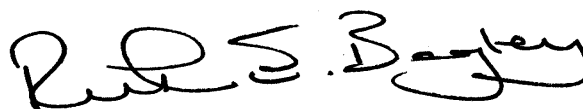


Date of issue: Friday, 5 September 2014

<b>MEETING:</b>	<b>CABINET</b> Councillor Anderson Councillor Carter Councillor Hussain Councillor Mann Councillor Munawar Councillor Parmar Councillor Sharif Councillor Swindlehurst	<b>Leader of the Council -</b> <b>Finance &amp; Strategy</b> <b>Community &amp; Leisure</b> <b>Health &amp; Wellbeing</b> <b>Education &amp; Children</b> <b>Social &amp; Economic Inclusion</b> <b>Environment &amp; Open Spaces</b> <b>Performance and</b> <b>Accountability</b> <b>Neighbourhoods &amp; Renewal</b>
<b>DATE AND TIME:</b>	<b>MONDAY, 15TH SEPTEMBER, 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 I**



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 July 2014	1 - 8	
3.	<b>Slough Mass Rapid Transit Scheme (SMaRT) Phase 1</b>	9 - 28	All
4.	<b>Chalvey Regeneration Strategy Update</b>	29 - 40	Chalvey
5.	<b>Financial &amp; Performance Report - Q1 2014-15</b>	41 - 112	All
6.	<b>Council Tax Support Scheme 2015-16</b>	113 - 126	All
7.	Treasury Management Annual Report	127 - 144	All
8.	<b>Anti-social Behaviour, Crime and Policing Act 2014 - New Anti-Social Behaviour Powers</b>	145 - 152	All
9.	Family Placement Allowance Scheme	153 - 162	All
10.	References from Overview & Scrutiny	To	All
11.	Notification of Forthcoming Decisions	Follow 163 - 174	All
12.	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**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

**PART II**

13.	<b>Windsor Road Regeneration Scheme</b>	175 - 184	Chalvey
14.	<b>Agreement of the Heads of Terms for Two Free School Sites</b>	185 - 198	All

**Press and Public**

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**Cabinet – Meeting held on Monday, 14th July, 2014.**

**Present:-** Councillors Anderson (Chair), Carter, Hussain, Mann, Munawar, Parmar, Sharif and Swindlehurst

**Also present under Rule 30:-** Councillors Nazir

**Apologies for Absence:-** None.

**PART 1**

**12. Declarations of Interest**

No declarations were made.

**13. Minutes of the Meeting held on 23rd June 2014**

**Resolved –** That the minutes of the meeting of the Cabinet held on 23<sup>rd</sup> June 2014 be approved as a correct record.

**14. Medium Term Financial Planning: 2015-19**

The Assistant Director, Finance & Audit introduced a report which updated Commissioners on the financial planning assumptions and required level of savings for the Council between 2015-19.

The key financial challenges in the Medium Term Financial Strategy (MTFS) were detailed, including continued pressures on the demand for Council services and further significant Government funding reductions. It was noted that the 'Delivery of Children's Social Care' was included as a challenge although the financial cost and implications for the savings requirement of any new arrangements was uncertain. Central Government funding in the form of the Revenue Support Grant (RSG) would fall by 30% in 2015-16 which contributed to a savings requirement of £14.5m. The total savings projected over the period of the MTFS was estimated to be £37m and this would require further service transformation in the coming years. Members attention was drawn to chart 1.5 of the report which showed the 2015-16 savings identified to date, and it was noted that specific proposals would be brought to the Cabinet in the autumn.

Commissioners recognised the scale of the financial challenges facing the Council over the MTFS period and acknowledged that the Government funding reductions from 2016-17 could be higher than the assumed 20%. It was noted that whilst the precise figures would vary, the direction of travel over the MTFS was clearly set. The greater volatility in income, for example from retained business rates, would also be an increasingly important feature of the Council's finances and Commissioners felt that it was therefore important to take further steps to promote economic growth in the Borough.

**Resolved** – That the financial planning assumptions and required level of savings for the period between 2015-19 be noted.

