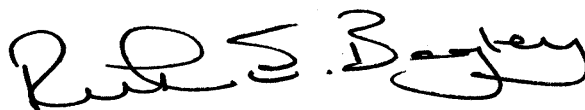


Date of issue: Friday, 10<sup>th</sup> January, 2014

<b>MEETING</b>	<b>CABINET</b>	
	<b>Councillor Anderson</b>	<b>Leader of the Council - Finance &amp; Strategy</b>
	<b>Councillor P K Mann</b>	<b>Education &amp; Children</b>
	<b>Councillor Munawar</b>	<b>Social &amp; Economic Inclusion</b>
	<b>Councillor Pantelic</b>	<b>Community &amp; Leisure</b>
	<b>Councillor Parmar</b>	<b>Environment &amp; Open Spaces</b>
	<b>Councillor Sharif</b>	<b>Performance and Accountability</b>
	<b>Councillor Swindlehurst</b>	<b>Neighbourhoods &amp; Renewal</b>
	<b>Councillor Walsh</b>	<b>Health &amp; Wellbeing</b>
<b>DATE AND TIME:</b>	<b>MONDAY, 20TH JANUARY, 2014 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	<b>NICHOLAS PONTONE</b>	<b>01753 875120</b>

NOTICE OF MEETING

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



**RUTH BAGLEY**  
Chief Executive

# AGENDA

## PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
1.	Declarations of Interest  <i>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.</i>  <i>The Chair will ask Members to confirm that they do not have a declarable interest.</i>  <i>All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.</i>		
2.	Minutes of the Meeting held on 16th December 2013	1 - 6	
3.	<b>Medium Term Financial Strategy 2014-18 and Revenue Budget 2014-15 - Proposed Savings Update</b>	7 - 16	All
4.	<b>Thames Valley Berkshire City Deal</b>	17 - 22	All
5.	Thames Valley Berkshire Local Enterprise Partnership - Consultation Draft Strategic Economic Plan	23 - 28	All
6.	<b>Options Appraisal: Future Use of Gurney House Site</b>	29 - 36	Upton
7.	References from Overview & Scrutiny	To Follow	All
8.	Notification of Forthcoming Decisions	37 - 48	All
9.	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 individuals and		

**AGENDA  
ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

the financial and business affairs of any particular person (including the authority holding the information) as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

**PART II**

10. Part II Minutes - 16th December 2013 49 - 50

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, 16th December, 2013.**

**Present:-** Councillors Anderson (Chair), P K Mann, Munawar, Pantelic, Parmar, Sharif (from 6.44pm), Swindlehurst and Walsh (from 6.40pm)

**Apologies for Absence:-** None.

**PART 1**

**59. Declarations of Interest**

None were declared.

**60. Minutes of the Meeting held on 18 November 2013**

**Resolved –** That the minutes of the meeting of the Cabinet held on 18<sup>th</sup> November 2013 be approved as a correct record.

**61. Council Taxbases for 2014-15**

The Assistant Director Finance & Audit introduced a report which set out the calculations for the Council Taxbase 2014-15; requested delegation of the business rate estimates; and sought approval of the Local Council Tax Support scheme.

Members were advised that the Council was required by law to set the Council Taxbase by 31<sup>st</sup> January prior to the start of the financial year and the figures presented would be used in the budget setting process. It was noted that the collection rate was proposed to be set at 98%, which was unchanged from the previous year. The Cabinet welcomed the increase in the Council's taxbase as a result of new development in the Borough and raised a number of matters including the potential impact of the proposed boundary changes for Britwell Parish arising from the Community Governance Review. The Assistant Director confirmed that the proposals, which were being considered by the Local Government Boundary Commission for England, would not have an impact on the taxbase position for Slough Borough Council.

The Assistant Director reported that the business rates estimates needed to be completed by the end of January, however, the finalised NNDR1 form had not yet been received and the Cabinet therefore agreed to delegate responsibility to the Section 151 Officer to set the Business Rates baseline following consultation with the Leader.

The Local Council Tax Support scheme was tabled and the Cabinet were informed that it remained unchanged from 2013/14 except for the uprating for all customers as detailed in paragraph 4.6 of the report. The Cabinet approved the Scheme for 2014/15.

**Resolved –**

- (a) That the level of council tax discount in respect of second homes remains at 0%.
- (b) That the level of discount in respect of long-term empty properties remains at 0%. With the charge of a 50% Empty Home Premium for on properties that have been empty longer than 2 years.
- (c) That the collection rate for the council tax for 2014/15 be set at 98%.
- (d) In accordance with the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 2012 the amount calculated by Slough Borough Council as its council taxbase for 2014/15 shall be:
  - i. Parish of Britwell 1,440.5
  - ii. Parish of Colnbrook with Poyle 1,791.0
  - iii. Parish of Wexham 1,269.8
  - iv. Slough Town 33,637.7
  - All areas 38,139.0**
- (e) That the S151 officer be delegated with responsibility to adjust the taxbase following Cabinet due to any changes in Government guidance around this subject.
- (f) That the S151 officer be delegated with responsibility to set the Business Rates baseline following consultation with the Leader.
- (g) That the current Council Tax Support scheme for 2014/15 be approved, noting that it remains unchanged apart from the uprating for all customers as detailed in section 4.6 of the report. This includes the approval for the Chief Executive and S151 Officer to make any textual amendments.

**62. Economic Development Strategic Plan for Growth**

The Economic Policy Development Officer introduced a report which sought approval for the Economic Development Strategic Plan for Growth 2014-18 which outlined a number of strategic activities necessary to promote economic growth in Slough.

*(Councillor Walsh joined the meeting)*

Members were informed that the document had undergone wide ranging consultation including with the Slough Wellbeing Board and Overview & Scrutiny Committee and their comments had been incorporated into the draft under consideration. The Cabinet welcomed the plan and emphasised that it was important to ensure effective delivery of the key priorities.

*(Councillor Sharif joined the meeting)*

Members discussed a number of issues which would impact on growth such as business support; apprenticeships; supply chain benefits from Council contracts; and infrastructure improvements including Western Rail Access to Heathrow and the imminent recommendations of the Airports Commission.

After due consideration, the Cabinet agreed to approve the plan.

**Resolved –** That the Economic Development Strategic Plan for Growth be adopted and the implementation of activities in the town be supported.

**63. Scheme of Delegation for Scrap Metal Dealers Act 2013**

The Licensing Manager introduced a report seeking approval for the proposed Scheme of Delegation for all functions under the new Scrap Metal Dealers Act 2013.

Members were informed of a correction in Appendix A – Scheme of Delegation on page 58 of the agenda. On the 6<sup>th</sup> line 'Revocation of a Site Licence or Collectors Licence' the delegation should be amended to 'Officers – where the revocation is not contested'. Line 8 duplicated this delegation and was removed. The Cabinet noted this amendment.

The Licensing Manager advised the Cabinet that the drafting of the legislation for the Scrap Metal Dealers Act 2013 had caused uncertainty in local authorities about whether the functions were Executive or Non-Executive. The Cabinet were informed that advice had been sought from the Home Office and it had been stated that the responsibilities under the Act were Executive functions, and although they may become Local Choice functions in the future, it was deemed necessary to approve a Scheme of Delegation in order for the Council to discharge its responsibilities under the Act.

The proposed Scheme of Delegation set out in Appendix A was explained and it was noted that in most cases the applications would be non-contentious whereby Licensing Officers would be given delegated powers to administer and grant such applications. It was proposed that the Licensing Manager have delegated powers for more contentious applications. Applicants had the right to appeal and all decisions would need to be properly documented and reasoned in line with the Home Office guidance set out in Appendix B.

