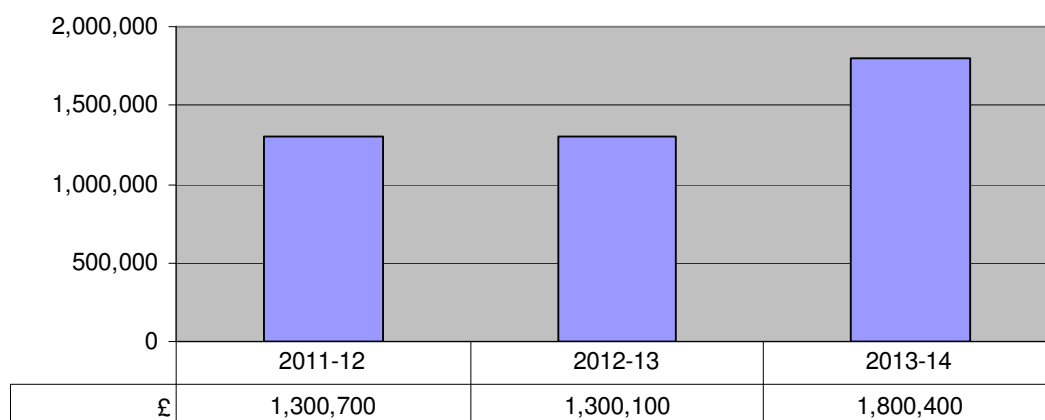
Summary of Estimated Spend by Service Type 2013-14



The department of health has identified funding to be transferred to local authorities through the NHS Commissioning Boards (formerly PCT) for investment in social care services which will have a health benefit. Slough Borough Council has put forward proposals to Slough Collaborative Commissioning Board for projects to be funded which will achieve the outcomes in both the NHS and the Adult Social Care Outcomes Frameworks. These projects include:

- Enhanced Intermediate Care and End of Life Care
- Reablement
- Equipment and Assistive technology
- Project management and Support

Health Investment in Social Care



2.2 The Purpose of Commissioning

“Commissioning” describes the activities undertaken to plan and secure the delivery of services in response to assessed and prioritised needs within the resources available. The purpose of this Older People’s Commissioning Strategy is to state how Slough Borough Council in partnership with Health / Slough Clinical Commissioning Group (CCG) will deliver quality care and support across the care pathway for older people in the Borough within the constraints of our budget.

- It is based on strategic commissioning principles and best practice
- It provides a framework for the provision of health and wellbeing services
- It proposes specific actions to transform services for older people that provide a greater range of choice
- It sets out the priorities for the Council and Health in the planning and delivery of services which will also include key partners in the voluntary and private sector organisations

2.3 Shared values and visions

The shared values and visions of Slough Borough Council, Health and Slough Clinical Commissioning Group are:

- To maximise independence, promote health and wellbeing and keep people safe
- Increase community engagement, bringing services closer to people's home
- For GP's, other health professionals and patients to work together within the NHS to continually improve the health of Slough
- To ensure healthcare services are making the best use of taxpayers money
- For service delivery to be reliable, trustworthy, transparent and accountable
- To encourage service innovation using best practices that are efficient, effective and evidenced based
- To ensure good quality service provision

2.4 Principles

We are committed to improving our patients' / services users' experiences of health and social care services. With GP's and clinicians working together to deliver high quality services consistently in the community we aim to ensure a comprehensive range of services based on best practices. Our shared vision promotes and is supported by the following rights and principles in that older people:

- be given equal respect, both as individuals and as members of their families and chosen communities
- are enabled to make contributions as citizens, and are not just recipients of services
- have the right to decide how and where they live and die, and to make informed choices about services that affect them, enabling them to maintain their independence and putting them in control
- are provided with good information in ways and places they find useful and which enables informed choice
- have the right to expect high quality, proactive services
- have the right to be protected from harm
- have the right to privacy and dignity and to be treated with respect
- are entitled to an assessment, services and support in their own right

2.5 Outcomes

To best meet the needs of those requiring care and support, we need to move from focussing on ill health to that of promoting good health and wellbeing and more active lifestyles. Our outcomes are in line the principles of '*A Vision for Adult Social Care: Capable Communities and Active Citizens*' (2010).

- ◆ **Prevention** – Empowering people and communities to work together to maintain independence
- ◆ **Personalisation** – Individuals taking control of their care and wellbeing
- ◆ **People** – A workforce given the freedom to provide care and support with skill and innovation
- ◆ **Plurality** – People's needs matched by diverse service provision through high quality providers
- ◆ **Protection** – Safeguards against the risk of abuse or neglect
- ◆ **Partnership** – Partnership working between individuals, communities, the voluntary and private sectors and housing.
- ◆ **Productivity** – Greater local accountability which drives improvements to deliver higher productivity and high quality care and support services

The Slough Clinical Commissioning Group outcomes indicators include:

- ◆ Reduction in potential 'years of life lost'
- ◆ Improved health related quality of life for people with long term conditions
- ◆ Increase in proportion of people feeling supported to manage their condition
- ◆ Reductions in emergency admissions for acute conditions that could be managed in the community
- ◆ with appropriate care and support
- ◆ Reduction in emergency readmissions within 30 days of discharge from hospital
- ◆ Improvements in patient experience of GP services
- ◆ Improvements in patient experience of GP out of hours services
- ◆ Improvements in patient experience of NHS dental services
- ◆ Reductions in incidences of healthcare associated infections

2.6 Strategy development

This strategy has been developed using a variety of different methods including:

- Extensive consultation with older people and key stakeholders
- An older people steering group providing the lead which enabled us to strategically consult with as many older people as possible. The group contributed to the design of a questionnaire for wider consultation and were kept regularly informed throughout the process
- Engagement with the voluntary sector in arranging a consultation event
- A feedback event to share the results of the consultation. The consultation provided significant but important information which helped inform this commissioning strategy
- Reviews of current service provision providing valuable information regarding services throughout the Borough
- Partnership working with key stakeholders to identify priorities for future commissioning

3 NATIONAL CONTEXT

3.1 Key drivers for change

The Government's vision for adult social care heralds a new direction and sets out how the Government wishes to see services delivered. The new Health and Social Care Act 2012 describes major restructures such as the development of Clinical Commissioning Groups, local Healthwatch and Health and Wellbeing Boards. The Act also initiates the move of Public Health services into local authorities giving them greater responsibility for local health and wellbeing and strengthens the drive for partnership working by supporting the development of new innovative services with all providers.

3.2 Major policy issues nationally

Other national policies which have influenced this Commissioning strategy include:

- Putting People First – (2007)
- National Dementia Strategy – (2009)
- Valuing People Now (new) – For people with Learning Disabilities – (2009)
- National Carers Strategy (2010)
- A Vision for Adult Social Care: Capable Communities and Active Citizens (2010)
- The Quality, Innovation, Productivity and Prevention (QIPP) - 2010
- Think Local, Act Personal: Next steps for Transforming Adult Social Care (2011)
- Caring For Our Future: reforming care and support – (2012)
- Adult Social Care Outcomes Framework (ASCOF) – (2013/14)
- NHS Outcomes Framework – (2013/14)
- Integrated Care and Support: Our Shared Commitment – (2013)

3.3 Priorities

Our priority is to continue to improve the ways in which we support people, with a focus on improving the experience of people who use the services of Slough. With limited resources, the challenge is to utilise our services more efficiently and effectively through building and improving our current provision. Both Slough's Joint Strategic Needs Assessment and service user consultation identified the following overarching priorities:

- *Personalised care and support* – working with GPs and community nurses, private and voluntary sector to provide joined up services for people with the most complex needs
- *Providing of high quality information* – to increase informed choice and control
- *Promoting active engagement in the community* – reducing isolation
- *Avoiding unnecessary hospital admissions* – working with hospitals and community health services to increase the numbers of people who get rehabilitation and other services to prevent hospital and care home admission
- *Making a positive contribution* – where whole systems approaches include services users and patients
- *Freedom from discrimination* – promoting dignity and respect and further develop the ways in which we keep people safe
- *Promoting and maintaining independence* – enabling people to remain longer in their own homes and communities

Other significant local priorities and key areas of work include:

- *Stroke* – providing enhanced early intervention services
- *Dementia* – working in partnership to embed the National Dementia Strategy in Slough
- *Supporting carers* – allowing them to continue to care

3.4 Health and social care ‘Must Do’s’

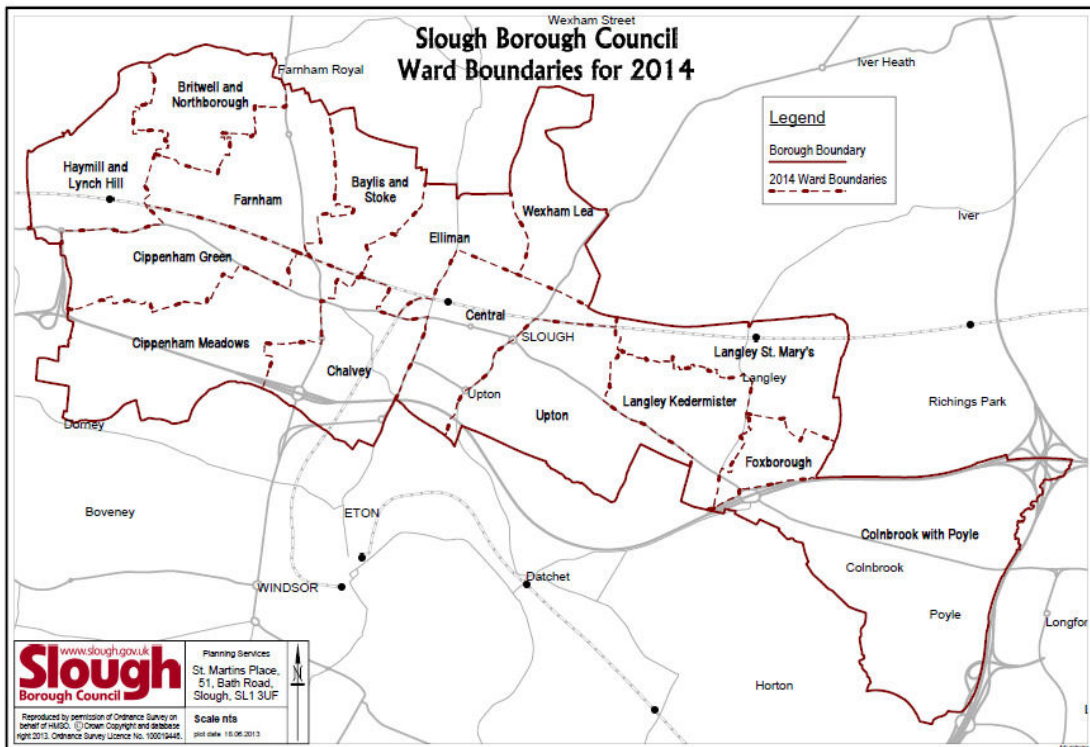
Within the context of national guidance are some ‘must do’s’ which health and social care are required to ensure adherence and implementation. These include:

- *Personalisation* – people being provided with a personal budget as part of their care planning process
- *Managing the market* – stimulating and developing the provider market
- *Investment in preventative services* – prevention and early intervention being central to any care and support
- *Accountability* – establishment of Local Healthwatch and Health and Wellbeing Boards
- *Quality Assurance* – robust monitoring of services and having clear arrangements in place to manage poor quality
- *Partnership Working* – on all levels including families and communities
- *Dementia Services* – raising awareness, encouraging earlier diagnosis and improving living conditions for those with dementia

- *Zero tolerance of healthcare acquired infections* – everyone working together and playing their part to tackle and help stop the spread of healthcare acquired infections by taking a range of actions
- Improved access to Psychological therapies – an NHS programme offering interventions for treating people with depression and anxiety disorders.

4 LOCAL CONTEXT

4.1 Overview of Slough



Slough is an urban area situated 25 miles to the west of Central London. It is a densely populated area, only 7 miles long and 3 miles wide and has a population of around 140,700 (Office of National Statistics – ONS 2011). It is the most ethnically diverse local authority area, outside London and is home to a diverse community from over 80 different countries who live and work together harmoniously.

Slough is a multicultural town and the results of the 2011 Census show that the borough is now ranked as having the most diverse population outside of London.

- 50% percent of its adult residents (aged 18 or older), and 31.4% percent of its older people (aged 65 or older) are from a black or minority ethnic background
- It has the highest percentage of Sikh residents in the UK making up 10.6% percent of Slough's population

- It has the seventh highest percentage of Muslim residents (23.3%) and at (6.2%) the tenth highest proportion of Hindu residents across England and Wales

Slough thrives as an exciting and diverse town with people from all around the world who choose to live and work here and whilst we can all be proud of the success the town achieves we are also right to be concerned about the social and economic challenges this diversity brings including the provision of appropriately culturally sensitive services.

4.2 Health Profile of Slough

In terms of future planning of health and social care services, the following key themes are identified in the Joint Strategic Needs Assessment (JSNA) 2012.

- The general health of many local people is poor and many people in Slough experience more years of ill health and disability than average
- There are high rates new cases of coronary heart disease and pulmonary disease (chest and lungs)
- Cardio-Vascular disease is the single most common cause of all premature death
- Diabetes rates are above the national average
- There are a higher than average number of people who are HIV positive or have AIDS and there has been a rise in the rate of TB
- There are high numbers of people with mental health problems with rising numbers of people with problems of misuse and addiction to drugs or alcohol
- There are high rates of childhood obesity and people who smoke and these factors will impact on health and disability

Many of the above factors will affect people under 65 and continue to impact into old age. This will present significant challenges to improve on the number of people being supported to manage their conditions and will require considerable service planning and partnership working. In relation to this, Slough has a number of key local strategies / policy documents which include:

- Slough's Sustainable Community strategy – Proud to be Slough
- Slough Joint Strategic Needs Assessment 2012
- Berkshire East Dementia Strategy
- Slough Joint Commissioning Strategy

- Berkshire Multi-Agency Safeguarding Adults Policy and Procedures
- Local Account 2012
- Slough Supported Accommodation Strategy
- Sloughs Public Health Strategy (2013-2016)

It is essential that older people are at the core of everything we do and are involved as key stakeholders in the re-designing and development of services. One of the Government's aims in the new Health and Social Care Act 2012 is for there to be a "no decision about me, without me" culture. This means the involvement of patients / service users taking place at the very beginning of any service planning and delivery. We are therefore committed to reviewing and strengthening our partnership groups where service users are key contributors.

Our aim is that by developing stronger local links and partnerships with the private, voluntary and community sector we can create more community based environments which are innovative and person centred. We will use partnership engagement through our Local Healthwatch, Health and Wellbeing Boards and Clinical Commissioning Groups whose key role is bringing together local commissioners to agree integrated ways of improving local health and well-being.