## **15. Leisure Strategy**

The Assistant Director, Community & Leisure introduced a report seeking approval for a high level Leisure Strategy and also set out the next steps for delivering improvements in leisure provision in the Borough.

Levels of physical activity in Slough were amongst the lowest in the country and the Member/Officer Task & Finish Group had conducted a review of the evidence in order to focus the strategy on achieving health and wellbeing outcomes. The vision was to get “more people, more active, more often” and the activities could take place in a variety of settings including parks and open spaces, schools and community facilities as well as the Council contracted leisure facilities. The Strategy proposed a ‘dispersed’ approach to maximise community access and use of facilities such as those in schools, neighbourhoods, e.g. the multi-use games areas and potentially a community sports hub at Arbour Park. The Strategy would link these facilities with revenue based programmes to promote physical activity. It was felt that this approach would achieve better outcomes than concentrating investment in new facilities on a single site.

The Assistant Director informed the Cabinet that the Overview & Scrutiny Committee had considered the Strategy and made the following comments:

- The existing facilities and sporting clubs in Slough should be recognised and celebrated.
- The rationale for major investments should be clearly supported by evidence and fit with the agreed strategic objectives.
- Clear targets for the strategy should be set, monitored and reported.
- Facilities should cater for the whole community and should, for example, include activities in parks and open spaces.
- The Council should adhere to the timetable for implementation.

The Cabinet agreed with the comments from scrutiny; endorsed the Strategy and welcomed the new Sport England funded programmes in Slough which would begin over the summer and the initial results would be reported to Cabinet in further reports in the autumn.

Commissioners discussed the proposed implementation of this strategy, the first stage of which would be a £3.5m investment to refurbish the ice arena and extend it to give it a presence on the A4 Bath Road. Provision of ice facilities were considered to be particularly effective in engaging key priority groups such as women and young people as identified in the strategy. The main Montem leisure centre would be demolished and the remainder of the site would be available for redevelopment once alternative facilities were in place. Other measures were planned, as detailed in section 7 of the report, which included opening a rowing and canoeing facility on the Jubilee River in September 2014 and progress towards a new swimming pool to replace the

ageing facilities at the Montem site to be considered in a further report to Cabinet in October 2014. The preferred option was The Centre on Farnham Road, subject to feasibility testing. The specification for the leisure facilities operational contract would also begin early in 2015 and would be based on the principles of the Leisure Strategy.

**Resolved –**

- (a) That the strategy for leisure contained in section 6 and Appendix A to the report be approved.
- (b) That the Assistant Director for Community and Skills be authorised to implement the next steps as set out in section 7 of the report, following consultation with the Commissioner for Community and Leisure, including:
  - i. specify, plan and implement refurbishment and extension of the Ice Arena to maximise its community use potential, reporting on progress to Cabinet;
  - ii. specify requirements for a new pool, identify a site and initiate feasibility, to report to Cabinet in October 2014. The preferred option is the Centre site in Farnham Road, subject to feasibility testing.

**16. Options Appraisal - Subsidiary Housing Company**

The Assistant Director, Housing & Environment updated Commissioners on the progress made regarding the options appraisal for the establishment of a Subsidiary Housing Company.

The Cabinet was reminded that the purpose of establishing a special purpose vehicle would be to bring forward housing development on a number of smaller, difficult sites which were less attractive to private sector developers and to maximise the value of land assets to the Council. Since the last Cabinet report in April 2014, Officers had further investigated the legal and financial viability of a subsidiary housing company, utilising professional advice where appropriate. Members were advised that this preliminary work had clearly demonstrated that there were no legal impediments to prevent the Council from establishing a subsidiary company for these purposes and that it would be financially viable and make best use of the Council's assets. It was proposed to continue the feasibility work and bring a further report to the Cabinet by October 2014 which would include a final business case.