The Cabinet considered a range of issues including the likely volume of licenses, length of licences and various enforcement issues. The Licensing Manager reported that seven site licenses and fifteen collectors' licenses had been issued to date and that the Council worked closely with Thames Valley Police and the Environment Agency in discharging their respective responsibilities under the Act. Following the discussion, the Cabinet approved the Scheme of Delegation as amended above.

**Resolved –** That the Scheme of Delegation for all functions under the new Scrap Metal Dealer Act 2013 be approved as set out at paragraphs 5.4 and 5.5 of the report, subject to an amendment to Appendix A that the ‘Revocation of a Site Licence or Collectors Licence’ be delegated to Officers ‘Where the revocation is not contested’.

**64. Provision of Refuges**

The Strategic Director of Regeneration, Housing and Resources introduced a report which sought approval for the grant of three leases to a Refuge Service Provider to regularise their present occupation of and continued future use of three Council properties.

Details of the properties and financial terms of the proposed leases were included in Appendix A which contained exempt information and was contained in Part II of the agenda. The Cabinet agreed to consider the matters in the Part II Appendix during Part I of the meeting without disclosing any exempt information.

Members were informed that the Refuge Service Provider worked in close contact with partnership authorities across Berkshire and victims of domestic violence were accommodated to ensure the best and safest location to meet their needs. The Cabinet noted the financial implications and terms of the leases as set out in the Part II Appendix and considered the legal advice which stated that the Secretary of State would need to give consent as it was proposed that the provider be charged below market rent. Following due consideration, the Cabinet agreed to grant the leases on the terms proposed and to authorise the Director to seek any necessary consents from the Secretary of State.

**Resolved –**

- (a) That the granting of the leases on the terms proposed in the confidential appendix A to this report be approved; and
- (b) That the Strategic Director of Resources, Housing & Regeneration be authorised to seek such consents from the Secretary of State for the grant of such leases as the Head of Legal Services may advise are required to be obtained for this purpose.

**65. References from Overview & Scrutiny**

There were no references from Overview & Scrutiny.

**66. Notification of Forthcoming Decisions**

**Resolved –** That the published Notification of Decisions be endorsed.



**67. EXCLUSION OF PRESS AND PUBLIC**

**Resolved –** That the press and public be excluded from the meeting during the consideration of the items in Part II of the agenda as they involved the likely disclosure of exempt information relating to individuals and to the financial and business affairs of any particular person (including the authority holding that information) as defined in paragraphs 1 and 3 of Part I the Schedule 12A the Local Government Act 1972.

Below is a summary of the decisions of the Cabinet taken during Part II of the agenda.

**68. Provision of Refuges - Appendix A**

The Part II Appendix, which contained exempt information, was noted and the proposed terms of the leases for three properties were agreed.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 6.57 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 20<sup>th</sup> January 2014

**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**  
**KEY DECISION**

**MEDIUM TERM FINANCIAL STRATEGY & REVENUE BUDGET 2014-15 – PROPOSED SAVINGS UPDATE**

1 **Purpose of Report**

To request approval for the second tranche of savings proposals that support the 2014-15 Revenue Budget and to note increased financial pressures in Children’s Social Care and the latest position on the Medium Term Financial Strategy.

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 –**

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

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
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 in the first and second tranche of savings. 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 second 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 (from the first and second tranches) 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 In November the Cabinet approved £9m of savings against an overall target of over £12m.

5.1.2 Since November there have been two significant impacts upon the Revenue Budget and Medium Term Financial Strategy. The first is that the work to understand the pressures in Children's Social Care has been completed and generated a greater cost growth than originally built into the MTFs. The second is the impact of the Local Government Finance Settlement on the Council's finances.

5.1.3 This paper also provides an update to the Council's response to the funding gap for the 2014-15 financial year and identifies the second 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). A 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:

**Table 1.1: Latest MTFS Financial Model**

No.	2013-14	Funding	2014-15	2015-16	2016-17	2017-18
1	42.29	Council Tax	43.85	45.13	46.04	46.96
2	26.23	Retained Business Rates	27.10	28.15	29.00	29.87
3	39.76	Revenue Support Grant	32.47	23.20	18.56	14.85
4	2.11	Education Services Grant	1.96	1.25	1.06	0.90
5	1.84	NHS monies to support Social Care	2.36	1.93	1.84	1.84
6	1.76	New Homes Bonus	2.01	2.61	3.21	3.21
7	0.26	Other non-ringfenced grants	0.94	0.83		
8		Collection Fund	1.30			
9	114.25	<b>Total Budgeted income</b>	<b>111.99</b>	<b>103.10</b>	<b>99.71</b>	<b>97.64</b>
10		Prior year baseline baseline	114.25	111.99	103.10	99.71
11		Base budget	3.61	2.50	2.50	2.50
12		Directorate Pressures	8.15	1.89	2.92	1.86
13		Revenue impact of Capital investment		1.00	1.00	0.30
14		Other adjustments	-0.58	-0.15		
15		Savings identified	-12.24	-4.70	-0.86	-0.86
16		Savings to be identified	-1.19	-9.43	-8.95	-5.88
17	0	<b>Net Expenditure</b>	<b>111.99</b>	<b>103.10</b>	<b>99.71</b>	<b>97.64</b>

### 5.2.2 Significant changes to assumptions:

- Council Tax – an increase in the Council Tax Base has been included within the MTFS assumptions for 2014-15; the Council Tax base report to Cabinet in December highlighted the growth in the Council Tax base.
- Retained Business Rates – this figure has decreased by just under £1m since the previous Cabinet. This is because of reduction in the net collectable debt for Business Rates in the recent months. This figure is subject to fluctuations (the previous update to Cabinet showed an increase of almost £1m against the original assumption). The final figure will be known once the Council produces its final ‘NNDR1’ form in January 2014.
- Revenue Support Grant – the latest assumption is an increase of just under £0.2m since the previous update.
- Collection Fund – this is showing a potential surplus of £1.3m at present (£0.3m more than the previous update). This is due to the increases in Council taxbase as well as a decrease on the net collectable debit for NNDR. This figure is subject to significant change and will be regularly monitored in the coming months.
- Base budget – an increased pressure of £0.4m 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 £1.6m compared to previous update. £0.4m of this concerns additional funding from the Government to be spent upon social care (there is a corresponding in the ‘NHS monies to Support Social Care’ budget line). The rest of the additional pressures arise primarily from Children’s Social Care and these are detailed further in the report below.