4.3 Good practice that has informed the strategy

- *Enhanced intermediate care and reablement* – Intermediate care services in Slough have had significant, positive impact on promoting and maintaining independence for people using services. The national indicator is for people over the age of 65 years who are still at home 91 days after receiving the service. Slough has consistently hit a 100% target throughout the year.
- *Integrated care teams* - providing co-ordinated care for patients and carers in the community has helped in achieving improved patient experience and clinical outcomes.
- *Wellbeing services including community groups* – day activities and opportunities play a vital role towards the preventative agenda, providing social links and reducing isolation
- *Shared Decision Making* – multi-disciplinary teams working together to provide co-ordinated care and support. Pathways of care and support have led to improved outcomes.

5 FUTURE DEMAND

5.1 Older people in Slough

We know that older people are living longer, that life expectancy has been steadily growing and is set to continue to increase. In 2010 it was estimated that there were approximately 12,640 centenarians nationally and this figure is expected to rise.

The 2012 Census results indicated that whilst the national average of older people is increasing, Slough's population of those aged 50 and over has reduced. This still however presents challenges as our health profile indicates that Slough has a high unwell younger population.

The figures from the last census show there are around 14,400 older people living in Slough, however any future commissioning plans need to take account of the Borough's younger / older people (those aged 55 to 65) and in particular those who may be affected by long term conditions.

The demand for care and support services arising from specific groups will place a significant challenge for Slough in the coming years. Part of that challenge will be to provide access to sufficient preventative services to enable people to maintain their independence and to self care for as long as possible. There will also be challenges around providing sufficient quantities of good quality care with skills, competency and knowledge to appropriately support those with chronic acute illnesses which require both health and social care services. Some key areas of concern are:

5.2 Physical Disability / Sensory Impairment

Physical disability and or sensory impairment will be different in each individual. Conditions may be present from birth or acquired later in life, temporary or longer term, stable or fluctuating. People with the same condition will also have very different needs depending on the severity of the condition and other circumstances. Each person's impairment is unique and so too will be their personal experience of disability.

Although there is service provision to support those with a physical disability, in relation to sensory impairment, based on national statistics, a far greater number than those currently registered in Slough on the voluntary deaf, hard of hearing and

visual impairment/blind registers are likely to have a sensory need. Although it is difficult to predict future service needs, the development of an integrated sensory needs resource is nevertheless essential.

5.3 Learning Disability and Autism

People with learning disabilities are living longer and generally having more complex health needs and this will present a number of future challenges for Slough. GP's are now to have responsibility for carrying out annual health checks to identify any conditions earlier.

The challenge in relation to Autism is in raising awareness of the condition which is often overlooked or misunderstood by professionals and by society. Adults with autism and their families face many barriers in their everyday lives and in accessing the services and support they need to live independently within the community.

5.4 Dementia

Nearly 1000 people in Slough have dementia – and this number is expected to increase rapidly in the next thirty years. Slough Clinical Commissioning Group (CCG) is committed to improving the care and experience of people with dementia and their carers by transforming dementia services to achieve better awareness, early diagnosis and high quality treatment at every stage and in every setting, with a greater focus on local delivery of quality outcomes and local accountability for achieving them.

5.5 Limiting Long term conditions

It is estimated that by 2030 around 50% of the population over 65 in Slough will have a limiting long term condition. Long term conditions include a number of illnesses including diabetes, asthma, neurological conditions and conditions caused by a stroke. People with long-term conditions are the most frequent users of health and social care services and our challenge is to ensure earlier diagnosis and improved support which helps people to manage their conditions.

5.6 Stroke

Stroke is one of the major causes of premature deaths and disability in the country and is the third highest cause of death in Slough with 26 deaths in males and 27 in females in 2010 (Source Annual District Deaths 2010). Further in Slough CCG area,

approximately 227 patients suffered a stroke in 2011/12 and were admitted to hospital.

There has been considerable focus on improving stroke services, both nationally through the National Stroke Strategy (2007) and locally over the last 5 years. Significant improvements have been made to local services as they have developed in line with the National Stroke strategy including the development of a hyper acute stroke unit (HASU) at Wycombe hospital which offers intensive care, rehabilitation and therapy for three days following a stroke which is vital in ensuring positive outcomes. This and the work of local clinicians in implementing an agreed pathway of care for stroke has led to improvements in outcomes as measured by the number of people who return home following admission to hospital for a stroke.

During 2013/14 further developments are planned with the introduction of the Early Supported Discharge team which will enable appropriate stroke survivors to leave hospital 'early' through the provision of intense rehabilitation in the community which corresponds to a similar level of care provided in hospital. This reduces the risk of re-admission into hospital for stroke related problems and increasing independence and quality of life.

5.7 Mental Health

There is evidence of proven links between social disadvantage and deprivation with levels of mental health illness. Given Slough's continued levels of deprivation, it will require continual reshaping and reviewing of mental health services. There will be continued expansion of Memory Clinics in Older people's Mental Health services, plus funding to cover dementia medication costs in Memory Clinics and primary care. There will also be investment to ensure delivery of national priorities for an expanding caseload focussing on early intervention as far as possible.

5.8 Diabetes

Diabetes is a significant health issue in Berkshire East. The high prevalence in Slough is likely to be attributable to Slough's higher rates of deprivation and larger number of patients from at-risk population groups (particularly South Asian population). These health needs are being addressed through a diabetes strategy which includes an integrated diabetes service which is clinically led and where

specialist and primary care services work collaboratively to improve health outcomes for those people with diabetes across East Berkshire.

5.9 Carers

It is recognised that carers play a vital role in contributing towards health and social care and many of those affected by the above conditions will be cared for by others. Both national and local profiles of carers show a projected overall increase in the numbers of those caring, carers themselves getting older and in those carers with physical and mental health needs Slough has commissioned several carers organisations to provide respite and support services. There is a need for GP's to both recognise and have a register of carers.

5.10 Housing

Many people who use social care services also have health and housing needs and there are high numbers of houses of multiple occupation. In Slough we therefore need a range of housing including Extra Care and other specialist housing able to meet the growing number of people with specialist needs.

5.11 Overall assessment of demand and the implications of this data

Through various data sources Slough is aware of both current needs and future service demands. The commissioning action plan in Appendix A provides more detailed information in relation to gaps in services, actions required to remedy this and the intended outcomes. Transformational change has also been identified with the Clinical Commissioning Group where planned care, preventing crisis, supporting people, joint commissioning and staying healthy are key elements of their commissioning plan

The outcomes of any finances spent must demonstrate benefits to both health and social care services, and encourage greater integration between health and social care at the local level as this investment will result in better outcomes for people needing support or treatment and at a lower cost of provision overall.

Annual reviews of our commissioning plan will help us address and reduce any risks associated with potential pressures in future government funding of care and support.

6 MARKET ANALYSIS

6.1 Current commissioned services

Our externally commissioned services operate across the Borough

- *Information and advice* – Voluntary sector
- *Home Support including Personal Assistants* – framework of 15 external providers. No volume work is guaranteed allowing greater flexibility for council and service users
- *Carers Services* – framework of 16 external providers
- *Residential and Nursing* – external providers
- *Berkshire Community Equipment Service* – external provider / Berkshire wide service
- *Community Meals* – external private provider
- *Day Care / Day Opportunities* – Mix of voluntary sector providers
- *Handyperson Service* – Voluntary sector
- *Berkshire County Blind* – Voluntary sector
- *Dementia Respite Services* – Voluntary sector
- *Extra Care Housing* – external provider
- *Floating Support* – external provider
- *Mental Health Day Activities and Opportunities* – external provider

Action plans for future provision of these services is included in Appendix A.

6.2 Service performance

Through our consultation process older people gave their views on service provision in the Borough and fed back what improvements they would like to see:

- Improved health services and facilities cross the borough in particular for people with long term conditions including those with dementia, autism, physical and sensory needs
- More weekend facilities including day centres and lunch clubs
- Wider variety of activities including BME specific services and those which help maintain independence and promote healthy and active lifestyles
- Improved partnership working between Social services, health, housing and voluntary and community groups in service development, planning and delivery
- Increased monitoring of service provision and more joint responsibility

- More opportunities for older people to be consulted and involved in local issues which directly affect them
- Improved and innovative ways of providing older people with advice and information.
- Increased access to domiciliary care type services

6.3 Service quantity

National projections inform us that older people are living longer and health and social care providers need to be more strategic in planning how services are to be provided. Locally, we are aware of gaps in some service areas and our aim is to address these through future commissioning. These include:

- Specialist accommodation – particularly extra care housing. Research indicates that extra care housing can delay or prevent need for more intensive forms of support
- Sensory needs services – There is an under provision of service in the Borough
- Care homes for elderly mental health and enhanced nursing care – A wider range of provision is needed

6.4 Developing the Market

The role of commissioners is to work effectively with providers, service users, carers and communities to ensure that the right services are available, in the right place, at the right time. We need to understand need based on evidence and how people and communities want to live their lives.

Slough is a multicultural town with a diverse social care market. It is only through understanding the local market that will help us to decide when and how to commission services which enable self help and community resilience. We recognise that the voluntary and community sector make a unique contribution to the needs of service users. Their responsiveness, flexibility, independence and capacity for innovation are valued qualities. They are also able to reach and provide support to individuals, in particularly our growing ethnic community, whom may be overlooked or do not meet an eligibility criteria.

Providers are very realistic, understand the challenges that we all face over the coming years, and accept the need for change even though these may be difficult.

However, Slough is keen to develop closer relationships with providers both large and small to make the best use of joint intelligence, knowledge and skills in developing our social care market.

7 THE SHAPE OF FUTURE SERVICE PROVISION

7.1 Prevention

There is widespread acknowledgment of the requirement to shift the balance of services from acute care to promoting health and wellbeing thereby reducing the demand for acute services. It is essential that prevention activity is targeted where it can be of most benefit. This can include a range of social care measures from:

- Supporting social inclusion
- Reducing isolation and preventing depression
- Provision of recovery, rehabilitation and reablement services
- Further development of community based services

Health and Slough Clinical Commissioning Group's transformational plans include:

- Implementing pathways that support an integral whole system urgent care service locally
- Integration of out of hours into urgent care centres
- To further embed and expand patient navigation at the front door of the hospital
- To expand capacity in community alternatives to admission
- Improve provision of primary care services during peak demand
- Increase availability of direct access diagnostics in urgent care settings
- To increase opportunities and encourage people to stay healthy

These objectives can only be successfully achieved by closer partnership working and utilising existing resources. The voluntary and community sector are central to prevention services as they are well placed to reach those who are socially isolated and to support them through befriending and other services. Through the promotion and development of preventative services, our aim is to help support people to maintain independence through the ability to use mainstream community based services.

7.2 Partnerships and integrated working

Delivering high quality outcomes and experiences for individuals can be challenging but the government is determined that collaborative working which improves both people's health and the delivery of integrated care and support will become the standard for everyone with health and care needs.

Fragmented care and support services can negatively impact individuals, therefore creating a culture of co-ordination and co-operation between health, social care and the voluntary and community sector is essential in providing quality care and support as better integration can help drive positive change.

Slough has had previous successes of working with and jointly commissioning services with our health and housing colleagues and neighbouring authorities. These include:

- Floating Support services – a joint social care and housing commissioned service
- Berkshire Equipment services – jointly commissioned with 6 neighbouring local authorities
- Mental Health Day services – a joint health and social care commissioned service

Our aim is to continue joint working and commissioning by:

- Implementing integrated care teams
- Commissioning and providing integrated health and social care services to ensure rapid responses aimed at optimising the patients' condition
- Pursuing opportunities for further integration of services across the health and social care economy
- Providing enhanced joint support for carers
- Exploring options for joint commissioning with other neighbouring authorities

8 COMMISSIONING INTENTIONS

Our Joint Strategic Needs Assessment is used as an indicator for health and wellbeing needs and will help inform our decisions on future commissioning. Adult social care is highly resource intensive and our growing and ageing population is set to increase.

8.1 Our intentions

Our intention is to focus on shifting the way in which we commission services traditionally, to build on, improve and utilise resources more effectively to continue to meet the health demands of the local population. No new money will be available so it is important that what funding and services are provided can deliver on key strategic objectives and are targeted towards priority places with the greatest level of need. This will include:

- The de-commissioning any unnecessary duplication of services
- Greater coverage of cancer, HIV screening programmes and health checks
- Expansion of health promotion and prevention schemes to support self-management

Our joint health and social care service objectives have been placed under the following themes in our action plan (*Appendix A*) which gives a more detailed outline of our strategic programme.

Theme ① Promoting and sustaining health and wellbeing for older people including prevention

Theme ② Increased support to enable independence in the community and improving quality of life

Theme ③ Managing long-term conditions

Theme ④ Supporting people at the end of their lives

8.2 Safeguarding

Safeguarding sits at the forefront of all our priorities and is at the core of everything we do. Measures need to be in place locally to protect those least able to protect themselves. The Government believes that safeguarding is everybody's business with communities playing a part in preventing, detecting and reporting neglect and abuse. Safeguards against poor practice harm and abuse need to be an integral part

of care and support. Slough has successfully implemented a range of methods to improve adult safeguarding in the Borough including developing a Safeguarding Board and creating stronger links with all stakeholders, implementing new governance arrangements and tools to escalate concerns.

8.3 Deprivation of Liberty Safeguards (DoLS)

Deprivation of Liberty Safeguards apply to adults in a care home or hospital setting who lack capacity to consent to their stay in the care home or hospital in order to receive support or treatment, and whose care regime is such that it amounts to a deprivation of their liberty. The DoLS code of practice assists staff and institutions in considering whether or not the steps they are taking, or proposing to take, amount to a depriving a person of their liberty.

The Safeguards give a 'best interest assessor' (BIA) the authority to make recommendations about proposed deprivations of liberty, and supervisory bodies (the local authority) the power to give authorisations to deprive people of their liberty. It is the role of the best interest assessor (BIA) to undertake six assessments, with an appropriately trained doctor, for the purpose of determining whether the person is being, or needs to be, deprived of their liberty and the role of the supervisory body to ensure this happens and that the code of practice is complied with.

Slough jointly commissions with other neighbouring Berkshire authorities an Independent Mental Capacity Advocacy (IMCA) service to deliver this provision. In addition Slough arranges and delivers annual DoLS workshops for registered care home providers and NHS hospital staff together with advice, guidance and bespoke training for internal and external staff. Slough has also produced a DoLS guidance booklet for care homes.

8.4 Workforce Development

Workforce Development supports improvements in the quality of practice by developing the skills and knowledge of the workforce to be able to provide high quality, personalised care and support.

The importance of a skilled workforce cannot be underestimated as better skills and training are an important part of raising standards overall.

It will be an expectation of any future commissioning that providers are able to identify and demonstrate the appropriate proportion of available resources to support training and development and Slough is committed to extending joint training and development across sectors and employers and providing targeted training to partners.