Commissioners recognised the potential benefits of a subsidiary housing company in terms of regenerating smaller sites for much needed residential accommodation and the opportunity to realise a better financial return, either by sale or from ability to manage the stock, for example by making properties available for market rent. A number of issues were discussed including the financial viability of the sites likely to be brought forward under this

mechanism and the potential to engage local construction companies in delivery. The Cabinet believed that the company could be a useful tool to address some of the housing supply requirements in Slough and agreed to proceed with the further feasibility work prior to receiving a further report in the autumn.

**Resolved –**

- (a) That it be noted that following detailed preliminary investigations, the creation of a subsidiary housing company remains a viable and worthwhile option to improve the quality of housing available to residents of Slough and to generate a financial rate of return to the council which maximises the value of its land assets; and
- (b) That the development of a detailed business plan and outline governance rules from within existing and previously approved financial resources be approved and to bring a final report for consideration to Cabinet by October 2014.

**17. Children's Service Improvement**

The item was withdrawn due to the fact that the Department for Education had not yet published their report on the future arrangements for children's services in Slough.

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

**18. Salt Hill Park Path Improvements**

The Team Leader (Integrated Transport and Road Safety) and the Parks & Open Spaces Manager introduced a report proposing improvements to the footpath in Salt Hill Park.

The scheme aimed to improve the connectivity between Salt Hill Way and Stoke Poges Lane; enhance the attractiveness and security of the route and improve the entrance to the park from Salt Hill Way. The budget of £175,000 for the scheme would be funded from the Local Sustainable Transport Fund and it formed part of the East West Walking and Cycling Route running between Slough and Burnham train stations. The new path would be 3 metre wide, shared use, bound gravel track with improved lighting and landscaping to increase natural surveillance. Members noted the consultation that had been carried out with the Local Access Forum and park users which showed broad support.

The Cabinet considered a number of issues including links to the new Leisure Strategy in making the Slough's parks more attractive and the importance of publicising the improvements when completed. The improved lighting and potential to open up other routes from the subway were particularly welcomed. Members made further suggestions to consider rain shelters in



future plans for the management of the park and steps to reduce littering by redesigning the area around the railway tunnel.

The approval of the Council in its capacity as a charitable trust was needed for the implementation of the path in the park and the Cabinet therefore agreed to recommend the proposal to Council at its meeting on 22<sup>nd</sup> July 2014.

**Recommended –**

- (a) That the principles of the proposals to update the existing path through Salt Hill Park to a 3 metre wide path with lighting, provide a new section of 3 metre wide path along a previously unpaved route, and improve access through Salt Hill Way be approved;
- (b) That council officers proceed with the detailed design of the scheme within the general principles presented in the report, subject to planning permission on the preliminary design being granted; and
- (c) That, following detailed design, construction of the scheme be implemented within the current financial year 2014/15.

**19. Transport/Network Management Proposal to Join South East Permit Scheme**

The Acting Head of Transport and Network Management Engineer introduced a report proposing that the Council join the South East Permit Scheme (SEPS) for management of the highway network.

Permit schemes were introduced by the Department for Transport (DfT) in the Traffic Management Act 2004 and aimed to provide greater control of all works and activities on the road network to minimise disruption and reduce congestion. The proposed SEPS scheme was a common scheme adopted by a number of neighbouring authorities and was fully compliant with the legislative requirements. Work promoters, for example a utility company or an internal Council department, would need to obtain a permit prior to any work commencing rather than simply providing notification as was the case at present. The permit scheme would also allow the Council to recover reasonable costs and the proposed Permit Fees were set out in Appendix B to the report. The Cabinet emphasised the importance of ensuring that the fees set fully recovered eligible costs and the Officers responded that detailed consultation and financial modelling had been carried out under the maximum fees structure set down by the DfT.

Commissioners welcomed the scheme in principle and recognised the benefits arising from the ability to better manage road works in the Borough. It was noted that action to tackle poor works by private utilities which eroded pavement quality had been a 2014 manifesto commitment of the ruling group and adoption of SEPS would be a step forward in this respect. A number of issues were discussed including the tools available under the SEPS to ensure

the repairs to the highways were satisfactorily completed after the works and the liaison with neighbouring highways authorities to try to co-ordinate cross-border activity. The Cabinet agreed the proposal to apply to join the Permit Scheme with a view to implementing the scheme from April 2015.