5.2.3 The emerging pressure within the Children’s Social Care budget was included amongst other pressures within the July MTFS update. The working assumption further into the year was the need to increase the Children’s Social Care budget by £2.2m. In the current financial year, 2013-14, there has been a significant

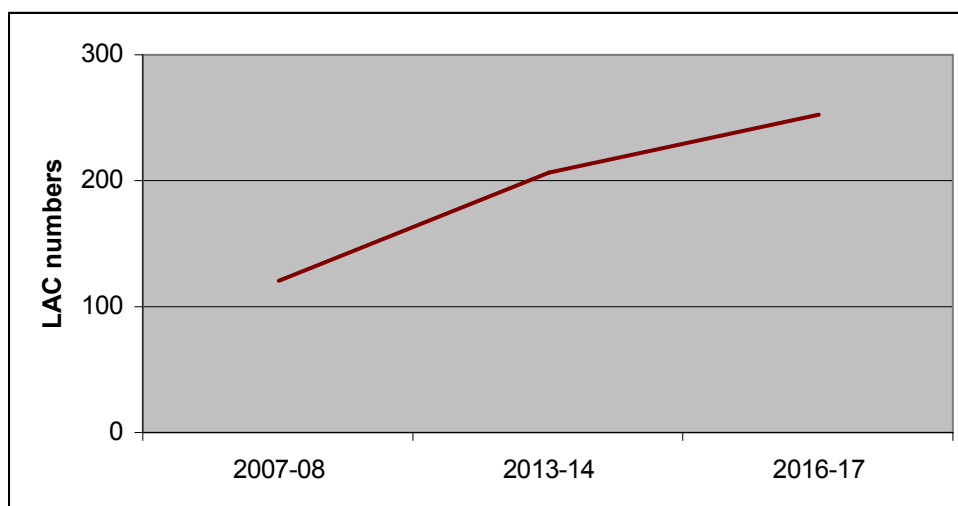
overspend forecast within Children’s social care as the year has progressed, with an overspend being forecast within the service from the Quarter 1 report to Cabinet in September. Over the Autumn, the service reviewed its financial pressures for the year ahead and these have been revised to £3.4m of additional cost to be included within core budgets, with an additional £2.4m to be provided for from one-off funds if and when required. In previous years, these pressures have been able to be contained by viring money from other budgets; due to other savings programmes and shrinking of the overall Council’s budget, this option is no longer available.

5.2.4 The Children’s Social care growth items are made up of two items:

(1) Looked After Children cost pressures

The working assumption for increased costs on Looked After Children (LAC) included in the previous Cabinet update were costs of £1.7m. This has been revised to highlight a pressure of £2.5m. The Council has seen an increase in the number of LAC over recent years and, with the population of the borough anticipated to rise in the coming years; this is expected to continue into future financial years. Work will continue on the successful Gold project to enhance the pathway to adoption and special guardianship to seek cost reduction aligned with improved benefits for LAC.

**Chart 2.1: Looked After Children numbers 2007-17**



(2) Additional Staffing costs

In the November Cabinet report the underlying assumption was for an increase to staffing costs of £0.5m. Latest estimates are that this is now £0.8m into the core budget. However, an additional £2.4m is to be set aside if required (via a combination of earmarked reserves and general reserves) to fund additional staffing costs on a one-off basis.

5.2.5 The staffing cost growth seeks to achieve four aims with provisional budgets as follows:

- 1) increasing the establishment to ensure an average case load of an average of 16 case per social worker (£0.7m into budget). There will be another growth item of the same amount in the 2015-16 budget on the assumption

that it is highly unlikely that the service will be able to recruit permanent social workers in such a short space of time.

- 2) Recruitment incentives to reduce reliance upon agency staff (0.05m into budget)
- 3) Ensuring that good quality agency staff are recruited in the short term (£2.4m – contingent)
- 4) Creating a newly qualified development unit to reduce recruitment costs in the future and prevent further reliance upon agency staff (0.05m into budget)

5.2.6 The additional monies being included within the budget will be supported by transformational projects and efficiency reviews to reduce further pressures into future financial years. This will be completed on an invest to save business case,. This is key to ensuring that the budgets within the service are stabilised going forward and will assist in providing assurances of no further significant cost increases in a time when the Council’s budget is seeing significant decreases.

5.2.7 The net total of the above and other adjustments has been to increase the total savings requirement by approximately £1.2m to a total of £13.4m

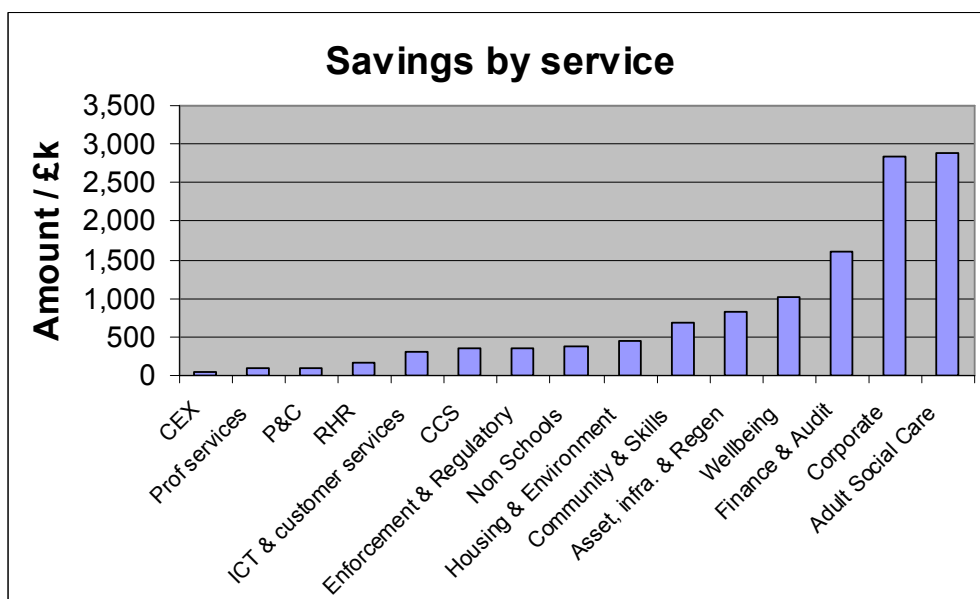
5.2.8 The Council has already identified £9.1m of this and this was approved at the November Cabinet meeting

5.2.9 Appendix A provides further detail of where the second tranche of current savings proposals are coming from that total **£3m**

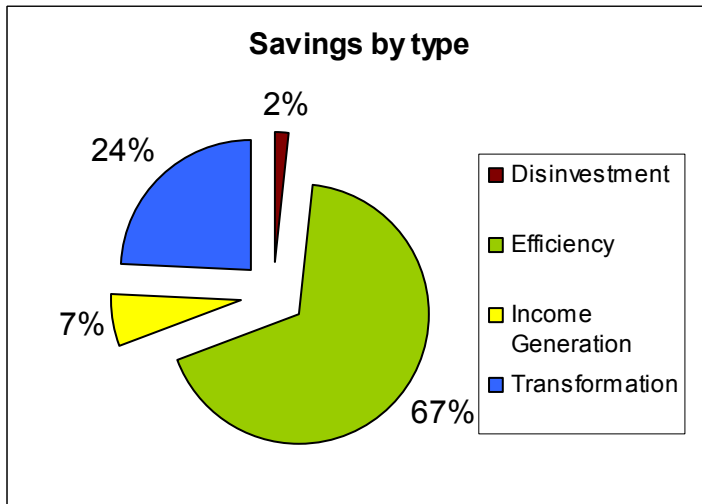
### 5.3 Proposed savings

5.3.1 Appendix A details the second tranche of savings proposals for the year ahead.

5.3.2 The table below highlights which area the current savings from tranches one and two 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 few weeks 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. The full revenue budget papers for the 2014-15 financial year will come to Cabinet on the 10<sup>th</sup> February and then to full Council for approval on the 18<sup>th</sup> February 2014.