Our aim is to ensure

- Workforce are appropriately trained
- Staff are supported through effective management
- Adult Social Care will have a competent and settled workforce
- Awareness raising
- Encouragement of 'Champions' for service areas
- The Council's policies and procedures are implemented and monitored

9 COMMISSIONING THE VOLUNTARY SECTOR

9.1 Voluntary sector

The voluntary and community sector make enormous contributions to the wellbeing of residents within Slough. Slough has a large and diverse range of voluntary and community services within the borough and it is our aim to continue to support and develop further activities which will include:

- Supporting hard to reach communities and individuals
- Providing solutions to local problems, by working in partnership
- Providing opportunities for local people to get involved
- Contributing towards the local economy and help create volunteering opportunities

9.2 Funding arrangements

There are a number of voluntary sector groups in the borough who have been able to source alternative funding arrangements to that of the council and have been successfully providing valuable services for several years.

Those who are funded from Slough's current budget of £1.2m are managed through either contracts or service level agreements. Funding streams are currently split under the headings of 'Prevention' or 'Adult Social Care'. Some services are categorised as for older people, although a number are intergenerational. We aim to combine the current funding arrangements and formalise new commissioning arrangements.

9.3 Areas for Improvement

A review of the current funding arrangements identified several disadvantages in continuing to fund services in the way we currently do. These include:

- (a) Some services becoming dependent on council funding whilst others (non council funded services) find a business model that allows sustainability
- (b) A limited budget continually funding the same services does not allow for innovation / change in the commissioning model
- (c) Commissioning of services needing to reflect the current financial constraints and ways in which service delivery needs to be arrived at in partnership with the community.

9.4 The need for change

There are a number of services in the borough which have been continuously funded for several years. Re-commissioning will provide the opportunity to include a new profile of the market. The 2012 Joint Strategic Needs Assessment indicators show increases in long term conditions affecting adults before the age of 65 resulting in a need for more universal services i.e. wellbeing hubs – day opportunities and drop in services. Austerity constraints also necessitate new models of commissioning which provide the greatest community value within a limited budget and any re-commissioning of future services will need to meet personalisation requirements, prevention and early intervention agendas.

10 MONITORING ARRANGEMENTS

10.1 Quality Assurance

Slough is currently developing its Quality Assurance policy which will include tools such as the Adult Social Care Outcomes Framework (ASCOF). This is in addition to the Care Quality Commission and will include processes in place for monitoring progress and creating regular feedback opportunities for people who use our services and their carers. Our outcome-based contract and monitoring arrangements ensure that services are based on best practice and give value for money. There are also quality thresholds for health services and quality requirements which include stroke care, end of life, care for the elderly and safeguarding.

Health Services will be monitored using the Clinical Commissioning Group Outcomes Indicator Set 2013/14. Indicators include helping older people to recover their independence after illness or injury, reducing premature mortality from the major causes of death, enhancing the quality of life for people with dementia, improving recovery from stroke, improving recovery from fragility fractures and enhancing quality of care for carers.

It is also essential that we monitor the progress of this strategy against the outcomes framework to ensure that any changes continue to focus on high quality care and support.

APPENDIX A

1 ACTION PLANS – OUTCOMES AND THEMES

The results of our older people's services review and consultation indicated that although improvements have been made, there is still scope to do more to enhance the quality of life of older people and to ensure they are supported to live full and independent lives.

The commissioning strategy focuses on our service developments from 2013 – 2018. The detail of how we aim to deliver our objectives is shown in the action plan which will be regularly updated as the changing political and financial landscape dictates. It is difficult at this stage to anticipate the impact of future budget constraints but we will do as much as is possible to ensure that throughout this period regular reviews are undertaken to manage the financial pressures. Our reviews will also take account of our population profile, challenges, opportunities and the outcomes of our key actions

Our action plans for externally commissioned services and service needs incorporate the Adult Social Care Outcomes Framework (2013/14) together with the NHS Outcomes Framework (2013/14) as a guide for our intended outcomes. As the outcomes often overlap all service areas, the intended outcomes shown below are the minimum expected.

The frameworks will help us to drive up standards of care and support and give people genuine choice and control over the services they use. The areas of our focus have been placed into four key themes:

Theme ① Promoting and sustaining health and wellbeing for older people including prevention

Theme ② Increased support to enable independence in the community and improving quality of life

Theme ③ Managing long-term conditions

Theme ④ Supporting people at the end of their lives

Day Activities and Opportunities			Theme 1 Theme 2	Timescale
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required		
<p>Day Activities and Opportunities can play an essential role towards the prevention agenda. They help reduce isolation, provide opportunities for increased health and wellbeing through a range of activities and where lunch is provided, healthy and nutritious meals.</p> <p>What we have</p> <p>Slough has some very vibrant community day centres which are also intergenerational. They focus on the community as a whole and provide a range of beneficial and preventative services. Many of these services are culturally specific and given Sloughs' ethnic diversity, these services are vital.</p> <p>Three of these services are either council run or subject to eligibility criteria. Others are run by the voluntary or community sector and five receive funding through the Council.</p> <p>Areas of development</p> <ul style="list-style-type: none"> Greater service flexibility to provide extended hours and services 7 days a week including weekend drop in services. Additional day service provision for our growing dementia needs Services which reflect the cultural and diverse needs of the local community 	<ul style="list-style-type: none"> Increase in quality of life for both service users and carers Increase in the number of people who use services and their carers being able to have as much social contact as they would like Ensuring everybody has the opportunity to have the best health and wellbeing throughout their life, and can access support to help them achieve this Supporting people to remain more independently in their own home and in their own communities and reducing the need for acute service interventions Increase in numbers of people enabled to contribute to community life and be more actively involved A provider market providing more localised support 	<ul style="list-style-type: none"> Working with providers in creating more community opportunities which promote good health and wellbeing Ensure continuous working with older people in developing services Work with all partners to build and further develop the day opportunities. We need to create a more flexible market which enables people to have more choice. Encourage development of services to meet personalisation requirements and opportunities Re-commissioning services which meet the needs of diverse groups 		2013 - 2014

Residential and Nursing			Theme 3 Theme 4	Timescale
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required		
<p>The requirements for residential and nursing home care are changing. We need to consider the reducing need for elderly frail placements in residential care with the increased future demands for elderly mental health placements. There needs to be more whole system care approaches which could support people within their own homes.</p> <p>What we have The Borough has 6 nursing and 3 residential homes providing a range of care including Elderly Mental Health.</p> <p>Areas of development</p> <ul style="list-style-type: none"> • More quality specialist services particularly for advanced dementia required • Enhanced nursing care 	<ul style="list-style-type: none"> • Ensure when people develop care needs, the support they receive takes place in the most appropriate setting • Increase in numbers of people feeling they are being treated with dignity and respect • More people are satisfied with their experiences of care and support • Enhancing Quality of Life for people with care and support needs 	<ul style="list-style-type: none"> • Re-commissioning taking account the current role of these services and predicted future demand • Closer monitoring of referrals for residential care • Further development of nursing care services for elderly mental health • Encourage establishment of Dignity Champions in care homes • Ensuring care homes are all aware of Deprivation of Liberty Safeguards 	2015 - 2016	

Housing options including Extra Care		Theme 2	
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>It is widely recognised there is a need for more well designed specialised housing that improves the health and wellbeing of many people. Extra Care housing can help reduce dependency and cost as people get older due to their being in a supported environment which can adapt around their needs.</p> <p>What we have Two Extra Care schemes, The Pines and Northampton Place, providing 126 Self contained flats with on-site care and support.</p> <p>Areas of development</p> <ul style="list-style-type: none"> • More specialist services particularly for those with advanced dementia • Improved flexible service models • Specialist housing that can accommodate those aged under 55 with long term conditions • Improved availability of a range of suitable housing and housing related support services • Application of Telecare and assistive technology effectively applied 	<ul style="list-style-type: none"> • Ensure when people develop care needs, the support they receive takes place in the most appropriate setting, and enables them to regain their independence. • Increase the effectiveness of availability of local Extra Care resources • Increase in numbers of people managing their own support as much as they wish, so that are in control of what, how and when support is delivered to match their needs. • Increase in the numbers of people who use services having control over their daily life • Increase in numbers of people feeling they are being treated with dignity and respect • More support tailored to meet the needs and personal circumstances of the individual • More people are satisfied with their experiences of care and support 	<ul style="list-style-type: none"> • Identify opportunities for further development of Extra care provision using existing council housing stock • Development of additional Extra Care schemes appropriately designed with specifications and assistive technology that can provide high quality care especially for people with dementia. • Full review of suitability of current services 	2014 - 2015

Community Meals			Theme 1	Theme 2
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale	
<p>We recognise that community meals play a vital role in providing social contact and maintaining social links. Community meals can not only provide health and nutritious, they can also have a positive influence on older people's mental and physical health.</p> <p>What we have A single provider of community meals</p> <p>Areas of development</p> <ul style="list-style-type: none"> • Increased flexibility in delivering times • Limited choices for service users 	<ul style="list-style-type: none"> • Enhancing quality of life for people with care and support needs • Ensure the provision of community meals that deliver to nutritional standards and meet the needs of people whom are housebound and or have complex needs 	<ul style="list-style-type: none"> • Full review of current service provision • Re-commissioning of community meals to ensure increased choice and flexibility of delivery 	2013 -2014	

Home Based Care including Personal Assistants			Theme 2 Theme 3
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>Home based care is increasingly moving away from the traditional domiciliary and personal care services to offer more comprehensive innovative services which are more flexible, person centred, increase independence and can accommodate those in receipt of personal budgets.</p> <p>What we have A framework of 15 providers able to offer a range of home based care services</p> <p>Areas of development</p> <ul style="list-style-type: none"> As a commissioned service in mid way of a contract, we are continually monitoring the service, identifying gaps and areas of further development Services need to be more community based focused There is a need for 24 hour live-in care which can be supported by personal assistants arrangements 	<ul style="list-style-type: none"> When people develop care needs, the support they receive takes place in the most appropriate setting, and enables them to regain their independence. Increase in numbers of people managing their own support as much as they wish, so that are in control of what, how and when support is delivered to match their needs. Increase in the numbers of people who use services having control over their daily life Increase in numbers of people feeling they are being treated with dignity and respect More support tailored to meet the needs and personal circumstances of the individual More people are satisfied with their experiences of care and support 	<ul style="list-style-type: none"> Continue to ensure a wide range of services which are outcome focussed and person centred Continuing to strengthen home based services which allow the user more choice and control Ensure service delivery is consistent in quality and providers are working towards outcomes of individuals Re-commission services to take account of changes in national and local policies 	2015 - 2016

Information, Advice and Advocacy			Theme 1
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>We need to ensure there is a wide range of accessible information and advice specifically aimed at older people, their families and carers to make the customer journey as smooth as possible. Information needs to be easily available especially at key points of when identifying need.</p> <p>What we have Although Information, Advice and Advocacy is widely provided through council offices, libraries, voluntary sector, community centres and our Gateway Service, a recurring theme throughout our consultations was the importance of timely and appropriate information in an accessible format which enables people to make informed choices.</p> <p>There is a 'What good look likes' initiative to making public information more widely available to assist people in making choices over their care.</p> <p>Areas of development</p> <ul style="list-style-type: none"> • Easy to use Council and Health information websites • Easy to use directories for all including council staff • Joint partnership working sharing knowledge and information • Improvement in Council's ability to signpost • Advocacy service for non-eligible services 	<ul style="list-style-type: none"> • Increase the number of people who use services and carers who find it easy to find information about care and support • Everybody has the opportunity to have the best health and wellbeing throughout their life, and can access support and information to help them manage their care needs • Increase in people with adult social care needs will having wider access to a range of council services • Increase in numbers of people who know what choices are available to them and how to get help when they need it 	<ul style="list-style-type: none"> • Increase access to information • Finding innovative and practical ways to make information more widely available • Further review of current service to provide a more centralised information and advice across the borough • Clinical Commissioning Group patient facing information website currently in development • Contract for non-eligible advocacy services being tendered 	2013 - 2014

Carers Services		Theme 2 Theme 3 Theme 4	Timescale
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>Carers are a vital and valuable resource but also need opportunities to have a life outside of caring. There are a number of ways that carers can take a break from caring but no matter what support the carer has they need reassurance that a quality service is being provided to the older person with needs.</p> <p>What we have A framework of 16 providers providing home based and community based respite and support.</p> <p>Emergency respite for up to 2 days</p> <p>Areas of development</p> <ul style="list-style-type: none"> • Additional support for older carers • Carers respite services in peoples own homes • Improved provision of respite beds • Transport access for carers • Inadequate supply of emergency respite beds • Services which meet a wider range of need including advancing dementia • Facility for GP's to purchase emergency respite for those not eligible for adult social care 	<ul style="list-style-type: none"> • Enhancing the quality of life for carers ensuring they can balance their caring roles and maintain their desired quality of life • Increase in the number of people who use services and their carers being able to have as much social contact as they would like • Increase in numbers of carers having received a carers assessment and are aware of their entitlements • Increase overall satisfaction levels of carers experiences, including the numbers who have been included or consulted in discussions about the person they care for • Increase the proportion of people who use services and carers who find it easy to find information about support • Carers are supported to balance their caring roles and maintain quality of life 	<ul style="list-style-type: none"> • Continuous support for carers to maintain health and wellbeing through easier access to services and ensuring adequate take up • Review of Adult Social Care pathways to ensure carers access to assessments and onward referral • To continue to engage the User and Carers Reference Group to ensure representation in decision-making and directly influence the services we commission • A carers strategy which will provide the framework for future carers services 	2013 - 2014

Physical Disability and Sensory Impairment			Theme 2
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>The needs of people with a physical disability and or sensory impairment will change over time and this makes it particularly challenging when attempting to explore and quantify future service development. Services which are delivered need to be person centred and emphasise the individual's rights to independence and self-determination.</p> <p>What we have A Berkshire wide Community Equipment Store (BCES) provides equipment and aids for daily living to enable those individuals in need of support.</p> <p>A voluntary sector provider delivering services for those who are visually impaired.</p> <p>A deaf centre which provides various activities and also supports those with a visual impairment. Those who are visually impaired are referred to a specialist agency once they have been registered.</p> <p>Areas of development</p> <ul style="list-style-type: none"> Sensory needs worker to co-ordinate, support and signpost those in need of support services 	<ul style="list-style-type: none"> People who have a physical disability or sensory impairment are appropriately supported to live independently Improved life outcomes for adults with a physical disability or sensory need and for people to feel supported to manage their condition Promoting Independence and delaying or reducing the need for more intensive care and support Increase in number of people managing their own support as much as they wish, so that are in control of what, how and when support is delivered to match their needs Increase in the numbers of people who use services having control over their daily life 	<ul style="list-style-type: none"> Recruitment of a sensory needs worker in the overall adult social care restructure 	2013 - 2014