**Resolved –**

- (a) That the Transport Team submit the Permit Scheme application to the Department for Transport (DfT) for assessment and ratification;
- (b) Once approved, that the Council implement the Permit Scheme before the start of the 2015/16 financial year; and
- (c) That the Council implement the schedule of charges for the scheme as shown in appendix B to the report, and review the schedule on a regular basis in line with DfT guidelines.

**20. Proposed Adoption of the Slough Trading Estate Simplified Planning Zone 2014-24**

The Planning Policy Lead Officer introduced a report seeking approval to adopt the Simplified Planning Zone (SPZ) scheme for the Slough Trading Estate for 10 years from November 2014, subject to the signing of a Section 106 legal agreement.

The Trading Estate had had an SPZ in place since 1994 and the current scheme would expire in November 2014. The SPZ effectively granted planning permission in advance for specified types of development in defined areas and offered the Estate's owners, SEGRO, the flexibility, certainty and marketability to attract further investment. Members were informed that Council had been working with SEGRO for some time on the new SPZ and whilst the proposed scheme retained many of the key elements of previous scheme, the renewed SPZ would allow taller buildings to meet the requirements of data centres, R&D facilities and high bay warehouses. Extensive consultation had been undertaken on the draft SPZ, particularly with statutory consultees, and a number of comments and suggestions had been incorporated.

An updated SPZ Plan illustrating the zones was tabled, which replaced Plan 2 on page 117 of the agenda pack. This map had been revised following a request from the Planning Committee and extended the width of the Northern Height Controlled zone from 15 to 30 metres which should reduce the visual impact of new development upon neighbouring residential properties. An amendment to the date of the expiration of the agreement was noted in paragraph 1.5 of the proposed scheme.

The Cabinet considered a number of issues including the Section 106 agreement, the content of which had been agreed with SEGRO, subject to the final drafting of the legal agreement. This provided for continued financial support for the Hoppa Bus service (or its equivalent), Aspire, improved access

to the Burnham station ahead of Crossrail and a number of other measures are detailed in the report. Members were informed that negotiating a S106 as a package across the SPZ scheme offered advantages compared to negotiating agreements for each individual scheme. After due consideration, the Cabinet recognised the importance of supporting a thriving Trading Estate for the town's economy and agreed to delegate adoption of the scheme from 12 November 2014 for 10 years subject to signing the Section 106 legal agreement.

**Resolved –** That the adoption of the Simplified Planning Zone Scheme 2014-2024 for the Slough Trading Estate be delegated to the Planning Policy Lead Officer subject to the signing of a Section 106 Legal Agreement.

**21. References from Overview & Scrutiny**

There were no further references from Overview & Scrutiny, noting the comments received in relation to the Leisure Strategy.

**22. Notification of Forthcoming Decisions**

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

Chair

(Note: The Meeting opened at 6.38 pm and closed at 8.07 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> September 2014

**CONTACT OFFICER:** Savio DeCruz Acting Head of Transport ext 5640

**WARD(S):** Cippenham Green, Cippenham Meadows, Chalvey, Central, Farnham, Foxborough, Kedermister, Upton,

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

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

**SLOUGH MASS RAPID TRANSIT SCHEME (SMaRT) PHASE 1****1. Purpose of Report**

The purpose of this report is to seek:

- Cabinet's agreement to progress implementation of the Slough Mass Rapid Transit (SMaRT) major transport scheme to provide an enhanced public transport service and measures to reduce traffic congestion along the A4 corridor.
- Permission to use Compulsory Purchase Order (CPO) powers to assemble land required to deliver the SMaRT scheme and the land required to deliver an efficient scheme on the land remaining at 150 – 160 Bath Road.
- Approval to progress implementation of additional junction improvements along A4 Bath Road and at Burnham.