## 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 part 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 – December 2013

## Appendix A – Second tranche of savings

No	Directorate	Service	Service Lead	Year	Item	Amount / £k	Delivery
8	Corporate	Finance & Audit	JH	2014-15	Increased Investment Returns	800	Further Treasury Management savings of £800k through different investment strategy (subject to approval of Treasury Management Strategy at Council)
94	Wellbeing	Wellbeing	ASn	2014-15	Prevention & Protection	150	Better integration of Public Health and Wellbeing services
120	RHR	Asset, infra. & Regen	JC	2014-15	Footway Works - highways capitalisation	220	Capitalisation of currently revenue costs
123	RHR	Finance & Audit	JH	2014-15	Insurance re-tendering savings	15	Additional savings based on retendering
124	RHR	Asset, infra. & Regen	JC	2014-15	Restructure transport services	200	Restructure savings from internal restructure
125	RHR	Housing & Environment	NA	2014-15	enforcement efficiencies	15	Efficiency savings across the service
126	RHR	Housing & Environment	JC	2014-15	Asset maintenance capitalisation	100	Capitalisation of asset maintenance
127	RHR	Housing & Environment	NA	2014-15	Waste strategy savings	100	
128	Chief Exec.	P&C	TL	2014-15	Additional income	25	
129	CCS	Community & Skills	Astevens	2014-15	Additional income from registration services	50	New income generating services and cessation of hospital registration service as identified through service review
130	CCS	Community & Skills	Astevens	2014-15	Parks buildings income	20	Income from new lettings
131	CCS	Community & Skills	Astevens	2014-15	Young People's Service	50	Efficiency savings from youth service review.
132	CCS	Community & Skills	Astevens	2014-15	Libraries inflation uplift	109	Withhold 2014/15 CPI inflation uplift for libraries
133	Wellbeing	Adult Social Care	Asi	2014-15	Supporting People Efficiencies	437	Re-commissioning
135	Wellbeing	Adult Social Care	Asi	2014-15	Meals Service	63	Service Review

136	Wellbeing	Adult Social Care	ASi	2014-15	Management of Contract Price Inflation	440	Award inflation at a lower level than assumed in MTFS
137	CCS	CCS	RP	2014-15	Deleted of Assistant Director Posts	200	Removal of Budget following senior management review
138	CCS	Enforcement & Regulatory	Ginny deHaan	2014-15	Increase in cost recovery from Primary Authority	5	Further refocus staff on primary Authority activity to generate more cost recovery income. Reducing spend on agency specialists
139	CCS	Enforcement & Regulatory	S.Dhuna	2014-15	Reduce expenditure ordnance survey fees	10	Reduced cost

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 20 January 2014

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

**WARD(S):** ALL

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

**PART I**  
**KEY DECISION**

**BERKSHIRE CITY DEAL**

1 **Purpose of Report**

To receive an update on the proposed Berkshire City Deal and to agree the formation of a joint committee to oversee implementation of the Deal agreement.

2 **Recommendation**

The Cabinet is requested to resolve that:

- (a) The Thames Valley Berkshire City Deal, focused on increasing the participation of 16-24 year olds in education, training and work, to develop work-related skills and to streamline the pathway to employment for young people, was accepted by government and launched on 28 October 2013 with the signing of the deal document by all six unitary authorities and the Thames Valley Berkshire Local Enterprise Partnership (LEP).
- (b) A Joint Committee of the six Berkshire Unitary Authorities be appointed under Section 102 (2) and (5) of the Local Government Act 1972 for the purposes of managing and delivering the agreed outcomes of the City Deal initiative, and in this regard:
- The Leader of the Council be appointed to the Joint Committee as Slough Borough Council's representative;
  - Reading Borough Council be recognised as the Accountable Body for the purposes of the City Deal initiative;
  - Bracknell Forest Borough Council be appointed to the role of Secretariat to the Joint Committee on behalf of the six unitary authorities;
  - The Berkshire-wide officer group set up to steer the development of the City Deal Proposal continue in this role reporting to the Joint Committee, and be responsible for:
    - Updating the Joint Committee on progress with the City Deal

- Implementation and delivery of the City Deal on agreed priorities
- Appropriate advice and guidance to the Joint Committee on cross-boundary decisions on spending based on agreed priorities and criteria for dispersal of funding.

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

The Slough Joint Wellbeing Strategy includes the priority of Economy and Skills. The Berkshire City Deal bid aims to secure flexibilities and freedoms with regards to infrastructure improvements and business support across the county area. The bid also supports the findings of the JSNA where access to good employment opportunities and raising of skills is one of the wider determinants of health. The Corporate Plan 2013/14 also states that the Council will ensure its policies contribute to promoting sustainable economic growth across all of the borough's businesses.

### 4 **Other Implications**

#### (a) Financial

There are no direct financial implications, but the City Deal aims to promote economic growth in Slough with the potential of increasing business rate revenue. The government will provide £2.4 million funding which will be matched by the Thames Valley Berkshire LEP (from European funding, not requiring a contribution from the Berkshire local authorities). It has not yet been agreed how the funding will be distributed across Berkshire. The Business Growth hub will attract additional funding via the government's Wave 2 Business Growth Programme.

#### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	See Legal implications	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	Possible reputational risk should the City Deal be approved but requirements not delivered. Close oversight via the Joint Committee to mitigate.	Successful outcome increases the reputation of the borough with business
Community Safety	None	None
Financial	None	Opportunities for economic growth
Timetable for delivery	None	None
Project Capacity	None	None
Other	-	-

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

There are no Human Rights Act implications.

#### Joint Committees

Local authorities may delegate the discharge of any of their functions to a joint committee. This may be done under Sections 101(2) and (5) of the Local Government Act 1972. The Local Authorities (Arrangements for the Discharge of Functions)(England) Regulations 2000 and 2012 also apply to authorities which operate executive arrangements.

Joint Committees are Committees of Councillors with equal voting rights. However, Co-opted Members may be appointed under Section 102(3) of the 1972 Act. Co-opted Members would not normally have voting rights. The Thames Valley LEP would not have voting rights on the City Deal joint committee and to enable this permission would need to be obtained from the Secretary of State.

### (d) Equalities Impact Assessment

An Equalities Impact Assessment is not required at this stage but will need to be built into the programme of work.

## 5 Supporting Information

- 5.1 The Cabinet received a report at the June 2013 meeting about the Berkshire City Deal. Work led by Reading Borough Council over the summer and early autumn developed the Deal, in consultation with the Cabinet Office, including setting up an Employment and Skills Gateway to create skills and employment opportunities for 16-24 year olds directly linked to labour market intelligence and business needs. This will operate on a 'hub and spoke' model (under the auspices of the LEP( including an innovative mobile website platform 'ElevateMe' as a virtual gateway across Berkshire, a shared Labour Market Intelligence (LMI) Service, and Professional Development Network. All direct delivery will be via spokes in each of the unitary authorities linked to existing and emerging delivery partnerships and infrastructure. In Slough the 'spoke' will be Slough Aspire.
- 5.2 The City Deal will also encompass a Thames Valley Business Growth Hub. Thames Valley Berkshire LEP is developing its Growth Strategy building on the sub-region's knowledge-based assets focusing in: new enterprises formation; the growth of existing SMEs; and inward/re-investment by established firms. A particular imperative is to grow more knowledge-based businesses with the aspiration and capacity for growth through innovation, exporting, building capacity, skills, leadership and gaining access to finance. The hub will deliver this through extending reach and better connecting Government business support services to local business investment opportunities. The hub will work across Berkshire utilising existing infrastructure for delivery in each of the local authorities. The arrangements in Slough have yet to be agreed.
- 5.3 The Cabinet Office has been driving the process with frequently tight timescales for documentation. The Deal document was signed and formally launched on 28<sup>th</sup> October. It was agreed that the document would provide a high level overview of the proposals and the detail of operation in each of the Berkshire unitary areas

would be finalised during the implementation stage. The Deal will run for three years from 1 April 2014.