Independent Mental Capacity Advocacy (IMCA)		Theme 1	
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>Everyone has the right to make a decision but not everyone has the capacity to do so. The role of an Independent Mental Capacity Advocate (IMCA) is to support and represent an individual who lacks capacity and has no family or friends appropriate to represent them in making decisions about their lives.</p> <p>The IMCA supports people in areas such as accommodation, serious medical treatment, care reviews, safeguarding and deprivation of safeguards. The IMCA does not make the decision on behalf of the person they are representing as the final decision will always be made by the decision-maker.</p> <p>What we have Slough and six unitary authorities within Berkshire jointly commission an IMCA service, currently being provided by Matrix. The current five year contract has come to an end and a tendering process is being undertaken by Wokingham BC on behalf of six authorities.</p> <p>Slough has made continued and consistent efforts to promote the Mental Capacity Act and the Deprivation of Liberty Safeguards</p> <p>Areas of development</p> <ul style="list-style-type: none"> • Evaluation of current service provided by Matrix has been positive with no gaps identified. 	<ul style="list-style-type: none"> • Ensuring decisions are based on thorough assessment of the options most suited to the views, wishes and needs of the clients • An holistic person centred approach to the decision making process • Ensuring that decisions are made timely and achieve the best outcome for the client • Delivery of a quality service that makes a real difference to peoples lives • Enhancing Quality of Life for people with care and support needs 	<p>Re-commission the service through the tendering process</p>	<p>2013 - 2018</p>

Community Equipment			Theme 1 Theme 2 Theme 3 Theme 4
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>Community Equipment is provided on loan to individuals living in the Borough enabling them to carry out daily living tasks they would otherwise be unable to do or to provide support to a carer to facilitate ongoing care.</p> <p>What we have A Berkshire wide Community Equipment Store (BCES) that provides both simple and complex aids for daily living to enable residents to maintain their independence in their chosen location.</p> <p>A voluntary sector provider delivering a Handyperson Service for small scale repairs for older people</p> <p>Areas of development</p> <ul style="list-style-type: none"> • Availability of minor adaptations service for private home owners 	<ul style="list-style-type: none"> • Enhancing Quality of Life for people with care and support needs • Promoting Independence – delaying and reducing the need for more intensive care and support • Achieve value for money • Deliver high quality services to meet local needs • People will remain or achieve independence for as long as possible where appropriate • Reductions in the number of people admitted into nursing and residential care 	<ul style="list-style-type: none"> • Work with our Clinical Commissioning Group (CCG) partners in Health to ensure a continuation of service • Continue to work with our Health and Berkshire Local Authority partners to provide a timely and efficient equipment loan service across the County that meets the needs of our older population • Review service provision of minor / small scale repairs • Expand the service as need dictates and provide Assistive Technology, Minor Adaptations and retail and demonstration centres enabling residents to trail and purchase simple aids to daily living 	2013 - 2014

3 ACTION PLANS – INTERNALLY PROVIDED HEALTH AND SOCIAL CARE SERVICES

Hospital Avoidance / Timely Discharge			Theme 2 Theme 3 Theme 4	Timescale
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required		
<p>Several approaches have been identified which can help avoid unnecessary hospital admissions including; integrating health and social care services, supporting patient self-management, developing personalised health care programmes and structured discharge planning.</p> <p>What we have Our intermediate care team and social work discharge teams facilitate timely discharges and help avoid unnecessary admission into hospital. The Community Equipment Service also contributes to facilitation of timely hospital discharges.</p> <p>There are Multi-agency escalation plans for those with frequent hospital admissions and Rapid Access (2 hour response) to district nurses.</p> <p>Areas of development</p> <ul style="list-style-type: none"> • New model of service required with improved Multi-agency approach • Improved GP out of hours services • 24/7 emergency responder service • Improvements in Nursing homes approach to residents hospital admissions and acceptance following discharges • Improved knowledge and education of out of hours care staff 	<ul style="list-style-type: none"> • Improved process for fewer admissions into hospital • Clear and understood pathways between Health and Social care services • Reductions in the number of people admitted into nursing and residential care • Reductions in time spent in hospital for those with long term conditions • Improving peoples experiences of care • Improving peoples experiences of integrated care 	<ul style="list-style-type: none"> • Major review of all systems to include; development of an enhanced multi agency joined up discharge approach, pathways and ensuring timely intervention • Continuation of GP led cluster meetings with integrated care teams • Urgent care centres placed in front of house at Accident and Emergency • Re-location of out of hours services into urgent care centres • Implementation of 24 hour responder service 		2013 - 2014

Enhanced Recovery and Reablement				Theme 2 Theme 3 Theme 4
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale	
<p>Recovery and reablement are the cornerstones of the prevention agenda and supports the strategic aim to delay or reduce the need for more intensive forms of care.</p> <p>What we have Enhanced Multidisciplinary recovery / Intermediate Care teams where care can be provided within people own homes or in residential care beds/homes. The service can be provided 24 hours, seven day a week.</p> <p>Areas of development</p> <ul style="list-style-type: none"> • Increase in provision of services which can support and help keep people at home, to increase or maintain their independence, particularly those with long term conditions • Increase in provision of services which can support people with advancing dementia • A joint task force which includes community nurses, speech and language therapists, stroke co-ordinators, specialist nurses and local pharmacy working in partnership to provide more comprehensive support 	<ul style="list-style-type: none"> • Helping older people (in particular) to recover their independence following illness or injury • Increase the number of older people (65 and over) who are still at home 91 days after discharge from hospital into reablement/rehabilitation service • Ensure support received takes place in the most appropriate setting, and enables people to regain their independence. • Increase the optimum level of independence for the patient with the lowest level of ongoing support • Reductions in the number of people admitted into nursing and residential care • Improved process for fewer admissions into hospital • Minimise delayed transfers of care to agreed local expectations 	<ul style="list-style-type: none"> • To continue to provide comprehensive Intermediate Care and Reablement in partnership with Health to ensure those with higher levels of need can be supported • To work more closely with GPs, Community Health Staff and local community groups • Increase the number of days older people remain independent at home following discharge from hospital • Better planning of timelier multi agency discharge intervention particularly for those with unmanaged long-term conditions • Further development with health of joined up approaches towards prevention 	2013 - 2018	

Dementia including Early Diagnosis			Theme 1 Theme 2	Timescale
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required		
<p>Dementia is a growing concern as rates of prevalence are increasing as is our older population. It is essential that services are in place to improve the quality of life of those affected and their carers.</p> <p>What we have A dementia advisor and carers champion who supports patients and carers, liaises with external agencies, provides advice information and signposting</p> <p>A dementia Saturday service which provides respite for carers of people with dementia. This is an activity based service.</p> <p>Areas of development</p> <ul style="list-style-type: none"> • A stock of good quality, standardised information in appropriate formats for service users and carers, appropriate to their needs depending upon their stage in the care pathway • A 'Medication calls' service which can help support with non-compliance of medication including engagement with key pharmacies 	<ul style="list-style-type: none"> • Increase the effectiveness of post-diagnosis care in sustaining independence and improving quality of life for people with dementia • Earlier diagnosis, intervention and reablement means so that people and their carers are less dependent on intensive services • GP registration to closely reflect expected incidences • Good quality advice and information made available to service users and carers including reviewing choices exercised through self directed support. • Relevant timely and appropriate additional information provided as required and tailored to needs 	<ul style="list-style-type: none"> • Continued promotion and publicity on dementia awareness including campaigns and events • Work with key stakeholders including voluntary and community sector for future joint funding bids for dementia care and support services • Increase registration on GP registers and continuous review of projected future demand of dementia related services • Explore possibility of establishing specialist dementia support in dementia day services • Carers involvement in Dementia strategy implementation • Explore potential for joint commissioning between health and social care and with neighbouring boroughs • Development of dementia pathways for older people with learning disabilities • Reviewing the current range of information available amongst different services including diverse needs i.e. language, culture, literacy and how information is provided. Also identify best examples including 'what good looks like' 	2013 - 2014	

Early Onset Dementia			Theme 1 Theme 2
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>As with dementia we need to be aware of the prevalence of early onset dementia and ensure effective services are available.</p> <p>What we have Our dementia services support those in the main with a diagnosis of dementia. It is recognised that more needs to be done to support those diagnosed with early onset dementia.</p> <p>Areas of development</p> <ul style="list-style-type: none"> Effective systems which identify those at high risk of early onset dementia 	<ul style="list-style-type: none"> All client groups having access to appropriate information and specialist support Streamlined pathways to access diagnosis and treatment Earlier diagnosis, intervention and reablement so that people and their carers are less dependent on intensive services 	<ul style="list-style-type: none"> Establishing effective systems and database so those at high risk of early onset dementia are identified and provided appropriate screening Establishing links with relevant practitioners to ensure that a pathway exists for screening, diagnosis and treatment for those identified as 'at risk'. Review information materials, particularly in relation to those with Learning Disabilities and for their carers 	2013 - 2015

Older Adults Mental Health			Theme 1 Theme 2 Theme 3
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>Mental health and emotional well-being are as important in older age as at any other time of life and a decline in mental wellbeing should not be viewed as a natural and inevitable part of ageing.</p> <p>Older people can have good mental health but are more likely to experience events that affect emotional well-being, such as bereavement or disability. The Department of Health estimates that around 40 per cent of older people seeing their GP have a mental health problem.</p> <p>What we have</p> <p>A large range of support including memory clinics, consultancy psychiatric services providing cognitive stimulation and a day activities and opportunities service providing support to promote recovery and wellbeing.</p> <p>GP referrals for assessment and signposting through the local 'Common Point of Entry'</p> <p>Community mental health beds provided at Prospect Park Hospital (Reading) and a hospital ward liaison team identifying inpatients indicating MH problems.</p> <p>Areas of development</p> <ul style="list-style-type: none"> No service gaps identified however there are concerns around transportation for older people accessing services at Prospect Park Hospital 	<ul style="list-style-type: none"> Reduction in premature mortality rates for those with severe mental health conditions Increased access to community health and psychological therapy services by people from BME groups Improved rates of recovery following talking therapies 	<ul style="list-style-type: none"> Enhanced care planning to enable improved quality care and support Phased approach in moving services to Prospect Park Hospital Reviewing impact of move of psychiatric services Review of reimbursement of transport costs for (local) relatives to Prospect Park 	2013 - 2015

Telecare / Telehealth/Assistive Technology			Theme 1 Theme 2 Theme 3
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>Slough's aim is to ensure everyone is 'Telecare Aware' Telecare can provide a range of equipment to people with support needs to help them lead independent lives. Telecare equipment makes it possible for people to call for help and assistance and is fundamental for people with dementia to live safely in their own home</p> <p>What we have A comprehensive range of Telecare and Assistive Technology equipment is available to residents through the Berkshire Community Equipment Store.</p> <p>Areas of development</p> <ul style="list-style-type: none"> • Adequate support for service users to be able to use equipment • Further exploration of installation of equipment in care homes • Infrastructure required to promote the service • Telecare links into urgent care centre • Further development of Telehealth including targeting Telehealth services for people with Long Term Conditions 	<ul style="list-style-type: none"> • The support received takes place in the most appropriate setting, and enables people to regain their independence. • Increase in numbers of people feeling safe within their own home • Enhancing Quality of Life for people with care and support needs • Promoting Independence – delaying and reducing the need for more intensive care and support • People will remain or achieve independence for as long as possible where appropriate • Re- launch of assistive technology and Telecare services 	<ul style="list-style-type: none"> • Re-organisation of operational adult social care to provide infrastructure to promote and support the service (currently underway) • Development of champions in the workplace • Development of Personal Assistants, through providers to support service users in use of equipment • Set up of Telehealth pilot scheme for small number of users 	2013 - 2014

Out of Hours response service			Theme 1 Theme 2 Theme 3 Theme 4
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	Timescale
<p>Not all unexpected major social care problems happen during normal office hours or can wait until the next day. Issues that the out of hours team can help with include:</p> <ul style="list-style-type: none"> - Older people who are at risk or who need immediate help - Concerns about a person with a physical or a sensory disability - Support in coping with someone who has severe learning difficulties or mental health problems <p>Good out-of-hours provision can lead to better health outcomes for patients and reduce acute hospital emergency admissions</p> <p>What we have</p> <ul style="list-style-type: none"> - Enhanced intermediate care services - Out of hours palliative care drug scheme - Rapid access (2 hour response) to district nurses - Emergency duty team - 24 hour on call service <p>Areas of development</p> <ul style="list-style-type: none"> • A review is about to get underway to assess the gaps in service provision 	<ul style="list-style-type: none"> • Improved processes for fewer admissions into hospital • Reductions in number of people being admitted unnecessarily into hospital 	<ul style="list-style-type: none"> • Re-location of out of hours services into urgent care centres 	

Continuing Healthcare			Theme 3 Theme 4	Timescale
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required		
<p>NHS continuing healthcare is a package of continuing care provided outside of hospital, arranged and funded solely by the NHS, for people with ongoing healthcare needs. People eligible, can receive NHS continuing healthcare in any setting i.e. their own home or in a care home.</p> <p>Continuing care not provided in a timely way can contribute towards delayed hospital discharges where it has been evidenced that between 65/70% of delayed hospital discharges are due the requirement of a Continuing Health care assessment</p> <p>What we have Continuing Healthcare is provided by Berkshire healthcare NHS Foundation Trust</p> <p>Areas of development</p> <ul style="list-style-type: none"> • Innovation and joint working with agreed protocols between health and social care • Flexibility of use of community beds which allow hospital discharge until completion of comprehensive assessments • Improved managements of clients health needs including those with learning disabilities • Timely reviews and clarification of appropriate equipment 	<ul style="list-style-type: none"> • Clear and understood pathways between health and social care services • Minimised delayed transfers of care to agreed local expectations • Increase in timely actions including reviews which support discharge to appropriate placements 	<ul style="list-style-type: none"> • Closer partnership working with the health arm of Continuing Health Care • Shifting the focus to patients needs • Establishment of a working group to look at all areas of continuing care include timely and joint assessments and how reviews are undertaken 	2013 - 2015	

End of Life Care (EOLC)		Theme 4	Timescale
Commissioning/Development Intentions	Commissioning Outcomes	Actions Required	
<p>End of life care (which includes palliative care) is support for people who are approaching death. The service helps people to live as well as possible until they die, to die with dignity and includes support for family or carers. End of life care is not just about the physical side but emotional support must be provided also. End of life care is an holistic approach and deals with the 'whole' person rather than just one aspect of their care.</p> <p>What we have</p> <ul style="list-style-type: none"> - Multi-disciplinary intermediate care and palliative care teams which supports End Of Life Care including 24 hour medical consultant on call <p>Areas of development</p> <ul style="list-style-type: none"> • Increased opportunities for end of life care to take place in people's own homes and care homes with more than 6 weeks prognosis • Improved education, knowledge and support of care and support workers including supporting families • Increased support and education for care staff around equipment and process for those at end of life stage • Low numbers of care homes signed up for the 'Gold Standard Framework' and improvements in homes working with community matrons • Appropriate application of the Mental Capacity Act during 'end of life' stage 	<ul style="list-style-type: none"> • Improving the experience of care for people at the end of their lives • Increase in numbers who are able to express their wishes and preferences about how they are cared for and where they wish to die through appropriate care planning • Increase in numbers of those approaching end of life receiving co-ordinated care in accordance with their care plan, across all sectors and at all times of day and night • Increase in carers being provided with practical and emotional support during the persons life and following bereavement 	<ul style="list-style-type: none"> • Increase recognition and identification of patients in the last year of life and sharing of recognition across all relevant sectors through developing a robust locality register accessible by all sectors • Supporting Care homes to keep patients approaching end of life with necessary support and ensuring workforce are trained and competent to care for EOL patients. • Continue supporting patients at EOL stage that can be maintained within home environment thereby preventing hospital admission. This also includes ensuring staff in domiciliary care and other agencies are trained and competent. • Ensuring EOL patients who are able to and choose to be cared for at home are discharged with full support • Ensuring ongoing carer support for those caring for EOL patients and are that they are closely involved in any decision making • Ensuring carers rights to have their own needs assessed and reviews and to have a carers care plan 	

APPENDIX B

FUTURE DEMAND FORECASTS

The forecasts below are taken from the Projecting Older People Population Information system (POPPI) developed by the Institute of Public Care (IPC). The system is used by local authority planners and commissioners of social care and is designed to help explore the possible impact that demography and certain conditions may have on populations aged 65 and over.