**2. Recommendations/ Proposed Actions**

2.1. The Cabinet is requested to resolve:

- a) that the offer of the Berkshire Local Transport Body to provide £5.6million towards the cost of the SMaRT major transport scheme be welcomed;
- b) that the terms of the offer, including the need for the remainder of the scheme cost to be met by local funding contributions, be noted;
- c) that the local funding contribution outlined in paras 4.4 and 4.5 required from Council revenue and capital resources, supplemented by S106 developer contributions where available, be agreed in principle subject to further consideration of scheme costs;
- d) that the design of the scheme as outlined in paras 5.6 to 5.17 and Figure 1, be agreed in principle subject to a positive outcome to the public consultation now underway;
- e) that negotiations be proceeded with to secure land on the frontage of A4 Bath Road required for highway purposes as set out in paras 4.15 and 4.16 and steps be taken, if necessary, to initiate compulsory purchase;
- f) that funding for the improvements to three additional junctions on the A4 Bath Road west of Dover Road and improvements around Burnham Station and Burnham Lane as described in paras 4.6 and 5.18 to 5.20 be agreed;
- g) that the tendering process be progressed in due course in line with the procurement strategy set out in para 4.7;

- h) That the Strategic Director, Regeneration, Housing and Resources be authorised to take all necessary steps to secure the making, submission, confirmation and implementation of the CPO of the third party land required to deliver the SMaRT Scheme and the land required to deliver an efficient scheme on the land remaining at 150 – 160 Bath Road (following statutory process set down in the Highway Act 1980 and the Acquisition of Land Act 1981, as amended by the Planning and Compulsory Purchase Act 2004.);
- i) That the Strategic Director, Regeneration, Housing and Resources be authorised to appropriate to planning purposes the land in the ownership of Slough Borough Council which is no longer required for the purpose for which it was previously used, for use in connection with the SMaRT Scheme and associated residential development under Section 122 of the Local Government Act 1972.

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

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

##### **Health**

- 3.1. The SMaRT scheme links with the SJWS priority of enhancing positive health and wellbeing. The scheme will promote a more sustainable alternative to the private car for travelling to and from major employment areas, the town centre and residential communities. Through relieving traffic congestion and reducing the stop-start nature of vehicles the scheme will have a beneficial impact on air quality in general and in Air Quality Management Areas 3 and 4 in particular (Tun's Lane/Farnham Road and Town Centre).
- 3.2. Provision of high quality public transport will give people opportunities to reduce their reliance on car use and promote positive behavioural change in personal health through walking to and from rapid transit stops.
- 3.3. SMaRT will improve crossings for pedestrians and cyclists thereby helping to promote these forms of healthy travel.

##### **Regeneration and Environment**

- 3.4. SMaRT links with three SJWS priorities: helping facilitate the regeneration of the town centre and Slough Trading Estate; improving public transport; and encouraging private sector investment to create employment and economic activity.
- 3.5. The A4 provides a strategic route between Slough Trading Estate, the town centre and Heathrow and traffic congestion is a barrier to local economic growth. SMaRT will enhance connectivity and accessibility between these key trip attractors and generators, through junction improvements and bus service enhancements.
- 3.6. SMaRT will mitigate existing and forecast levels of congestion and make a significant contribution to enabling the creation of at least 4,750 new direct full time jobs in Slough and over 2,000 further indirect full-time jobs. It will improve accessibility between areas of higher unemployment or social deprivation and areas of job growth in Slough and at Heathrow.

- 3.7. A comprehensive regeneration scheme at the corner of Bath Road and Pitts Road will create environmental improvements and provided much need private home.

### **Housing**

- 3.8. SMaRT links with the SJWS priorities of developing a mix of housing to meet existing and future needs and providing more choice for home-seekers. The scheme will help facilitate the sustainable development of almost 3000 new housing units in the town centre.
- 3.9. Acquiring four homes along Pitts Road will enable the creation of an additional 36 housing units over and above those deliverable on just the land left over at Bath Road after the SMaRT link is installed.