5.4 The deal aims to address the skills gaps and unemployment and underemployment of the 16-24 year old population. It aims to:

- Achieve 50% reduction in youth unemployment within 3 years;
- Secure £1.5 million of private sector investment to support employment and up skilling of young people;
- Generate 1,300 new employment opportunities for young people including helping 800 sustain work for at least six months;
- Develop new approaches to help more young people into sustainable employment ensuring 900 young people do not make a repeat claim within 9 months of their last, and increasing the earnings of 450 young people;
- Deliver improvements in existing schemes including 1,500 new work experience placements; create 300 additional Apprenticeships and 800 new Youth Contract Wage Incentives.

### **City Deal Governance**

5.5 It is necessary to establish a joint committee of all Berkshire unitary authorities to oversee implementation of the City Deal. Reading Borough Council will be the accountable body for the City Deal and Bracknell Forest Council will provide the secretariat for the joint committee. The LEP will be the operational body to oversee the implementation of the City Deal.

5.6 It is acknowledged that the Government sees the role and responsibilities of LEPs increasing over time and that the proposed approach may require a review of the structure articulated in this report in the future.

5.7 Therefore it is proposed that the City Deal Joint Committee be made up of the Councillors (one from each unitary authority) appointed by each Unitary Authority to sit on the LEP Forum. (Slough Borough Council is required to appoint a councillor as our representative is currently the Chief Executive.). The Sub-Committee may meet at the rising of the LEP Board.

5.8 It is also proposed that Reading Borough Council be designated as the “Accountable Body” for the purposes of the City Deal, with Bracknell Forest Borough Council fulfilling the role of “Secretariat” to this Committee. This division of responsibilities is important for the purposes of accountability.

5.9 A Berkshire-wide officer group has been set up to steer the development of the City Deal Proposal and it is proposed that this group will continue, it will report to the Joint Committee and will be responsible for:

- (i) Updating the Joint Committee on progress with the City Deal
- (ii) Implementation and delivery of the City Deal on agreed priorities



(iii) Appropriate advice and guidance to the Joint Committee on cross boundary decisions on spending based on agreed priorities and criteria for dispersal of funding.

6 **Conclusion**

The City Deal bid provides an opportunity for Slough with the other Berkshire unitaries to improve the infrastructure of the county area and promote economic growth. The Cabinet is requested to agree to the formation of a joint committee to over see the City Deal implementation and to nominate a Member to the joint committee.

7 **Appendices Attached**

None

8 **Background Papers**

Berkshire City Deal document

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 20 January 2014  
**CONTACT OFFICER:** Sarah Richards, Strategic Director Regeneration, Housing and  
(For all enquiries) Resources  
(01753) 875301  
**WARD(S):** All  
**PORTFOLIO:** Cllr Anderson, Leader of the Council

**PART I**  
**NON-KEY DECISION**

**THAMES VALLEY BERKSHIRE LOCAL ENTERPRISE PARTNERSHIP –  
CONSULTATION DRAFT STRATEGIC ECONOMIC PLAN**

1 **Purpose of Report**

To agree the Council's response to the consultation draft Strategic Economic Plan 2015/16 – 2020/21 (draft SEP) produced by Thames Valley Berkshire Local Enterprise Partnership

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

The Cabinet is requested to delegate to the Strategic Director Regeneration, Housing and Resources to write to Thames Valley Berkshire Local Enterprise Partnership (TVB LEP) confirming approval in principle of the draft Strategic Economic Plan but subject to

- A stronger approach to the distinctive local economies of TVB which more clearly identifies the interdependencies between local authorities and their residents and businesses, both within and outside the LEP area, for the provisions of jobs and housing.
- incorporating and reflecting more effectively the wider functional economic area within which Slough is situated and the connections and dependencies with surrounding LEP areas and London.
- the SEP being strengthened to reflect a focus on research and development (R+D) activity across all growth sectors and not just the tech-based, recognising that the development of 'clusters' can be generated by any sector where there is a coming together of ideas and knowledge development
- clarity about the proposals for business support, particularly those for incubator space where SBC is pro-actively improving it's offer through good asset management (Plymouth Road)

That Cabinet note that further consultation is being undertaken with groups representing local businesses and communities. Any comments received from this consultation will be passed directly to TVB LEP.

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

The strategic intent and implementation plan of the draft SEP are generally well aligned with the themes and priorities of both the Wellbeing Strategy and Corporate Plan. Specifically, the SEP will provide strategic support and guidance for driving forward the actions in both plans that focus on economy and skills and regeneration and environment. The image of Slough will be enhanced by the continuing health and dynamism of the local economy.

### 4. Other Implications

#### (a) Financial

There are no financial implications of proposed action. Within the implementation plan are proposals for infrastructure projects which may require SBC capital expenditure. These projects are already included within the Council's capital programme and funding has been accounted for.

#### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	
Property	None	The use of council assets to support the implementation of the SEP is being actively considered within the current asset review
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	The emphasis on improving skills in the resident population will increase opportunity to access paid employment and to improve job prospects for individuals
Community Support	None	None
Communications	None	The SEP will be the subject of some wider consultation within Slough
Community Safety	None	None
Financial	Set out above	The bidding process has the opportunity to bring further resource to Slough for capital schemes
Timetable for delivery	None	None
Project Capacity	None	None
Other	None	None

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

There are no Human Rights Act or other legal implications

### (d) Equalities Impact Assessment

The TVB LEP will be required to undertake an equalities impact assessment in due course.

## 5 **Supporting Information**

### **Background**

Government views Local Enterprise Partnerships (LEPs) – business led partnerships with local government and other public sector bodies – as central to their local growth ambitions. LEPs are increasingly playing a central role in determining local economic priorities and undertaking activities to drive economic growth and creation of local jobs. LEPs now cover the entire country and in some cases their geographies overlap. They were originally intended to reflect functional economic areas rather than administrative boundaries however the local development of LEPs has meant that the majority are based on some form of local government boundary.

Slough sits within the Thames Valley Berkshire LEP (TVB LEP) whilst being clearly part of at least two identifiable functional economic areas (West London and Buckinghamshire/East Berkshire/north Surrey). The TVB LEP is comprised of the six unitary authorities of former Berkshire.

The Government's response to the Heseltine Review (2013) confirmed this localist approach to economic growth and putting in place a Growth Deal with every LEP. Through these Growth Deals LEPs can seek freedoms, flexibilities and influence over Government resources balanced by a commitment from the LEPs to drive local economic growth expressed through a Strategic Economic Plan (SEP).

The timescales for developing, agreeing and then submitting the SEP to Government are very short. TVB LEP, working together with the 6 unitary authorities, has produced a Consultation Draft of the SEP (paper attached) which has been shared with Government (sent in late December in order to get feedback to produce the final document). The final document, which it is anticipated will have the support of the Berkshire unitary councils will be submitted to Government in March 2014. The document the subject of this report is the version that was sent to Government in late December 2013.

The SEP is intended to be both a strategic plan for the economy of TVB for the next 5-10 years as well as a plan to support bids for resource in the short term from the Local Growth Fund (2015/16), to be spent in that year also. Alongside the Local Growth Fund available resource is also available from the European Social Investment Fund (ESIF) which is also being distributed at LEP level. A separate plan sets out the approach, and linkages, in TVB between the ESIF funding and the SEP. The Local Growth Fund resource will be made up of two parts – some allocated through formula and some through competitive bidding. The total resource available nationally in the Local Growth Fund, both allocated and for competition in 2015/16 is £2,019 bn of which £1.449 bn is capital.