Population	2012	2014	2016	2018	2020
Population aged 65 to 69	3,800	4,200	4,600	4,800	5,000
Population aged 70 to 74	3,100	3,100	3,100	3,500	3,900
Population aged 75 to 79	2,600	2,600	2,600	2,700	2,700
Population aged 80 to 84	1,900	2,000	2,000	2,100	2,100
Population aged 85 to 89	1,100	1,100	1,200	1,300	1,400
Population aged 90 and over	700	800	900	1,000	1,100
Total population aged 65 and over	13,200	13,800	14,400	15,400	16,200

Slough	2012	2014	2016	2018	2020
Projected population of people aged 55-64	11,800	12,400	12,900	13,600	14,300

Physical Disability / Sensory Impairment	2012	2014	2016	2018	2020
People aged 55-64 predicted to have a moderate physical disability	1,758	1,848	1,922	2,026	2,131
People aged 55-64 predicted to have a serious physical disability	684	719	748	789	829

Learning Disability	2012	2014	2016	2018	2020
People aged 55-64 predicted to have a learning disability	268	282	293	309	325
Total population aged 65 and over predicted to have a learning disability	273	285	297	319	337

Dementia including Early Onset Dementia	2012	2014	2016	2018	2020
Total population aged 50-64 predicted to have early onset dementia	22	24	24	26	26
Total population aged 65 and over predicted to have dementia	963	990	1,075	1,119	1,221

Limiting Long Term Conditions	2012	2014	2016	2018	2020
Total population aged 65 and over predicted to have limiting long term illness	6,515	6,800	7,154	7,578	7,953

Stroke	2012	2014	2016	2018	2020
Total population aged 45- 64 predicted to have a longstanding health condition caused by a stroke	219	229	237	246	251
Total population aged 65 and over predicted to have a longstanding health condition caused by a stroke	308	318	339	358	386

APPENDIX C

CONSULTATION & ENGAGEMENT

The older people strategy was developed following extensive consultation involving older people and key stakeholders in various ways.

Engagement

We established an older people's steering group which provided the lead which enabled us to strategically consult with as many older people as possible in a way that best suited them. The group also contributed to the design of the questionnaire for wider consultation. We also engaged with the voluntary sector in arranging a consultation event.

Consultation

Separate consultation events were organised to seek the views of both older people and internal and external stakeholders on the future provision of older people services.

- The consultation period lasted 12 weeks from August to October 2012
- A questionnaire for completion (available throughout the consultation)
- Visits made to local voluntary and community groups (throughout the consultation)
- Event 1 – Internal and external stakeholders
- Event 2 – Service users

At each event different questions were asked in order to gather as wider views as possible. The members of the older people's steering group were kept regularly updated throughout the process and a feedback event was held to share the results of the consultation.

The outcome of the consultation informed us what older people considered was important and what they valued most. These included:

- ◆ Carers and respite and support services – allows carers valuable time away from their caring role
- ◆ Day centres / day opportunities, lunch clubs – helps reduce loneliness and isolation as well as providing a healthy meal and activities
- ◆ Information, advice and advocacy services – to help make informed choices
- ◆ Care-line services – providing emergency support

- ◆ Bus passes – allows people to get out and about and reduce isolation
- ◆ Home from hospital services – Supports those newly discharged from hospital
- ◆ Handypersons service

Many older people wanted to be enabled to keep fit and healthy and remain an active member of the community. They told us they would like to see:

- ◆ Improved health services across the borough
- ◆ Improved facilities for people with long term conditions including those with dementia, physical and sensory needs
- ◆ Wider variety of activities including weekend services which help maintain independence and promote healthy and active lifestyles
- ◆ Improved partnership working between Social services, health, housing and voluntary and community groups in service development, planning and delivery
- ◆ Increased monitoring of service provision and more joint responsibility
- ◆ Improved Community Transport services
- ◆ More opportunities for older people to be consulted and involved in local issues which directly affect them
- ◆ Increased public safety i.e. better lighting and more visibility of community police officers
- ◆ Improved and innovative ways of providing older people with advice and information of various older people activities including BME specific services

The information below provides more detailed responses from the questionnaires returned. A number of the questions on the survey were specifically to carers or those in receipt of care and or support. The results represent the percentage of those who responded.

Health and Wellbeing

Where and how do you access to physical activities?		What stops you from accessing physical activities?		Are you able to maintain your own health needs?	
Day Centre	40%	Other (including not interested)	25%	Yes	71%
Community Group	27%	Lack of information	24%	No	29%
Local leisure centre	25%	Lack of transport	22%		
None	5%	Cost	17%		
Other	3%	Lack of physical help	12%		

Quality of Life

Do you feel safe in your own home?		What makes you feel safe outside your home?		What makes you feel unsafe outside your home?	
Yes	85%	Regular calls from family and friends	30%	Fear of anti-social behaviour	7%
No	15%	Security system in place	24%	Fear of crime or abuse	6%
		No security concerns	12%	Lack of security equipment	5%
		Regular calls from support or care workers	8%	Other	5%
		Quality care/support provided in the home	3%		

Do you feel safe outside your home?		What makes you feel safe outside your home?		What makes you feel unsafe outside your home?	
Yes	69%	Feeling confident	21%	Anti-social behaviour	11%
No	31%	Good or safe neighbourhood	21%	Other	11%
		Good street lighting	18%	Quality of pavements	9%
				Poor street lighting	5%
				Alerts at pedestrian crossings	4%

Do you have easy access to transport?		What transport do you use?		Why are transport services not good for you?	
Yes	75%	Good local bus service	37%	Lack of hospital transport	30%
No	25%	Concessionary travel	32%	Lack of local bus services	26%
		Other (including access to own transport)	21%	Lack of access to community transport	26%
		Community transport	10%	Other	18%

Carers

If you are a carer, have you had a carer's assessment?		If you are a carer, are you able to have a life outside of caring?		If you are a carer are you in receipt of carers respite	
No	66%	Yes	53%	No	75%
Yes	34%	No	47%	Yes	25%

Local Involvement

Do you feel you are consulted about local changes in your area?		How do you know about or get involved in local area decisions?		What stops you from getting involved?	
No	57%	Reading local news	67%	Lack of information about what is going on	31%
Yes	43%	Local community groups	16%	Not interested	18%
		Local meetings/clubs	15%	Lack of feedback	15%
		Other	2%	Timing of meetings	10%
				Other	10%
				Lack of accessible venue	9%
				Travel costs	7%

Choice and Control

Do you feel you have opportunities to learn new skills?		Where do you go to learn new skills?		What stops you from learning new skills?	
Yes	56%	Local library	32%	Other (including not interested)	23%
No	44%	Day centres	25%	Lack of information	19%
		Community activities	17%	Lack of transport	17%
		Other	17%	Lack of confidence	14%
		Education centres	9%	Cost	16%
				Language barriers	11%

Do you feel you have choice and control about your care or support?		Why do you feel you do have choice or control?		Why do you feel you do not have any choice or control?	
Yes	67%	Pay for own care	27%	Lack of information and advice	18%
No	33%	Other (including support from family/friends)	27%	Lack of advocacy and support	13%
		Council personal budget	15%		

Discrimination and Harassment

Do you feel as an older person you have been discriminated against?		Do you feel as an older person you have experienced harassment?		Are you aware there are rules to safeguard you against abuse?	
No	79%	No	83%	Yes	61%
Yes	21%	Yes	17%	No	39%

Do you know how to report abuse?		Would you feel confident to report abuse?		Would you feel afraid to report abuse?	
Yes	65%	Yes	79%	No	78%
No	35%	No	21%	Yes	22%

Financial and housing

Do you know how to access information to benefit entitlement?		Is your home suitable for your needs?	
Yes	57%	Yes	86%
No	43%	No	14%

Dignity and respect

If you are in receipt of care or support, do you feel your privacy, dignity and choice are respected?		If you are in receipt of personal care, are your needs being met?	
Yes	78%	Yes	66%
No	22%	No	34%

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th November 2013

CONTACT OFFICER: Jane Wood, Strategic Director of Wellbeing
(For all enquiries) 01753 875751

WARD(S): All

PORTFOLIO: Health & Wellbeing – Councillor Walsh

PART I
KEY DECISION

DELEGATION OF PROCUREMENT FUNCTION FOR PUBLIC HEALTH

1. Purpose of Report

The Council entered into a joint agreement with the unitary authorities in Berkshire to deliver public health functions transferred to local government under the Health & Social Care Act 2012. This report sets out the current position regarding the agreement and seeks approval to delegate authority to vary the Agreement and to jointly procure public health shared services and contracts across Berkshire.

2. Recommendation

The Cabinet is requested to resolve:

- (a) That authority be delegated to the Strategic Director for Wellbeing, following consultation with the Commissioner for Health & Wellbeing, to negotiate and conclude amendments to the inter-authority Public Health agreement dated 28th March 2013 to provide for the administration, management and operation of future contracts for which joint procurement has been agreed.
- (b) That authority be delegated to the Strategic Director for Wellbeing to arrange for the delivery of joint procurements with the other Berkshire unitary authorities through the Strategic Director of Public Health for the future provision of joint public health services and or contracts.

3. Slough Wellbeing Strategy Priorities

3.1 The public health function is key to the delivery of improved outcomes for local residents and to the delivery of priority objectives set out in the Slough Wellbeing Strategy. The Agreement will contribute to the following priorities:

- Economy & Skills
- Health & Wellbeing
- Regeneration & Environment
- Housing

- Safer Communities

3.2 Joint Strategic Needs Assessment (JSNA) – strategic priority setting to improve wellbeing outcomes for Slough residents is underpinned by the evidence detailed in the JSNA. With the transfer of Public Health responsibilities to the Council there will be a legal requirement upon the Council to compile and publish a JSNA and evidence that the Council's plans and strategies are informed by information contained with the JSNA.

4. Other Implications

(a) Financial

There are no financial implications arising from the delegation of authority.

(b) Human Rights Act and Other Legal Implications

The Local Government Act 1972 (s 113) allows a local authority to enter into an agreement with another authority to place its officers at the disposal of the other authority. Staff who are made available under such an arrangement are able to take binding decisions on behalf of the body at whose disposal they are placed, although they remain an employee of their original authority for employment purposes. This enables the Strategic Director of Public Health based at Bracknell, to act for this and other Berkshire Councils.

The Local Authority (Goods and Services Act) 1970 enables one local authority to enter into an agreement to provide another local authority with the services of any of its staff, including administrative, professional or technical, provided it first has regard to whether doing so will be likely to promote or improve the well-being of either their area or persons within that area. This has enabled the inter authority agreement to be entered into and to be amended.

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

5. Supporting Information

5.1 The Cabinet considered a report on the Public Health Shared Agreement on 11th March 2013 which set out the arrangements for the delivery of public health functions transferred from the NHS to local government from 1st April 2013 under the Health & Social Care Act 2012.

5.2 Berkshire public health functions are split into complimentary arrangements. Some are provided by the jointly appointed strategic director and the central hub team, hosted by Bracknell Forest, whilst others are provided by the local teams based at each local Authority.

5.3 The six unitary authorities in Berkshire have agreed that the Director of Public Health has responsibility for the health functions of all six authorities. Bracknell Forest Borough Council acts as the host authority and employs the Director of Public Health, Dr Lise Llewellyn who has been placed at the disposal of each of the unitary authorities so that she may discharge the functions of the Director of Public Health on behalf of each of them.

- 5.4 The agreement, dated 28th March 2013, requires amendments to provide for the administration, management and operation of future contracts for which joint procurement has been agreed.

6. Conclusion

- 6.1 To facilitate the joint procurement of public health contracts across the six Berkshire authorities, the Cabinet are asked to delegate the procurement functions and amend the Public Health agreement.

7. Appendices Attached

None.

8. Background Papers

Cabinet report, addendum and minutes on 'Public Health Shared Agreement', 11th March 2013.

<http://www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=109&MId=4705&Ver=4>

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th November 2013

CONTACT OFFICER: Sarah Richards Strategic Director Regeneration, Housing and Resources
(For all enquiries) (01753) 875301

WARD(S): All

PORTFOLIO: Commissioner for Finance and Strategy, Councillor Anderson, Leader of the Council

PART I
NON-KEY DECISION

SLOUGH BOROUGH COUNCIL LAND USE PRIORITISATION

1 **Purpose of Report**

To provide an overview and conclusions of current Council strategies and policies that relate to the competing demands for land within Slough.

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

The Cabinet is requested to note the amalgamated strategic priorities, and to endorse the strategic approach set out:

- Within the town centre the priority uses will be those that have the potential to re-invigorate the town centre as a place to do business, to shop and to live and reflect a continuation of the Heart of Slough masterplan strategic commitments.
- Outside the town centre, and outside existing employment areas the key priority uses of land will be those that contribute to the key themes of the Council's Wellbeing Strategy – housing and health with appropriate development to support the local economy.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan**

3a. **Slough Joint Wellbeing Strategy Priorities**

This report addresses, and integrates, key themes of the Slough Joint Wellbeing Strategy with other policy and strategy statements of the council where they are relevant to decisions about competing uses for land within the Borough.

The priorities of the SJWS are:

Health – by 2028, Slough will be healthier, with reduced inequalities, improved wellbeing and opportunities for our residents to live positive, active and independent lives.

Provision of good quality housing contributes to the health and wellbeing of residents, as well as contributing to educational attainment of children, and is essential for the economic wellbeing of residents. Higher levels of physical activity would lead to a healthier local population.

Economy & Skills – By 2028, Slough will be an accessible location, competitive on the world stage with a sustainable and varied business sector and strong knowledge economy, supported by a local workforce who have the skills to meet local businesses' changing needs.

For Slough to continue to be economically prosperous excellent transport links must be maintained and developed, while regeneration of the town centre will make it an attractive place for businesses to locate. Good quality housing, leisure and public facilities must be provided to make Slough a place of choice for business.

Housing – by 2028 Slough will possess a strong, attractive and balanced housing market which recognises the importance of housing in supporting economic growth

Housing an essential element to contributing to the wellbeing of the population while better quality housing will contribute to economic prosperity by encouraging those who work in higher income roles to live locally and support the local economy.