### **Safer Communities**

- 3.10. SMaRT links with the SJWS priorities of making people feel safer and safeguarding vulnerable adults and children. The combination of a reduction in vehicle speeds, high quality resurfacing and the installation of traffic signals provided by the scheme will provide a higher level of road safety for drivers, cyclists and pedestrians

### **Cross-Cutting themes:**

- 3.11. Civic responsibility –SMART is in line with the cross-cutting themes of enabling people to use public transport rather than cars, take more exercise and use and develop job skills.
- 3.12. Improving the image of the town – SMaRT will complement the infrastructure and public realm improvements delivered by the Heart of Slough scheme by providing a high quality public transport service from the town centre to Slough Trading Estate and the eastern part of the Borough and Heathrow. It will help to improve accessibility for those wishing to travel to the town for leisure and shopping as well as work. SMaRT will also provide a better alternative to car travel thereby reducing the volume of traffic in Slough and improving the sense of place.

## **4. Other Implications**

### **(a) Financial**

- 4.1. In the initial funding bid to the Berkshire Local Transport Body (BLTB) and Thames Valley Berkshire Local Enterprise Partnership (TVBLEP) the cost of the scheme was estimated as £9.04million. The total scheme outturn cost, on which the business case for funding is based, is now estimated as £8.09 million including inflation and risk. This is based on:
- £0.34 million of preparation costs;
  - £1.10 million for land acquisition;
  - £6.62 million for scheme construction, supervision and other works.
- 4.2. This outturn figure does not take into account 'optimum bias' and will be subject to tender prices and any increase in construction costs due to unforeseen circumstances. It also excludes the cost of the three additional junction improvements west of Dover Road and

at Burnham. For this reason it would be prudent for the time being to maintain £9.1million as a ceiling figure for the scheme.

- 4.3. The BLTB has agreed to fund £5.6 million through the TVB Local Growth Deal. The rest of the cost is expected to be funded through local contributions, i.e. Council resources and, where available, contributions from S106 agreements. These local contributions would need to be, in round figures, between £2.5million and £3.4 million depending on the eventual total scheme cost.
- 4.4. The breakdown of local contributions would be:
- Preparation costs of £0.34million to be funded from existing Council capital and revenue budgets;
  - Land acquisition costs of £1.10million to be borne by the Council, a proportion of which could be recovered from the disposal of the remaining land left over after the delivery of the scheme (please refer to the Property section below);
  - Contribution of between £1.05million and £2.00million towards the cost of construction, (including supervision and other works) from Council capital resources/ developer contributions.
- 4.5. Most of the £1.05 to 2.00million contribution towards construction costs would be needed in 2016/17 rather than 2015/16. There is uncertainty about the actual level of funding needed until the tender process and detailed engineering design work are completed. It also difficult at this stage to identify funding that will be available as the amounts of Department for Transport Integrated Transport Block Grant and potential developer contributions payable in 2016/17 are not yet known. However a commitment needs to be made to underwriting the required local contribution before the BLTB releases the Local Growth Fund monies.
- 4.6. The cost of the three junction improvements to the west of Dover Road and the improvements in Burnham is estimated as £915K and would be in addition to the works planned for SMaRT.
- 4.7. The preferred procurement strategy for delivery of the scheme is through a traditional fixed price construction contract awarded through the standard NEC 3 contract model.
- 4.8. The estimated cost of the CPO, which includes compensation for properties, professional fees and statutory payments, is in the region of £400K.

### **(b) Risk Management**

Risk	Mitigating action	Opportunities
<b>Legal:</b> Risk of challenge to land acquisitions.	Council to follow due process and secure full support where required.	
Objections to Traffic Regulation Order for service road on north side of A4 Bath Road.	Early discussion with stakeholders to resolve issues.	