## Strategic approach and key proposals of draft TVB SEP

The TVB SEP is a well researched evidence based plan which had been developed in dialogue with businesses, the unitary authorities and other stakeholders eg higher and further education. There is a logical flow from the evidence to priorities and proposals. The extract below from the draft document sets out the overarching priority and main objectives:

### Thames Valley Berkshire Strategic Economic Plan: In Summary

**Our Vision:** By 2021, the vibrancy of our business community will be internationally envied. The ambition and creativity of our established businesses will be energised through strong, knowledge-rich, networks. Our workforce will be the lifeblood of our economy: young people will be inspired and older workers valued. Our infrastructure will match the scale of our ambition and potential. And people will choose Thames Valley Berkshire as the place to live and work

**Our overarching priority is to secure better access to talented people and bright ideas, and to use both more effectively**

#### People

1. Use those who are already in the workforce better
2. Inspire the next generation and build aspirations and ambition
3. Ensure that economic potential is not stifled because of labour supply issues

#### Ideas

4. Ensure that knowledge is effectively commercialised and grown within Thames Valley Berkshire
5. Strengthen networks and invest in the "soft wiring" to use ideas better
6. Make Thames Valley Berkshire's towns genuine hubs in the ideas economy

#### High level Programmes within our Implementation Plan

A: Promotion and international positioning of TVB

B: Enterprise, innovation and business growth

C: Skills, education and employment

D: Infrastructure – transport, communications and place-shaping

In order to meet the requirement for the SEP to be a document that supports bids to the Local Growth fund there are 15 investment packages – grouped into four high level programmes – that set out how the objectives will be achieved.

### Relevance and impact of SEP proposals for Slough

The approach of the document focuses at the level of the LEP area and not at local authority level and the ambitions expressed within it are similarly at the LEP level. Therefore there are no specific proposals for individual places in the main document and it is at the implementation plan that detailed local proposals are introduced.

The core findings of the economic evidence base are that the TVB economy performs well on most of the national key metrics:

- 42.3% of employment in TVB is in 'top output growth sectors' (Rank 1)
- 28.5% of employees in TVB work in the 'knowledge economy' – tech-based (Rank 2 behind London)
- Economic output per head in TVB is £32.8k (Rank 2, behind London)
- Business birth rate is 12.4% ((Rank 2, behind London)

However there is no room for complacency and the headline areas of challenge for the TVB economy include: dependence on the IT-based economy which is more about packaging and selling than generating knowledge and technology; a missing

'soft wiring' or networking of the existing businesses into a knowledge rich clusters; maximising the proximity to Heathrow at the same time as there is uncertainty about its future; the role of corporates and the way in which they are changing with new work styles and patterns based on digital connectivity and the link to the patterns of spatial development of business parks in out of centre locations which are increasingly perceived as 'tired'. These challenges do not constitute a crisis in need of immediate attention, however to continue the history of success these issues will need to be actively addressed. The SEP sets out a strategy for doing this.

The overview of the TVB economy, the evidence base on which the strategy is developed, does pull out some key issues in the local economies. Some headlines identified for Slough include –

- the relatively high level of 18-24 year olds claiming JSA;
- the differential between workplace based earnings and residence based earnings in Slough;
- the skills levels of population, significantly lower than Berkshire's averages
- the importance to the TVB economy of Heathrow;
- the importance of Slough Trading Estate for HQ operations of substantial European and global firms

Many of the priorities and objectives of the SEP link well to the known economic priorities of Slough. These are expressed in the Economic Development Strategic Plan for Growth (for approval - Cabinet 16 December) with an identified set of actions for implementation. These include:

1. Competitive workforce – developing the skills of our residents both in and out of work.
2. Business generation, retention and Inward Investment – supporting our business base to grow and develop their businesses, supporting start ups and making Slough an attractive economic hub for new investors.
3. Physical and Transport Infrastructure

Slough is one of the main contributors of economic output in TVB. The Council is already working towards providing a soft and hard infrastructure to enable economic growth which supports the SEP priorities. Working in partnership with local business we need to continue to invest in the economy to ensure we maintain this status. Local initiatives such as Open for Business, Smart Cities, Aspire will all need to be pursued and supported to continue this.

Aspects of the four programme priorities are highly relevant for Slough. Within these are included packages focussing on investment in incubator and co-working space; providing better support to businesses and building business networks; increasing skill levels in the older workforce and residents of TVB; building links between business and education; enhancing the strategic transport network and urban connectivity and encouraging vibrant town centres.

Within the 'enhancing strategic transport network and urban connectivity' package sit a number of prioritised schemes that will be included within the allocated and competitive bidding process for funding in 2015/16. These schemes largely reflect the priorities set out by the Berkshire Local Transport Board and include Slough Rapid Transit Phase 1 and Slough A332 improvements. The programme for

2016/19, not yet funded, also includes a further scheme in Slough – improvements to A355.

### **Issues of concern**

There are no issues of fundamental concern with the overall approach and conclusion of the SEP. However there are some specific points that need to be incorporated to ensure that the unique position of both the economy and location of Slough is fully recognised within the SEP and therefore able to make the maximum contribution to the ambitions of the LEP.

- The approach taken within the SEP is one in which the local economies of TVB are blended into a homogenous whole with a universal set of responses. This approach tends to smooth over the distinctive local economies and as such lose opportunities to build on local strengths as well as losing sight of the inter-relationships of local economies and places of work and residence. The economy of Slough, which is around 25% of the TVB economy, is a significant provider of high value jobs to TVB residents, particularly in east Berkshire but also, and as importantly, to the surrounding areas in Buckinghamshire, Surrey and west London. Through the ‘smoothing’ approach in SEP this local dynamism is lost. Not to address this within the SEP will impact across the TVB area and beyond.
- Following from the previous point, the document could also do more to describe TVB in its wider sub-region, and relationships with surrounding LEPs and other arrangements within London, and all the inherent opportunities and risks that arise from that.
- The economy of TVB is identifiably a tech-based economy. There is limited mention of research and development (R+D) in sectors other than tech-based. In Slough there is clear evidence of R+D in bio-pharma and food production sectors and the focus on tech-based may lose the focus on these other sectors. It is recommended that the SEP is strengthened to reflect a need to focus on R+D activity across all growth sectors and not just the tech-based.
- The strategic approach of building the ‘soft wiring’ (the business to business relationships) within the tech-based sector is supported. The principle of clusters/soft wiring etc that is proposed as an area for improvement in TVB is often associated in other places, such as Cambridge, with R+D activities beyond the tech-based sector. The document would be improved by addressing this issue more specifically and building on what exists.
- There is also little mention of how business support will be provided and what shape this will take. Slough can certainly support with business start up and incubation facilities for its own residents but also for TVB providing a regional facility on Plymouth Road.