Regeneration and environment – by 2028, Slough will be distinctive from its competitors, harnessing the diversity and creativity of our people and our cultural and physical fabric to create an attractive local environment for our residents and businesses

Supported by the Corporate Plan's aims to improve the competitiveness and economic vitality of the town centre, deliver The Curve and community facilities. Supported by the Economic Development Strategy aims to improve transport, deliver maximum economic prosperity through regeneration.

Safer Communities – by 2028, Slough will have levels of crime and disorder that are not significantly higher than in any other town in the Thames Valley. Agencies will be working collaboratively to address the underlying causes of crime and communities will feel safe and able to play an active part in making Slough a better place to live, work and visit.

There are also two cross cutting themes:

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

The image of the town is important for all of us. We need to find ways to improve the image and promote the many benefits of living and working in Slough.

4 **Other Implications**

(a) Financial

There are no financial implications arising from this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal		A coherent strategic approach by the Council supports robust decision making
Property Failing to be clear about how available resources meet land use requirements may result in inability to deliver essential services in the most appropriate locations	Plan projected requirements against available land resources to ensure best fit to meet councils defined priorities	Facilities located on most appropriate sites, available resources used effectively
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support No capacity to deliver services in communities with an identified need due to lack of resources/capacity	Identify which priorities are essential to future of each community and ensure where possible services can be delivered locally	Deprived communities have access to services and facilities which supports their future prosperity
Communications		Clarity of strategic purpose supports the Council's communications by 'telling the story of Slough and the council's priorities'
Community Safety		
Financial		
Timetable for delivery If hierarchy of priorities not determined, individual opportunities may not be exploited as they arise, decision making process delayed	Set out order of priorities at early stage, with plan of how these can be met	If opportunities to deliver on the councils priorities arise unexpectedly, the council can act quickly to exploit the opportunity to the benefit of residents
Project Capacity		
Other		

Human Rights Act and Other Legal Implications

None identified.

Equalities Impact Assessment

Land use in the borough should serve the needs of all sections of Slough's community. Equality Impact Assessments will be carried out at the time of allocating land for a specified purpose.

5 Supporting Information

- 5.1 Slough is a capacity constrained densely populated urban area, and urban development has reached the borough boundaries in all directions. The last opportunities for major urban extensions are currently being developed. Future opportunities for substantial development are likely to come from a combination of redevelopment of a limited number of suitable brown field sites together with intensification of residential use as a result of regeneration. It is clear that the services and facilities required to meet the needs of the current and future population, alongside the council's aspirations to meet its strategic priorities will lead to competition for the limited number of remaining sites, and more creative land uses.
- 5.2 The strategic and policy context in which continuing development will take place is set out in a number of agreed and adopted strategies and policies. These documents set out priorities and actions across a range of service areas and are described in more detail in the next paragraphs.
- 5.3 The Slough Joint Wellbeing Strategy sets out council and partner aspirations for the town, and could therefore be considered as the parent document which guides all others along the 'golden thread'. The council also produces an annual Corporate Plan which sets out the council's priorities and how it plans to deliver over the following year.
- 5.4 The range of directorate and service specific strategies, some of which are listed under 'background papers' at the end of this report, all contribute to the achievement of the council's overall vision. In the limited number of cases where priorities conflict with regards a specific site, the outcome is determined on a case by case, circumstances driven basis using all available information. This may arise if for example regeneration of an area requires a land use which conflicts with another need. It may be determined that the outcomes of regeneration outweigh the loss of the specified land use. Similarly the council may support development which promotes the economic wellbeing of the town, but which causes disruption or loss to residents, however the economic benefits may be judged to outweigh the other factors.
- 5.5 While this case by case prioritisation has served the council adequately to date with increasing pressure on resources, it is pragmatic for the council to assess and weight its various priorities against likely resources, including financial and physical. With the last few substantial green and brown field sites either currently being developed, or about to be, it is imperative that the council prioritise the future use of remaining land and brownfield development opportunities. Once the council has identified the future development requirements and compared this to the available developable or re-developable land, there is likely to be a shortfall of available land within the borough, which may require the council to look beyond its own administrative boundaries in the future.

Current strategic and policy priorities

- 5.6 In considering the competition for land use the starting point is the Core Strategy 2006-26, the Local Plan and the Site Allocations Development Plan Document.

These form the spatial strategy for Slough and describe in detail the forms of development which are appropriate in defined areas, based on criteria such as commercial, town centre, residential, high and low density development zones.

- 5.7 The Wellbeing Board's current priorities are based on the Joint Strategic Needs Assessment, and expressed in the Wellbeing Strategy, are an amalgam of all the data for need in the borough and focus on:
- Health – some of the shortest life-spans and poorest health outcomes in the south east
 - Housing – acute housing shortages of all types, sizes and tenures and poor housing condition
 - Community safety – poor though improving crime and anti-social behaviour statistics
 - Regeneration and environment – the need to improve the quality and maintenance of the built environment and the quality and usage of the green environment
 - Jobs and skills – the need to maintain the number of jobs in the borough and to fit the local population with the skills to access them
- 5.8 There are consequent demands on developable land for housing, leisure and community facilities, health centres, faith centres and education to begin to address these issues. The Borough Council has a responsibility to address all these needs both those arising from the unsatisfied needs of the existing population and those arising from population growth.
- 5.9 In addition to these local needs Slough is also home to a nationally significant vibrant economy, the location of a number of major international businesses. The benefits of this immensely productive economy stretch far beyond Slough's boundaries, providing jobs to residents of surrounding areas and being a net contributor to the economy of UK plc. The economic attractiveness of Slough is going to further intensify with the delivery of Crossrail in 2018 and Western Rail Access to Heathrow later in the decade.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

Taken together the strategic intent of these documents and the context of the town simple conclusions can be reached about the competing priorities for developable land as follows:

- Within the town centre the priority uses will be those that have the potential to re-invigorate the town centre as a place to do business, to shop and to live and reflect a continuation of the Heart of Slough masterplan strategic commitments.
- Outside the town centre, and outside existing employment areas the key priority uses of land will be those that contribute to the key themes of the Council's Wellbeing Strategy – housing and health with appropriate other development to support the local economy and provide the infrastructure necessary for the local community.

Background Papers

1. Slough Joint Wellbeing Strategy 2013 – 2016
2. Corporate Plan 2013 – 2014
3. Local Asset Backed Vehicle/Slough Regeneration Partnership
4. Asset Management and Capital Strategy 2011 – 2016
5. Housing Strategy 2005-2010
6. Economic Development Strategy (awaiting approval)
7. Capital Programme
8. Slough Local Development Framework, Core Strategy 2006-2026
9. Slough Local Plan (adopted March 2004) Saved policies 2010)
10. Site Allocations Development Plan Document (November 2010)

SLOUGH BOROUGH COUNCIL

REPORT TO Cabinet **DATE:** 18th November 2013

CONTACT OFFICER: Alex J Deans
Head of Highways Engineering
Regeneration Housing & Resources
(01753) 87 5633

WARD(S): ALL

PORTFOLIO: Neighbourhoods & Renewal - Cllr Swindlehurst

PART I
KEY DECISION**FLOOD MANAGEMENT UPDATE****1 Purpose of Report**

- 1.1 The purpose of the report is to provide an update on Flood Management in Slough and seek Cabinet approval for the adoption of the Strategic Flood Risk Assessment 2012, the Surface Water Management Plan 2012 and the Local Flood Risk Management Strategy 2013.

2 Recommendation(s)/Proposed Action

- 2 The Cabinet is requested to consider the report which includes an update on various aspects of Flood Management in Slough and then resolve:
- (a) That the Strategic Flood Risk Assessment 2012 be approved and adopted.
 - (b) That the Surface Water Management Plan 2012 be approved and adopted.
 - (c) That the Local Flood Risk Management Strategy 2013 be approved and adopted.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan**3a. Slough Joint Wellbeing Strategy Priorities***Health*

Increased level of flood protection delivered through the Council's approach to Flood Risk Management may lead to a reduced level of stress and anxiety of those previously at risk of flooding. Improvement to environment and biodiversity and increase in green spaces will lead to increased enjoyment of locality which may lead to improved wellbeing.

Economy and Skills

Increased flood resilience of businesses will increase uptake of appropriate levels of insurance and lead to reduced economic losses associated with flooding.

Regeneration and Environment

Flood Management plans and projects promote various forms of regeneration including retrofitting green space and increased biodiversity leading to improvements to the environment and living space.

Housing

Increase flood protection to residential properties leading to improvement in flood resilience. Increase uptake of appropriate levels of household insurance through raising awareness and education, leading to reduced economic losses associated with flooding.

Safer Communities

Increased understanding of flood risk in Slough. Reduction in flood risk through improved flood alleviation measures, emergency flood plans, and increased raising of awareness within at risk communities.

3b. Cross-Cutting themes

The core of the flood management plans and strategies promotes community engagement and empowerment promoting *Civic Responsibility*. The flood management projects require community ownership, cohesion and decision making relating to flood risk reduction measures.

The flood management plans, strategies and projects promote and facilitate *Improvements to the Image of the Town* by promoting flood reduction schemes which include the reintroduction of green space, and increased biodiversity, leading to an improving image of the town.

3c. Summary

Effective Flood Management as set out in the Surface Water Management Plan and Local Flood Risk Management Plan will provide a range of benefits to both the community and the environment that help to address a number of the key needs areas identified within the JSNA.

The activities set out within the Surface Water Management Plan will seek to improve the natural environment by increasing bio-diversity and re-introducing green space into a densely urbanised environment, addressing Social and Place needs. These improvements will encourage the community to utilise external areas more frequently, increasing physical activities such as walking, thereby addressing Lifestyle and Health needs.

The reduction in flood risk achieved through implementation of the Local Flood Risk Management Strategy will reduce anxiety and stress experienced by those 'at risk' leading to an increase in overall wellbeing, addressing Health and Wellbeing needs.

4 Other Implications

(a) Financial

The Department for Food and Rural Affairs (DEFRA) have provided the Council funding to 2015/16 to manage additional responsibilities arising from the Flood and Water Management Act 2010 (FWMA), which has made the Council the Lead Local Flood Authority. It is likely that the Council will have duties to become a Sustainable Urban Drainage System (SuDS) approval/adoption and enforcement authority from April 2014. The Council will be notified by 31 December 2013 as to what levy the Council can charge developers relating to the SuDS enactment of the Act. It is currently unclear whether this charge will cover the Council's considerable additional costs relating to this duty and the considerable costs associated with maintaining SuDS assets that are adopted from April 2014. In terms of Flood Management projects the Community Pathfinder Project running to 2015 is fully funded from a DEFRA grant and the Flood Alleviation Scheme will require seed/partnership funding by the Council. £100,000 has been allocated in the Council's capital programme, and there is likely to be the option to include land contributions in

addition or in place of the current allocation which will be determined as the projects develops.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	Legal team consulted on key aspects of Plans and Strategies.	Increased legal support linked to the Council's duties as a Lead Local Flood Authority and a SuDS approval/adoption /enforcement body from April 2014.
Property	Engagement with housing team when developing Plans and Strategies	Use of resources alongside possible grants for installation of individual property level protection
Human Rights	None	None
Health and Safety	Early consideration of H&S implications of Flood Plans and capital schemes.	Opportunities to reduce existing H&S risk associated with flooding and watercourses.
Employment Issues	The 2013 restructure of Assets Infrastructure and Regeneration implemented in October 2013 has included a Flood Management Team and posts with the Development Team to cater for SuDS enactment from April 2014. To prepare for this it will be necessary to start the recruitment process in November/December 2013 with a view the posts will be filled before April 2014 to ensure statutory processes and procedures are in place.	Increased resources required within Highways Engineering team to support Lead Local Flood Authority functions and a SuDS approval/adoption/ enforcement body once enacted by government which is likely from April 2014 (subject to parliament review in December 2013).
Equalities Issues	Provision of information to raise awareness of flooding to communities at risk through neighbourhood and community groups, schools, and leaflets to households at risk.	Challenges of raising flood awareness and engaging with all parts of the community. Opportunities to raise awareness through the DEFRA funded pathfinder resilience funding and deliver improvements in hard to reach communities.
Community Support	Community Pathfinder Project and Flood Alleviation Scheme will both engage at risk communities seeking community ownership and involvement	Opportunities to achieve real improvements to vulnerable communities by enabling ownership of key issues and increasing community cohesion.

	relating to raising flood awareness and flood management.	
Communications	Project leads have engaged with communications team in relation to community engagement and provided articles in Citizen and leaflets for impacted households	Community Pathfinder Project and Flood Alleviation Scheme could raise concerns of Flood Risk to residents and business in Slough.
Community Safety	Community safety teams have been engaged.	Raising the profile of Flood Management/Awareness and both the Community Pathfinder Project and Flood Alleviation Scheme projects have potential to improve community safety.
Financial	Early discussions with various stakeholders (EA, Thames Water, Wildfowl & Wetlands Trust, DEFRA), to determine possible funding routes for flood risk improvement works. Although unlikely future maintenance costs of SuDS may allow Council to charge developers; this will be determined in December 2013.	The Community Pathfinder Project and Flood Alleviation Scheme have the potential to deliver considerable capital infrastructure and improvements as well as raising flood awareness. The new responsibilities under the Flood and Water Management Act 2010 including likely SuDS approval/adoption/enforcement have the potential to place significant additional resource and maintenance burdens on the Council. DEFRA have indicated that Council's will be informed of the outcome by December 14 for likely SuDS enactment in April 2014.
Timetable for delivery	Project teams closely managing delivery of key tasks.	Council has been Lead Local Flood Authority since 2010. Community Pathfinder Project to summer 2015 Flood Alleviation Scheme to 2016/2017. SUDS approval/adoption /enforcement likely from April 2014.
Project Capacity	Resources are in place and funded from grants to deliver the Community Pathfinder Project and Flood Alleviation Scheme.	Opportunities to utilise resource to achieve wider benefits to the Council.
Other	None	None

(c) Human Rights Act and Other Legal Implications
There are no Human Rights Act implications.

(d) Equalities Impact Assessment

The communities at greatest risk of flooding are being addressed as a priority regardless of background. Where undertaken, community engagement activities have been designed to ensure vulnerable and hard to reach communities are given suitable support and opportunity to participate through translation of materials to multiple languages, door to door surveys on different days/times with multilingual survey teams, and engagement through a range of community and faith groups.