Delay/ failure in achieving Planning Consent.	Public consultation and close working with Ward Members, NAGs, Parish Councils and partners, bearing in mind that the affected land lies within the approved Bath Road Widening Line. On-going dialogue with planning officers to address likely concerns.	
<b>Property:</b> Delay in acquiring frontage land near Three Tuns/ land transfer negotiations longer than expected.	Affected land lies within the approved Bath Road Widening Line. Programme will allow time for CPO process to be carried out if necessary and time for land transfer. Continue to seek to acquire land by negotiation throughout process to avoid the requirement for CPO.	Enables new housing development
Human Rights	See below	
Health and Safety: Road safety hazards during construction	No risks identified Traffic management measures to be introduced to minimise hazards	
Employment Issues	No risks identified	Scheme is expected to generate job opportunities
Equalities Issues: Compliance with Equality Act 2010	A4 rapid transit proposals are an integral part of Slough's LTP3 which was subject to an EqlA in 2010	Greater frequency of bus services will widen accessibility opportunities
Community Support: Unfavourable response to wider public consultation.	Rapid transit proposal features in Slough's LTP3 so negative response considered unlikely. Programme allows for detailed design to be modified where necessary to meet specific objections.	
Communications: Public unaware of proposals	Appropriate consultation to be carried out before the works carried out.	
Community Safety	No risks identified	
Financial: Delays in achieving local contribution towards costs.  The capital costs of the scheme increase as a result of factors uncovered at preparatory survey and design stages or unexpectedly high tender prices.  Statutory Undertaker diversions cost underestimated	Ensure SBC funding in place and on-going dialogue with partners.  As detailed site survey information is obtained, there will be further cost reviews as part of the design process. A comprehensive QRA process will be undertaken as part of the detailed design work  Continual liaison with Statutory Undertakers/ value engineering of planned diversions at preliminary design stage.	

Damage to statutory utility apparatus	Ensure latest statutory undertakers plans are obtained; undertake trial holes; scan ground prior to excavation and transfer financial risk onto contractor via form of contract.	
Project Capacity: Delays during planning stage	Ensure robust scheme and orders presented at planning application and publication. Employ experienced team to prepare and complete the statutory process.	
Delays in procurement process.	Programme will allow adequate time for procurement.	
Delays during construction	Continually review programme to ensure sufficient time allowance made to address potential delays. Continue to liaise with consultant contractor to seek advice on buildability issues. Liaison with external bodies to assist in development and acceptance of scheme design.	
Other: Impact on local residents, businesses and the general public in the immediate vicinity of the construction works	Construction Management Plan will be developed to protect their interests by minimising impacts, such as noise, vibration and traffic, during the period of construction	
Traffic congestion resulting from construction phase	Coordinate construction works with other planned highway schemes. Plan construction elements which have most impact on traffic to coincide with school holidays	

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

- 4.9. Human Rights Act 1998 Implications – There are no Human Rights issues arising from this report. However, should there be a need in the future to consider the exercise of Compulsory Purchase powers, both the Human Rights considerations and Legal implications will be fully addressed.
- 4.10. Traffic Regulation Orders will be required and these will be subject to normal procedures
- 4.11. In deciding to take compulsory purchase action, the Council has to weigh the Human Rights interests of public need against private property rights and consider that sufficient justification exists for making a CPO.
- 4.12. Account must be taken of Circular 2/97 ‘Notes on the Preparation, Drafting and Submission of a Compulsory Purchase Order for Highways Schemes’ and Circular 06/2004, ‘Compulsory Purchase and the Crichel Down Rules’, including the need to demonstrate that impediments to the implementation (including planning impediments) can or have been overcome, the SMaRT Scheme is capable of delivery within a reasonable period of time and there is a compelling case in the public interest to proceed with the acquisition.

#### (d) Equalities Impact Assessment

4.13. The development of a rapid transit service along the A4 corridor was an integral part of Slough's Third Local Transport Plan 2011- 2026 which was the subject of an Equality Impact Assessment carried out in 2010. The SMaRT Business Case has also assessed the specific social and distributional impacts of the scheme and the results were:

- **Severance** - The impact was found to be neutral to vulnerable groups, due to a very small number of roads experiencing an increase and decrease in traffic flows as a result of the proposed scheme;
- **Personal Security** – The scheme is expected to have a neutral impact on security. It will improve the overall reliability of bus services and have a positive impact on personal security as people have a reduced waiting time between buses; and
- **Accessibility** - The impact on vulnerable groups was appraised as slightly beneficial because the scheme demonstrates an improved bus service frequency.

#### (e) Workforce

No issues.