### **6 Comments of Other Committees**

This matter has not been considered by any other Committees

### **7 Background Papers**

Thames Valley Berkshire Strategic Economic Plan 2015/16 – 2020/21 – Consultation Draft December 2013



**SLOUGH BOROUGH COUNCIL**

**REPORT TO** Cabinet **DATE:** 20 January 2014  
**CONTACT OFFICER:** Neil Aves, Assistant Director Housing & Environment  
 (01753) 875527  
**WARD(S):** Upton  
**PORTFOLIO:** Neighbourhoods & Renewal - Cllr Swindlehurst

**PART I**  
**KEY DECISION**

**OPTIONS APPRAISAL**  
**FUTURE USE OF GURNEY HOUSE SITE**

**1 Purpose of Report**

1.1 This update report advises members of the progress made on the feasibility study and site evaluation for the land formerly occupied by Gurney House and recommends a clear future use for the site.

**2 Recommendation**

Cabinet is requested to resolve:

- a. That approval is given to retain the site of the former Gurney House in order to construct high quality family homes; and that
- b. That subject to 2(a) above, that approval is given for the Strategic Director of Regeneration, Housing & Resources to complete the detailed feasibility study to develop proposals for a residential scheme determining
  - i. The size, number and layout of the new homes.
  - ii. The final tenure or mix of tenures on site and
  - iii. The delivery mechanism to be used in order to limit risk to an acceptable level while maximising the speed and rate or capital or revenue return to the council.
- c. That the Strategic Director of Regeneration, Housing & Resources reports back to Cabinet in March 2014 on the proposed tenure mix, marketing and financial modelling for the proposed scheme.

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

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

Priorities:

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

Replacing a disused facility and potentially derelict site with high quality family housing for which there is a constant demand can assist with meeting the aims of all the sustainable community strategy priorities

3b. **Slough Joint Wellbeing Strategy: Cross-Cutting themes - Improving the image of the town**

Demolition of a redundant unit and the subsequent construction of aesthetically pleasing family housing will improve the image of the town both visually and in terms of its perception by demonstrating that good quality homes are available and that aspiring households can find homes within the borough avoiding the need to move to adjoining areas.

3c. **Joint Strategic Needs Assessment (JSNA)**

Closure of a former care home when there is an identified and ongoing level of unmet need would appear to be an act in contradiction of the JSNA data however, existing facilities and sites can only be maintained where they are proven to be financially viable and meeting the needs of the JSNA must only be done while continuing to accord with the Council's overall financial obligations. The provision of additional, good quality family housing also contributes to the identified priorities of the JSNA.

3d **Corporate Plan 2012/13**

*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. *Achieve value for money*

This project has resulted from the discontinued use of a former care home, decommissioned because of a desire and legislative requirement to improve the quality of care accommodation and deliver services to more vulnerable residents within their own homes. The future use of the site will enhance the environment within the local area and ensure that capital and revenue income is maximised.

4 **Other Implications**

(a) **Financial**

The feasibility study has and will continue to examine all aspects of the financial viability of developing the site to maximise the rate of return in either capital or revenue receipts. The final delivery mechanism and tenure has yet to be concluded but the work to date clearly demonstrates that retention of the site and development results in a greater return to the council than simply selling the current site with vacant possession.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<p><b>Legal –</b> The local authority can only act as permitted by legislation which may limit some more creative solutions.</p>	<p>The feasibility study will include a full legal appraisal and authorisation of the recommended course of action.</p>	
<p><b>Property</b> Retention of a vacant building risks break-ins, vandalism and/or squatters</p>	<p>The building currently has 24 hr on-site security, however this is at a cost to the Council of £5476.80 per month</p>	<p>Demolition work has been tendered and is due to commence this month</p>
<p><b>Human Rights</b> Since the property is now vacant there are no human rights issues.</p>		
<p><b>Health and Safety</b> As a vacant site the Council has a legal duty to secure the site and prevent access which could lead to accidents and injury</p>	<p>Demolition of the building will reduce obligations and liabilities, while demolition is underway the site security will be the responsibility of the appointed contractor and subject to regular checks.</p>	
<p><b>Employment Issues</b> Since the property is now vacant there are no employment issues.</p>		<p>Subject to preferred option, an opportunity to create new jobs and training places via new build development exists.</p>
<p><b>Equalities Issues</b> Since the property is now vacant there are no equalities issues.</p>		

<p><b>Community Support</b> Potential complaints from adjoining residents to the preferred alternative use for the site.</p>	<p>Any alternative use will be subject to Development Control legislation and adjoining residents will be able to express any concerns during that process.</p>	
<p><b>Communication</b> Adverse reaction to development proposals</p>	<p>The study is proposing the construction of high quality homes which should positively contribute to the local environment and reflect well on the adjoining properties.</p>	
<p><b>Community Safety</b> Vacant and derelict properties together with cleared sites can attract a variety of anti-social behaviour activities</p>	<p>The feasibility study will be completed expeditiously, limiting the remaining lifespan of the property and then the vacant site.</p> <p>Colleagues in Neighbourhood Enforcement will be advised to maintain a watching brief on the site to deal promptly to any issues.</p>	
<p><b>Financial</b> Ongoing costs associated with site security will continue until the site is cleared.</p> <p>The anticipated revenue and capital savings/ income are not realised.</p>	<p>imminent demolition will end any revenue costs of maintaining the current site.</p> <p>Undertaking a detailed financial modelling of preferred options will include the necessary risk rating as to the certainty of financial predictions.</p>	<p>Depending upon the final delivery option agreed, construction could begin in late Spring with completion leading to a revenue income to the Council.</p>

<p><b>Timetable for delivery</b> Indecision or ongoing delays continue the revenue expenditure of maintaining the building and delay receipt of projected capital receipts and/or revenue income</p>	<p>The feasibility assessment is making good progress although as a first time venture for the council subsequent projects of a similar nature will benefit from lessons learned and be delivered more swiftly.</p>	
<p><b>Project Capacity</b> The feasibility study is delayed by staffing resources being allocated to other projects</p>	<p>Determining the future of the Gurney House site has been identified as an imminent workstream for some time and resources are already provisionally allocated to the project.</p>	
<p><b>Other</b></p>		

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications and other legal implications are identified in the supplementary report appearing in Part II of the cabinet agenda.

(d) Equalities Impact Assessment

in terms of this report and the recommendation to construct new homes, no equalities impact assessment is necessary.

(e) The Public Services (Social Value) Act 2012 an impact assessment of the social and economic value of the proposal as part of the commissioning process.

**6. Supporting Information**

**Background**

6.1 Following the report to Cabinet in September 2013 which approved the demolition of Gurney House, officers within Housing, Asset Management and Finance services have met regularly to evaluate the options available to develop the site. The considerations have covered the following aspects

- Size, type and density of homes to be constructed
- Tenure of final product; market sale, market rent, shared ownership or social rent

- Funding streams, capital programme, HRA, S106 contributions, prudential borrowing and
- Delivery mechanism; direct council procurement, subsidiary housing company, Slough regeneration Partnership.

6.2 The ability of a local authority to build council homes has not been widely available for almost a generation while the flexibilities and freedoms introduced by the Localism Act are new and untried so considerations of HRA self financing, prudential borrowing, equity investors, subsidiary housing companies and the LABV all necessitate investigation from first principles. While the evaluation has yet to conclude with a view on each of these issues, officers can confirm the following.

Density, style and design of the site.

6.3 From the initial evaluation which suggested a design of twelve, 3 and 4 bedroom, terraced and semi-detached properties further work has confirmed that a reduced density of ten, 4 bedroom semi-detached homes will provide a more favourable scheme and increase desirability of the individual units.



6.4 The new outline scheme allows for the retention of the existing front boundary wall and creates a shared private driveway with adequate parking for residents as well as some visitor parking. By limiting the design to semi-detached properties each maintains a private access to both front and rear gardens enhancing the desirability and functionality of each home.