5. Supporting Information

- 5.1 Following serious flooding incidents in 1998, 2000 and 2003, the Government published the Making Space for Water document in 2005. The document is a comprehensive, integrated and forward-thinking strategy for managing future flood and coastal erosion risks in England. It sets out the future agenda for implementing a new strategy over the next 20 years and beyond, taking account of the many uncertainties such as the future extent of climate change.
- 5.2 Following the extreme rainfall and subsequent floods of 2007 the Pitt Review 2008 was set up. Many of the recommendations from that review were implemented through the Flood and Water Management Act 2010 (FWMA). Under the FWMA, the Council became a Lead Local Flood Authority (LLFA) with various duties, responsibilities and powers. Funding is provided by a DEFRA grant on a year by year basis to support LLFAs in their new responsibilities. The entire Act has now been enacted apart from the SuDS responsibilities and the intention is to enact this final part of the Act in April 2014.
- 5.3 There a number of different flood management strategies, plans and documents which provide the future direction for the Council relating to flood management. The report provides an overview of these documents, their ownership and purpose. Some of these documents need to be adopted.
- 5.4 **Strategic Flood Risk Assessment 2012**
The purpose of the Strategic Flood Risk Assessment (SFRA) is to ensure that the allocation of land within the Local Development Framework, from the Core Strategy through to the Site Allocations, are made on the basis of an appropriately detailed assessment of flood risk. The SFRA ensures the formulation of appropriate development control policies for managing flood risk (from all sources) in Slough and identifies the level of detail required for site specific Flood Risk Assessments and for surface water drainage schemes.

The SFRA formed part of the evidence base for Slough's Submission Core Strategy 2009 and has now been updated to reflect changes which have occurred over the past two years. One of these changes is the National Planning Policy Framework (NPPF), which was issued in March 2012 and outlines the national policy including development and flood risk assessment. This replaced with immediate effect national policy including Planning Policy Statement 25 - Development and Flood Risk. The NPPF requires Local Plans to be supported by the SFRA and develop policies to manage flood risk from all sources.

The Strategic Flood Risk Assessment recommended to be adopted can be viewed at <http://www.slough.gov.uk/council/strategies-plans-and-policies/flooding-and-flood-risk.aspx> and due to the size of the full document an Executive Summary has been provided in Appendix B.

5.5 **Surface Water Management Plan 2012**

The Council, along with some other local authorities particularly at risk from surface water flooding, was given funding from DEFRA to assess the risk from flooding by surface water. This led to the publication of the Surface Water Management Plan (SWMP), which was based on detailed surface water modelling of catchments to the west of the town centre. Assessment of the surface water flood risk within Slough was undertaken based on historical flooding records and future flooding data obtained from the Environment Agency (EA). The assessment concluded that the Chalvey Ditch and Salt Hill Stream catchments were the critical catchments in terms of surface water flooding in Slough. The SWMP provides an understanding of the mechanism of surface water flooding and provides an evidence base to inform the planning process. In addition the SWMP can be used to ratify and improve the findings of the Preliminary Flood Risk Assessment, which is a requirement of the EU Flood Risk Regulations 2009.

The Surface Water Management Plan recommended to be adopted can be viewed at <http://www.slough.gov.uk/council/strategies-plans-and-policies/flooding-and-flood-risk.aspx> and due to the size of the full document an Executive Summary has been provided in Appendix C.

5.6 **Preliminary Flood Risk Assessment 2012**

The EU Flood Risk Regulations 2009 (FRR) came into force and transposed the EU Floods Directive into law for England and Wales. The FRR require three main pieces of work being:

- *Preliminary Flood Risk Assessment (PFRA)* – information on past floods and future flood risk from surface, groundwater and ordinary watercourses. Identification of Flood Risk Areas. Slough was not identified as a Flood Risk Area.
- *Flood Hazard and Flood Risk Maps* – where Flood Risk Areas are identified, the EA and LLFA are required to produce hazard and risk maps for the Indicative Flood Risk Areas by 22nd December 2013. This does not apply to Slough.
- *Flood Risk Management Plans* – where Indicative Flood Risk Areas are identified a Flood Risk Management Plan needs to be produced by 22nd December 2015. This is not applicable to Slough.

The Preliminary Flood Risk Assessment has been completed and accepted by the EA and can be found on the EA website with a link from the Councils website at <http://www.slough.gov.uk/council/strategies-plans-and-policies/flooding-and-flood-risk.aspx> and due to the size of the full document an Executive Summary has been provided in Appendix D.

5.7 **Local Flood Risk Management Strategy 2013**

The FWMA places a duty on LLFAs to develop strategies for flood risk. Local Flood Risk Management Strategies (LFRMS) should encourage more effective risk management by enabling people, communities, business and the public sector to work together. The local strategies must be consistent with the National Flood and Coastal Erosion Risk Management Strategy which was approved by Parliament in July 2011.

The LFRMS is a statutory requirement under the FWMA and is designed to bring together the understanding of flooding in the local area, identify who is responsible for addressing flooding issues and explore how flood risk can be managed within Slough. The focus of the LFRMS is on 'local flooding' from surface water, groundwater or ordinary water courses such as streams and ditches, but it also deals with how this type of flooding interacts with flooding from main rivers. The LFRMS impacts on the activities of

all flood risk management authorities including; Councils; the EA; Highways Authorities; Water Authorities; and Internal Drainage Boards. These bodies all have a duty to act consistently with the local strategy when undertaking their flood and coastal erosion risk management functions and have a 'duty to have regard for the strategy' when discharging other duties that may affect flood and coastal risk, for example spatial planning and development.

The LFRMS has been out to public consultation during mid 2013 and comments have been addressed. The Local Flood Risk Management Strategy recommended for adoption can be viewed at <http://www.slough.gov.uk/council/strategies-plans-and-policies/flooding-and-flood-risk.aspx> and due to the size of the full document an Executive Summary has been provided in Appendix E.

5.8 **Other Relevant Plans and Legislation**

These relate to and are important within the context of flood management and impact upon the work in Slough. They are not the direct responsibility of the Council as a LLFA but the Council is required to have a good understanding of the legislation and requirements. They include the Water Framework Directive 2007 (WFD) and the responsibilities for the Council and plans produced under this legislation.

River Basin Management Plans

A River Basin Management Plan (RBMP) is being produced for each river basin district every six years by the EA. The plan relevant to Slough is the Thames RBMP. The plan describes the river basin district, and the pressures that the water environment faces. It shows what this means for the current state of the water environment in the river basin district, and what actions will be taken to address the pressures. It sets out what improvements are possible by 2015, and how the actions will make a difference to the local environment including the catchments, estuaries, the coast and groundwater. River Basin Management is a continuous process of planning and delivery. The WFD 2007 introduces a formal series of 6 year cycles. The first cycle will end in 2015 when, following further planning and consultation, the plan will be updated and reissued.

Catchment Flood Management Plans

Catchment Flood Management Plans (CFMP) give an overview of the flood risk in river basins and are produced by the EA. They recommend ways of managing those risks now and over the next 50-100 years. The CFMP relevant to Slough is the Thames CFMP. The role of the CFMP is to establish flood risk management policies which will deliver sustainable flood risk for the long term. The CFMP identifies flood risk management policies to assist all key decision makers in the catchment.

5.9 **Slough Flood Alleviation Scheme Project**

This initiative is a partnership project with the EA and Thames Water (TW) to identify structural solutions for fluvial and surface water flooding. These solutions could include storage or attenuation of water in the upper parts of the catchment and the use of open spaces such as parks. The project commenced in 2012 and is currently in the feasibility stage with baseline flood risk modelling of combined surface and fluvial flood risk, building on the SWMP modelling and identification of a "long-list" of options. The Council have committed £100,000 to the costs of design and construction in 2014/15 and are providing data, staff time and expertise to the project. The provision of park and open land owned by the Council for infrequently used flood storage areas, as an in-kind contribution, is being considered as part of the options process. The feasibility part of the project is costing £450,000 and is being funded by local levy via the Regional Flood and Coastal Committee.

After the completion of the feasibility project, approval to proceed to detailed design and construction will be considered by the Project Approval Board (PAB) of the Environment Agency. The approval will be subject to the economic and business case for the project being robust and achievable. If approval is granted the project will be in the region of £5-£10 Million of local investment. Funding may be through a combination of DEFRA Grant in Aid, Local Levy contribution, private investment and LA investment. At present this Council has set aside £100,000 for this part of the project. On current timescales the PAB will be in summer 2014 with detailed design in 2014/2015 and construction from 2015/2016 onwards.

5.10 Community Pathfinder Project

The Council was one of only 13 Councils nationally that successfully bid for and secured £253,000 of DEFRA funding in April 2013 to deliver this project over 2 years to the summer of 2015. The project plan which formed part of the successful bid involves engaging with three local communities which are at risk of flooding: Chalvey; Manor Park and Upton Lea. The primary objectives of the projects are: obtaining a better understanding of the most at risk and vulnerable communities within Slough; encouraging community ownership of flood risk; assisting the community in understanding the level of flood risk and options available to reduce that risk; supporting the community in choosing options to reduce risk; leaving a legacy for the community. Progress so far has seen residents take part in a door to door survey to understand the level of flood awareness in the community; engagement with the local communities at residents meetings, community events such as the Big Saturday and in local schools. The ongoing work will be focused on understanding the community needs, creating community led flood groups and wardens with training in the community, and working with the schools to create projects and a website on raising flood awareness. The overall objective of the project is to raise flood awareness and promote community ownership relating to flood resilience.

5.11 Sustainable Drainage Systems

The latest indication from government is that the final enactment of the FWMA which relates solely to SuDS will be enacted in April 2014 subject to parliamentary approval from Regulatory Policy Committee in December 2013. If enacted as planned the Act will require a SuDS Approving Body (SAB) to be established by the Council and be operational by April 2014. The SAB would have responsibility for the approval of proposed SuDS/drainage systems in new developments and redevelopments, subject to SuDS exemptions and thresholds yet to be finalised. Developers will be required to pay a fee for the initial approval of the SuDS on a development site. It is intended that this income will fund the application process and the required additional staff posts. Approval must be granted by the SAB before the developer can commence construction. The Council would be expected to inspect the SuDS systems being installed to ensure the system complies with the drawings and specifications approved by the SAB. Once satisfactorily constructed the Council would adopt and be responsible for maintaining the SuDS system in perpetuity. The process and system would be similar to the current granting of planning permissions and subsequent construction and adoption of roads arising from development. SuDS systems can be very costly and intensive to maintain and the SAB must be mindful of maintenance liabilities when approving SuDS applications. It is likely the cost of maintaining SuDS systems approved and constructed from April 2014 will be borne by the Council. It is unclear until December 2013 if Councils will be able to charge developers commuted sums for additional maintenance burdens associated with funding SuDS.

6 Conclusion

The report includes an overall update on various aspects of Flood Management in Slough including the significant changes and new duties arising from the Flood and Water Management Act 2010 and Flood Management projects underway. By adopting the three strategies/plans as recommended within the report the Council will be ensuring compliance with its new statutory obligations and other Flood Management obligations.

7 Appendices Attached

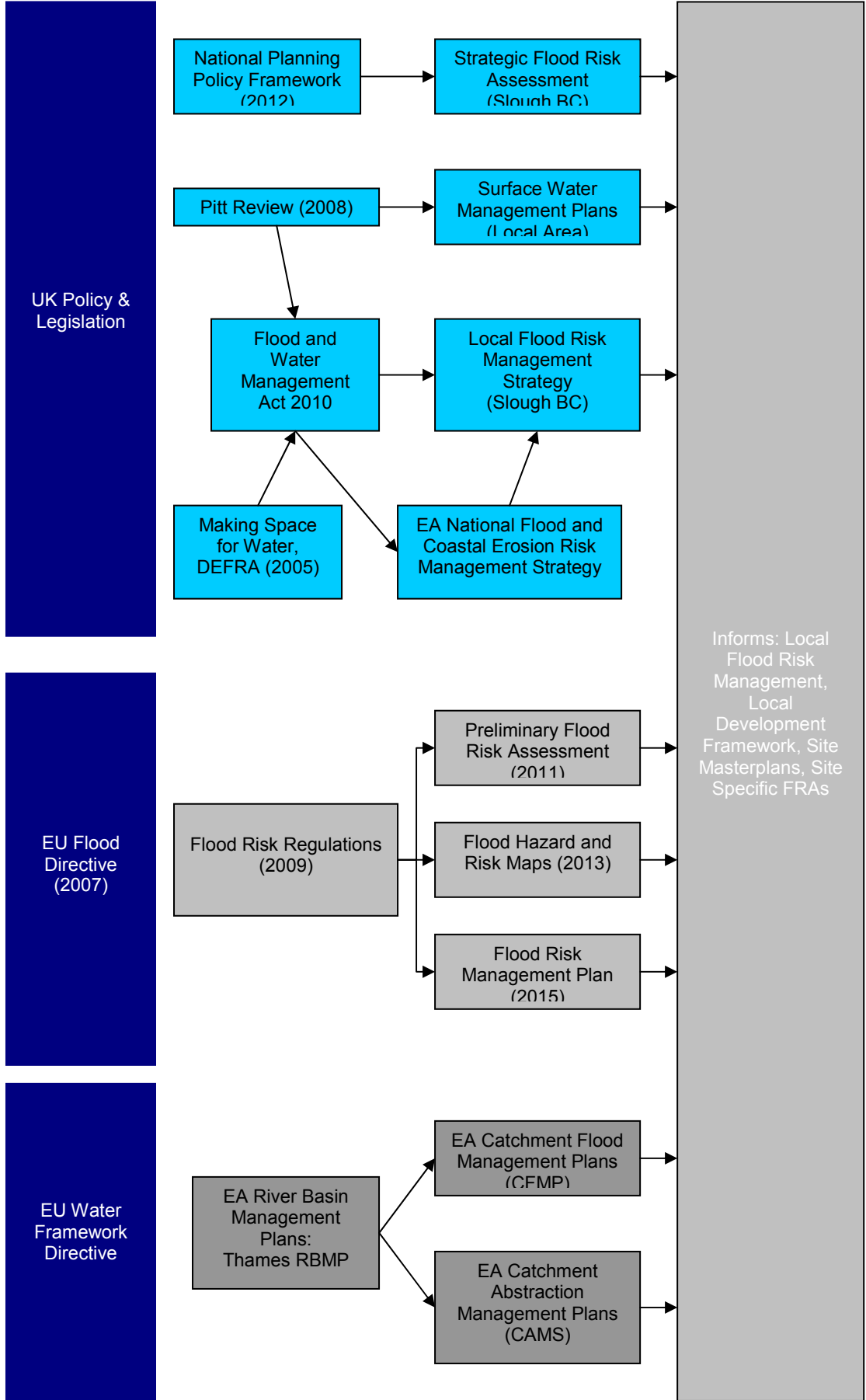
Appendix A	Flood Management Matrix
Appendix B	Executive Summary of Strategic Flood Risk Assessment 2012
Appendix C	Executive Summary of Surface Water Management Plan 2012
Appendix D	Executive Summary of Preliminary Flood Risk Assessment 2012
Appendix E	Executive Summary of Local Flood Risk Management Strategy 2013

9 Background Papers

None.

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Supporting documentation



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Strategic Flood Risk Assessment 2012

Executive Summary

The purpose of the Strategic Flood Risk Assessment is to:

- inform the Sustainability Appraisal so that flood risk is taken into account when assessing options
- ensure that the allocation of land within the Local Development Framework, from the Core Strategy through to the Site Allocations, are made on the basis of an appropriately detailed assessment of flood risk as set out in the sequential test National Planning Policy Framework (previously Planning Policy Statement 25: Development and Flood Risk);
- ensure the formulation of appropriate development control policies for managing flood risk (from all sources) in Slough;
- identify the level of detail required for site specific Flood Risk Assessments and for surface water drainage schemes; and
- inform the sequential test for windfall housing sites

This assessment formed part of the evidence base for Slough's Submission Core Strategy, 2009 and has now been up-dated to reflect changes which have occurred over the past two years.