Tenure

6.5 Development and market sale of the homes is the quickest and potentially simplest use of the site resulting in capital receipts of, say, £2.1M which could be utilised across the council for other projects. Using these funds instead of borrowing would make a consequential saving on revenue costs.

6.6 However to maximise the impact through ongoing revenue income, the properties could be developed for market renting as ‘executive homes’. With rents of circa

£1,500 per month there is the potential to generate income after deductions of, say, £150,000 per annum in perpetuity.

- 6.7 In the longer term this option could be the most financially rewarding however it would be dependent upon the creation of a subsidiary housing company in order to operate as a profit making business. This is not particularly onerous and a number of authorities are starting to embark upon this path and indeed Slough was ahead of the game some 25 years ago in the formation of DISH. Clearly much more work would need to be done to evaluate this option but this could be done in parallel to the construction procurement process and the resulting scheme delivery not delayed unduly.
- 6.8 Through HRA self financing, sufficient funds are available to develop the site for social housing while still making a suitable rate of return through rental income to sustain the 30 year business plan. However ten large family units in a confined space would not be without potential management issues and should the HRA acquire the site from the General Fund the land purchase value would be less than that on the open market thereby depriving the general fund of the much needed capital receipt. Accordingly this option has been discounted.
- 6.9 Some sub-market, but still affordable renting units would be a viable option because while the income to the council in terms of rent would be reduced, the use of existing S106 receipts would mean that construction could be funded without any associated borrowing costs. Legal opinion suggests that a niche market of sub-market renting could be managed directly by the council and negate the costs of setting up the subsidiary company.

#### Delivery vehicle

- 6.10 Legal advice has been sought and this has concluded that it would be possible for the council to use Slough Regeneration Partnership (the LABV) as a development partner without formally moving the land into SRP 'ownership'. This would mean that all profits were retained by the Council rather than be shared with the LABV partners and the SRP would simply provide a supply chain and delivery mechanism which would remove the need to follow a full procurement process.
- 6.11 This would clearly be of interest as it would accelerate delivery by between six and nine months but before committing to such a route, the council would need to be assured that it was evidencing value for money without the LABV making excessive profits.

### **7 Conclusion**

- 7.1 Much work has been done to deliver a financially beneficial development of new family homes on the Gurney House site. Rather than simply dispose of the site as would have been the case in previous years, officers can give sufficient assurance that it would be in the Council's financial interests to retain the site and commission the development of family homes while continuing to evaluate the best tenure mix to create a rate of return while limiting associated risk.

### **8 Appendices Attached**

None.

### **9 Background Papers**

None.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 20<sup>th</sup> January 2014  
**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 JANUARY 2014 TO 31 MARCH 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.

<sup>P</sup><sub>a</sub><sub>g</sub><sub>e</sub> 40 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.

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](mailto: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](mailto: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 - 20th January 2014

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>Medium Term Financial Strategy 2014-18</u></b></p> <p>To consider a report setting out the latest position on the Council's Medium Term Financial Strategy.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<p><b><u>Thames Valley Berkshire Local Enterprise Partnership - Strategic Economic Plan</u></b></p> <p>To consider a report on the Council's response to the draft Thames Valley Berkshire Strategic Economic Plan.</p>	S&E	All	All	Sarah Richards, Strategic Director, Regeneration, Housing and Resources Tel: 01753 875301	-	None		
<p><b><u>Thames Valley Berkshire City Deal</u></b></p> <p>To consider a report on the Berkshire City Deal, including the proposed governance arrangements.</p>	S&E	All	All	Tracy Luck, Head of Strategic Policy and Communications Tel: 01753 875518	-	None	√	
<p><b><u>Future Use of Gurney House</u></b></p> <p>To consider a report on the outcomes of the Options Appraisal following the Cabinet decisions taken in October 2013.</p>	N&R	Upton	All	Neil Aves, Assistant Director of Housing Tel: (01753) 875527	-	None		Yes, p3 LGA

**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>References from Overview &amp; Scrutiny</u> <i>To consider any recommendations from the Overview &amp; 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		

## Cabinet - 10th February 2014

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>SRP Partnership Business Plan</u></b> 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		
<b><u>Heart of Slough Masterplan - review of progress and implementation</u></b> To update on the progress on implementation of the Heart of Slough Masterplan and set out options for future priorities and actions.	F&S, N&R	Central	Regeneration & Environment	Sarah Richards, Strategic Director, Regeneration, Housing and Resources Tel: 01753 875301	None	None	√	Yes p3 LGA
<b><u>Quarterly Budget &amp; Performance Report to December 2013</u></b>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny	None		

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**Bold** – Key Decision

**Non-Bold** – Non-Key Decision

*Italics* – Performance/Monitoring Report



Item	Port-folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>Capital Strategy 2014-19</u></b> To agree the recommendations to be made to Council on the Capital Strategy 2014-19.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny	None	✓	
<b><u>Treasury Management Strategy</u></b> To agree the recommendations to be made to Council on the Treasury Management Strategy.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny	None	✓	
<b><u>Revenue Budget 2014-15</u></b> To agree the recommendations to be made to Council on the 2014-15 Revenue Budget.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny	None		
<b><u>Medium Term Financial Strategy 2014-18</u></b> To agree the recommendations to be made to Council on the Medium Term Financial Strategy 2014-18.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny	None	✓	
<b><u>Leisure Strategy</u></b> To consider a report on the Council's leisure strategy and plans for future provision.	C&L	All	All	Andrew Stevens, Assistant Director, Community & Skills Tel: 01753 875507	-	None		

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**Bold** – Key Decision

**Non-Bold** – Non-Key Decision

*Italics* – Performance/Monitoring Report

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>Chalvey Regeneration Plan</u></b></p> <p>The purpose of the report is to provide an update on the Chalvey Regeneration Plan. The objective of the plan is to resolve land-use issues identified by local people and develop a medium to long-term strategy to make Chalvey a vibrant place where a diverse community choose to live, learn, work, stop, shop and do business.</p>	N&R	Chalvey	All	Stephen Gibson, Interim Head of Asset Management Tel: 01753 875852	-	None		
<p><b><u>Plymouth Road Industrial Court</u></b></p> <p>To seek instruction with regards to the Council's lease for Plymouth Road Industrial Court which is due to expire on 13<sup>th</sup> July 2014.</p>	S&E, F&S	Haymill	Economy & Skills	Stephen Gibson, Interim Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA
<p><b><u>Hackney Carriage Fare Tariff</u></b></p> <p>To formally approve the Hackney Carriage Fare Tariff set by the Licensing Committee on 28<sup>th</sup> May 2013 and to also approve any future changes. To recommend that the Council's Constitution be amended to include the approval of the Hackney Carriage Fare Tariff as a Cabinet function.</p>	S&E	All	All	Michael Sims, Licensing Manager Tel: 01753 47	Licensing Committee, 28th May 2013	None	✓	
<p><b><u>References from Overview &amp; Scrutiny</u></b></p> <p>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</p>	P&A	All	-	Greg O'Brien, Democratic Services Officer Tel: 01753 875013	-	None		

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**Bold** – Key Decision

**Non-Bold** – Non-Key Decision

*Italics* – Performance/Monitoring Report

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<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		

## Cabinet - 10th March 2014

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>References from Overview &amp; Scrutiny</u> <i>To consider any recommendations from the Overview &amp; 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	√	

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*Italics* – Performance/Monitoring Report

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**AGENDA ITEM 10**

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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