One of these changes is the National Planning Policy Framework (NPPF) was issued in March 2012 and outlines the national policy including on development and flood risk assessment. This replaced with immediate effect national policy including Planning Policy Statement 25 – Development and Flood Risk. The NPPF requires Local Plans to be supported by a Strategic Flood Risk Assessment and develop policies to manage flood risk from all sources. The SFRA will sit alongside and support the Local Flood Risk Management Strategy and Surface Water Management Plan.

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Surface Water Management Plan 2012

Executive Summary

This Surface Water Management Plan (SWMP) report, covering all phases of a SWMP, has been prepared on behalf of Slough Borough Council. It forms part of the evidence base that will inform the next round of the Preliminary Flood Risk Assessment investigating the mechanisms of surface water flooding in Slough.

A partnership was formed with the Environment Agency and Thames Water as part of the SWMP. Data was collected from the established partners and other stakeholders and assessed for its quality. A strategic risk assessment was undertaken for the Slough Borough area. The strategic risk assessment found the majority of historical flooding incidents and the estimated future flooding to be within the combined Chalvey Ditches catchment (Salt Hill Stream and Haymill Stream catchments). Therefore the Chalvey Ditches catchment was identified as the priority area requiring a more detailed assessment to understand the flood mechanisms.

The detailed risk assessment was undertaken using enhanced drainage modelling taking into consideration surface water sewers, sink holes within the Burnham Beeches area and the interaction between fluvial and surface water. The detailed risk assessment identified some key overland flow routes between buildings and established that there is generally low surface water flood hazard within Slough for the lower order events (1 in 2 to 1 in 10 annual probability of occurring). However, there are a few areas in the Chalvey Ditches catchment which are shown to have a significant hazard rating during the 10 year event and above.

The detailed assessment found that climate change (with a 30% increase in rainfall intensity to allow for climate change) would result in an 18% increase in estimated damages due to surface water flooding during a 100 year event.

Several measures to reduce surface water flooding ranging from technical, maintenance, awareness, resilience and resistance and change of agricultural land practice were analysed by the SWMP partners using a multi-criteria analysis type of approach and a few measures were shortlisted for detailed assessment.

Two technical options were assessed through modelling and one of those was taken forward to a detailed assessment including cost benefit analysis. The preferred option was found to reduce surface water flooding during the lower order events significantly whilst increasing the number of properties at flood risk for higher order events. However, due to the benefits during the lower order events the cost benefit ratio is higher than the minimum recommended for funding by the FCERM guidance making the scheme eligible for funding via the Grant in Aid funding stream.

The preferred option was also found to have moderate carbon costs, does not have significant environmental impact and can potentially provide environmental benefits. The SEA screening report established that a full SEA would not be required as part of the SWMP but would be undertaken as part of the local Flood Risk Management Strategy which will be undertaken in the next 6 – 12 months.

Although the benefit/cost ratio of preferred scheme is favourable, the increase in number of properties at flood risk for the higher order rainfall events is not considered acceptable. Therefore a revision of the scheme was undertaken resulting in a new Option 2a. The improved scheme includes two storage areas immediately north of Park Road (B416) within Farnham Park and north of Slough Cemetery (as proposed in Option 2). However, the improved scheme aims to increase the flood storage provided north of Park Road by introducing a new bund upstream of the proposed bund adjacent to Park Road.

The revised option was assessed on a smaller scale, higher resolution model and showed that the revised option would result in a decrease in flood risk south of Park Road for rainfall events up to the 1 in 100 (1%) event. Although an assessment covering the town was not undertaken to allow for quantification of the decrease in flood risk it is expected that the scheme would result in a decrease in the number of properties at risk of flooding for all events. As such, a favourable cost benefit ratio is assured.

It is therefore recommended that the revised Option 2a be adopted to alleviate surface water flood risk to the Salt Hill Stream catchment within Slough. It is also recommended that full assessment covering the town be undertaken to quantify the benefits offered by the revised scheme. The additional assessment should be undertaken before any detailed design of the scheme commences.

The SWMP Action Plan identifies the need for the established partnership to continue working together. The various departments in Slough BC such as Highways, Planning and Development Control also need to work together more closely in order to minimise the surface water flood risk impacts of new developments or extensions. Close collaboration between Council departments will ensure that surface water flood risk is given the same consideration as fluvial flood risk during planning. Slough planning policies should be updated to take into account findings of the SWMP ensuring that surface water flood risk is given greater weighting.

The Thames River Basin Management Plan (RBMP) found the Salt Hill Stream and the Chalvey Ditches to be in a 'poor' and 'moderate' ecological status respectively. The Thames RBMP objective for most of the watercourses is to achieve good ecological status by 2027 in order to meet the Water Framework Directive requirements. Therefore proposed re-development within Slough would need to take into account water quality and potential ecological improvements when developing the surface water management strategy for each development site. Improvements in water quality from the surface water drainage systems would contribute to achieving the Thames RBMP objectives for the watercourses within Slough.

The SWMP will inform the preparation of future maintenance programmes for surface water management assets within the borough and any necessary co-ordination of maintenance programmes of different partners to ensure their effective operation. As the surface water management plan identifies the locations at greatest risk of surface water flooding, this information can be used to target maintenance improvements in these areas. This can also be used to identify areas to apply for funding, support any funding applications that are made and to feed into planning policies.

Preliminary Flood Risk Assessment 2012

Executive Summary

This PFRA report has been prepared on behalf of Slough Borough Council as part of the PFRA process, which allows the Council to fulfil their Lead Local Flood Authority role under the Flood Risk Regulations (2009). This PFRA report focuses on the first two stages of the Regulations and determines the requirement of undertaking the last two stages for Slough.

The methodology used in this PFRA is based on the Environment Agency's PFRA Guidance and its Annexes published in December 2010 and updated in March 2011 and Defra's Guidance on selecting Flood Risk Areas published in December 2010. The report focuses on local sources of flooding which include surface water (runoff and sewers), ordinary watercourses, groundwater and non-main river canal.

A partnership was formed with the Environment Agency and Thames Water as part of this PFRA. Data was collected from the established partners and other stakeholders and assessed for its quality. The historical flooding records were assessed based on distribution and a major portion of the flooding incidences were found to be concentrated around the Chalvey Ditches catchment.

The first generation of maps, Areas Susceptible to Surface Water Flooding, produced by the Environment Agency were considered to be the ones more applicable to Slough and assessment of future surface water flood risk was based on those maps. The Environment Agency identified ten Flood Risk Areas in England. Although Slough was ranked 20 among the areas that had clusters above the flood risk threshold, with a total of 8,758 residential properties at risk of surface water flooding, it was not identified as a Flood Risk Area.

Since Slough was not identified as a Flood Risk Area, Slough Borough Council does not need to go through the third and fourth stages of the Regulations in this cycle. However, Slough Borough Council needs to consistently record any flooding events to inform the second round of the PFRA cycle.

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Local Flood Risk Management Strategy 2013

Executive Summary

As part of the legislation under the Flood and Water Management Act 2010, Slough Borough Council is designated as a Lead Local Flood Authority LLFA. AS part of the responsibilities for an LLFA SBC is required to

“develop, maintain, apply and monitor a strategy for local flood risk management in its area (a local flood risk management strategy).”

The Local Flood Risk Management Strategy for Slough Borough Council is an important new document which will:

- bring together the understanding of flooding in the local area;
- identify who is responsible for addressing flooding issues; and
- explore how flood risk can be managed within Slough

The main aim of the strategy is to identify where flooding can be reduced or managed in a sustainable manner and to alleviate where possible the misery, economic damage and social disruption that flooding causes. Any flood management activities carried out will aim to enhance the built and natural environment.

The main requirements of the Local Flood Risk Management Strategy (LFRMS) are to:

- Identify the flooding issues at a local level from all sources, fluvial, surface water, groundwater and reservoir flooding
- Outline the responsibilities of the statutory bodies, local authorities, water companies and public
- Discuss the plans for managing flooding in the future
- Identify possible funding routes and partnerships to be established

The LFRMS will, in all instances, have to be compliant with the national Flood and Coastal Erosion Risk Management Strategy.

A LLFA must consult the following about its local flood risk management strategy:

- a) risk management authorities that may be affected by the strategy (including risk management authorities in Wales), and
- b) the public.

A LLFA must publish a summary of its local flood risk management strategy (including guidance about the availability of relevant information).

The main aim of the strategy is to identify where flooding can be reduced or managed in a sustainable manner and to alleviate where possible the misery, economic damage and social disruption that flooding causes. Any flood management activities carried out will aim to enhance the built and natural environment.

The SBC LFRMS covers the following aspects:

- Identification of the risk management authorities within that area alongside their flood and coastal erosion risk management functions
- objectives for managing flood risk
- measures proposed to achieve those objectives
- how and when the measures are expected to be implemented
- costs and benefits and funding sources
- assessment of local flood risk
- how and when the strategy is to be reviewed
- how the strategy contributes to the wider environmental objectives

The strategy document starts with the guiding principles and objectives for managing flood risk, Part A.

The local flood risks in Slough will be summarised, Part B, and readers will be pointed to other documents such as the Surface Water Management Plan for more detail. Part B will also cover the general measures and overarching delivery plans which can be used for flood management in Slough. In the appendices a more detailed action plan for each catchment covers small-scale local activities to long-term major ones.

The responsibilities that each authority and the landowners and householders have in the partnership to manage the flood risk will be covered in Part C.

The current issues on flood risk, proposed options and recommendations for each of the seven individual catchments within Slough are discussed in separate appendices.

It will be necessary to update and review the strategy and its associated action plan on a regular basis. The review process will be overseen by the Slough Strategic Flood Risk Management Group and is covered in Part A.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th November 2013

CONTACT OFFICER: Catherine Meek, Head of Democratic Services
(For all enquiries) 01753 875011

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Anderson

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS

1. Purpose of Report

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be approved.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

- Health
- Economy and Skills
- Housing
- Regeneration and Environment
- Safer Slough

4. Other Implications

(a) Financial

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice 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.

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 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 Notification of Decisions 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' - Notification of Decisions

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 NOVEMBER 2013 TO 31 JANUARY 2014

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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 Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice 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. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

¹ This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

² If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email catherine.meek@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

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.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

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.

Who will make the Decision?

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council – Finance & Strategy | Councillor Anderson |
| • Commissioner for Community & Leisure | Councillor Pantelic |
| • Commissioner for Education & Children | Councillor P K Mann |
| • Commissioner for Environment & Open Spaces | Councillor Parmar |
| • Commissioner for Neighbourhoods & Renewal (& Deputy Leader) | Councillor Swindlehurst |
| • Commissioner for Performance & Accountability | Councillor Sharif |
| • Commissioner for Social & Economic Inclusion | Councillor Munawar |

Where can you find a copy of the Notification of Decisions?

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: catherine.meek@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 Cabinet reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from 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 will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

Are there exceptions to the above arrangements?

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

- The Head of Democratic Services 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.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda.

For further information, contact Democratic Services as detailed above.

Cabinet - 18th November 2013

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Quarterly Budget Monitoring and Performance Report July to September 2013</u>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny	None		
<u>Medium Term Financial Strategy / Budget 2014-15</u> To consider a report setting out the latest position on the Council's Medium Term Financial Strategy.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Thames Valley Berkshire Local Enterprise Partnership - Strategic Economic Plan and City Deal</u> To endorse a report on the Berkshire Strategic Economic Plan and the City Deal.	S&E	All	All	Tracy Luck, Head of Strategic Policy and Communications, Tel: 01753 875518 Sarah Richards, Strategic Director, Regeneration, Housing and Resources, Tel: 01753 875301	-	None		
<u>Waste Strategy 2013-2028</u> To consider the recommended actions following the public consultation on the Waste Strategy 2013-2028.	E&O	All	Regeneration & Environment	Nicholas Hannon, Waste & Environment Manager Tel: 01753 875275	Neighbourhoods and Community Services Scrutiny Panel - 19th June	Appendix - Summary of Waste Strategy 2013-28 Public Consultation Activities and Timelines		

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Community and Leisure, E & C = Education and Children, S & E = Social and Economic Inclusion, 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

<u>Castleview Disposal and Acquisition</u>	F&S	Upton	All	Amar dip Healy, Head of Legal Services Tel: 01753 875035	-	None	√	Yes, p3 LGA
<u>Summary of existing policies/strategies and enhancements</u> To endorse a summary of the council's overarching policies and strategies.	N&R	All	All	Sarah Richards, Strategic Director, Regeneration, Housing and Resources Tel: 01753 875301	-	None	√	
<u>Public Health agreement of verification of contract</u>	H&W	All	Health & Wellbeing	Jane Wood, Director of Wellbeing Tel: (01753) 875751	-	None	√	
<u>Slough Commissioning Strategy for Older People 2013-2018</u> To consider a report on the refreshed Older People's Commissioning Strategy for Slough.	H&W	All	All	Alan Sinclair, Assistant Director, Adult Social Care Tel: (01753) 875752	Health Scrutiny Panel - 17/9/13	None	√	
<u>Flood Management Update</u> Update on general Flood Management work including the Flood Alleviation Scheme, Community Pathfinder Project, adoption of the Surface Water Management Plan and Strategic Flood Risk Assessment and update on the SUDS approval and adoption board.	N&R	All	All	Alex Deans, Head of Highways Engineering Tel: (01753) 875633	-	None		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	-	Greg O'Brien, Democratic Services Officer Tel: 01753 875013	-	None		

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Community and Leisure, E & C = Education and Children, S & E = Social & Economic Inclusion, 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

<u>Notification of Forthcoming Decisions</u> <i>To present to Cabinet the latest published Notification of Decisions.</i>	F&S	All	-	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
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Cabinet - 16th December 2013

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>SRP Partnership Business Plan</u> To consider a report seeking agreement of the Slough Regeneration Partnership (SRP) Partnership Business Plan.	N&R	All	All	Sarah Richards, Strategic Director, Regeneration, Housing and Resources Tel: 01753 875301	-	None		
<u>Future Use of Gurney House</u> To consider a report on the outcomes of the Options Appraisal following the Cabinet decisions taken in October 2013.	N&R	Upton	All	Neil Aves, Assistant Director of Housing Tel: (01753) 875527	-	None	√	Yes, p3 LGA
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	-	Greg O'Brien, Democratic Services Officer Tel: 01753 875013	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To present to Cabinet the latest published Notification of Decisions.</i>	F&S	All	-	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

Cabinet - 20th January 2014

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	P&A	All	-	Greg O'Brien, Democratic Services Officer Tel: 01753 875013	-	None	√	
<p><u>Notification of Forthcoming Decisions</u> <i>To present to Cabinet the latest published Notification of Decisions.</i></p>	F&S	All	-	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	