#### (f) Property

4.14. Most of the land required for the scheme is already within the existing boundaries of the highway. Some additional land will however be needed on the A4 Bath Road frontage west of Three Tuns and all of this is located within the Bath Road Widening Line brought into effect by Berkshire County Council in the 1990s.

4.15. The land required is:

- land to the front of 172-184 Bath Road to be set aside for SMaRT as part of the S106 agreement for planning application P/01766/022;
- transfer of a strip of land to the front of 150-160 Bath Road, properties owned by the Council; and
- three strips of privately owned land comprising car parking to the front of Kingsmead House, the house at 142 Bath Road and amenity land to the south of Tintagel House;
- the land required for the junction improvements at the Three Tuns Pub junction comprises forecourt land in front of the Ford garage (128 Bath Road) and amenity space in front of the Three Tuns Pub (124 Bath Road).

4.16. Nos 150-160 Bath Road were the subject of a Cabinet decision of the 23<sup>rd</sup> April 2013 when their demolition was approved to enable SMaRT to go ahead. It was noted that the land not needed for the scheme might have potential for residential development and this is summarised below.

4.17. The remaining land left over at 142, 150 – 160 Bath Road could generate a scheme of circa 24 units and based on an affordable provision of 30% Social Rent the scheme could generate a residual land value in the region of **£340k to £370k** depending on whether the affordable housing is provided on site or via a commuted affordable housing contribution.



Image 1: Potential redevelopment of residual land

- 4.18. Asset Management have considered the utilisation of the land in front of Kingsmead House but once the rapid transport road goes in there is very little scope for development due to overlooking associated issues with the south facing units in Kingsmead House. Please see image below.



Image 2: South facing units in Kingsmead House

- 4.19. The land in front of 172 – 184 Bath Road is almost completely utilised for the road and the land owner is currently seeking to redevelop the remaining land for a 90 bed hotel with ground floor retail units and basement parking (Planning Application Ref: P/01766/022). Please see image below for information.



Images 3 and 4: Current Hotel proposals on 172 – 184 Bath Road

- 4.20. Asset Management have also explored the acquisition of properties along Pitts Road (1a, 1b, 1 and 3) and the potential for a larger scheme but without significant regeneration subsidy the potential schemes can't generate enough land value to cover the cost of acquiring the additional properties.

## 5. **Supporting Information**

### **Strategic Context**

- 5.1. The A4 forms the spine of a 12 km strategic public transport corridor that links Maidenhead, Slough and Heathrow and plays an important role in providing surface access to the airport. The SMaRT scheme aims to provide a step change in public transport services on a 6.7km section between Slough Trading Estate, the town centre and M4 Junction 5. It will extend the bus infrastructure improvements carried out previously along the A4 including the Heart of Slough and the Better Bus Area Fund project. The scheme will also help well as mitigate existing and forecast levels of congestion in Slough in line with the Council's strategic policies. Phase 2 of SMaRT would extend these improvements east of Junction 5 towards Heathrow.
- 5.2. The concept of a rapid transit service between the town centre and Heathrow was put forward in the Council's first and second Local Transport Plans and features in LTP3 2011-2026 which was adopted at the 14<sup>th</sup> March 2011 meeting of the Cabinet. An outline business case was prepared in 2010 to enable a scheme to be developed in detail if funding opportunities were to arise. These opportunities arose in 2012 with the Government's decision to devolve major scheme funding to the Berkshire Local Transport Body (BLTB) and the introduction in 2013 of the Local Growth Deal and devolving of funding to the Thames Valley Berkshire Local Enterprise Partnership (TVBLEP).
- 5.3. The Council submitted SMaRT Phase 1 for inclusion in the BLTB priority list and in the TVBLEP's subsequent Strategic Economic Plan. Phase 1 extends the scheme west to Slough Trading Estate but leaves the extension east of M4 Junction 5 as a second phase. As a result of the Local Growth Deal announced in July this year SMaRT Phase 1 has been accepted as an essential major transport scheme and the Government has committed to invest £5.6m in its delivery with £3.6m of this committed for 2015/16.

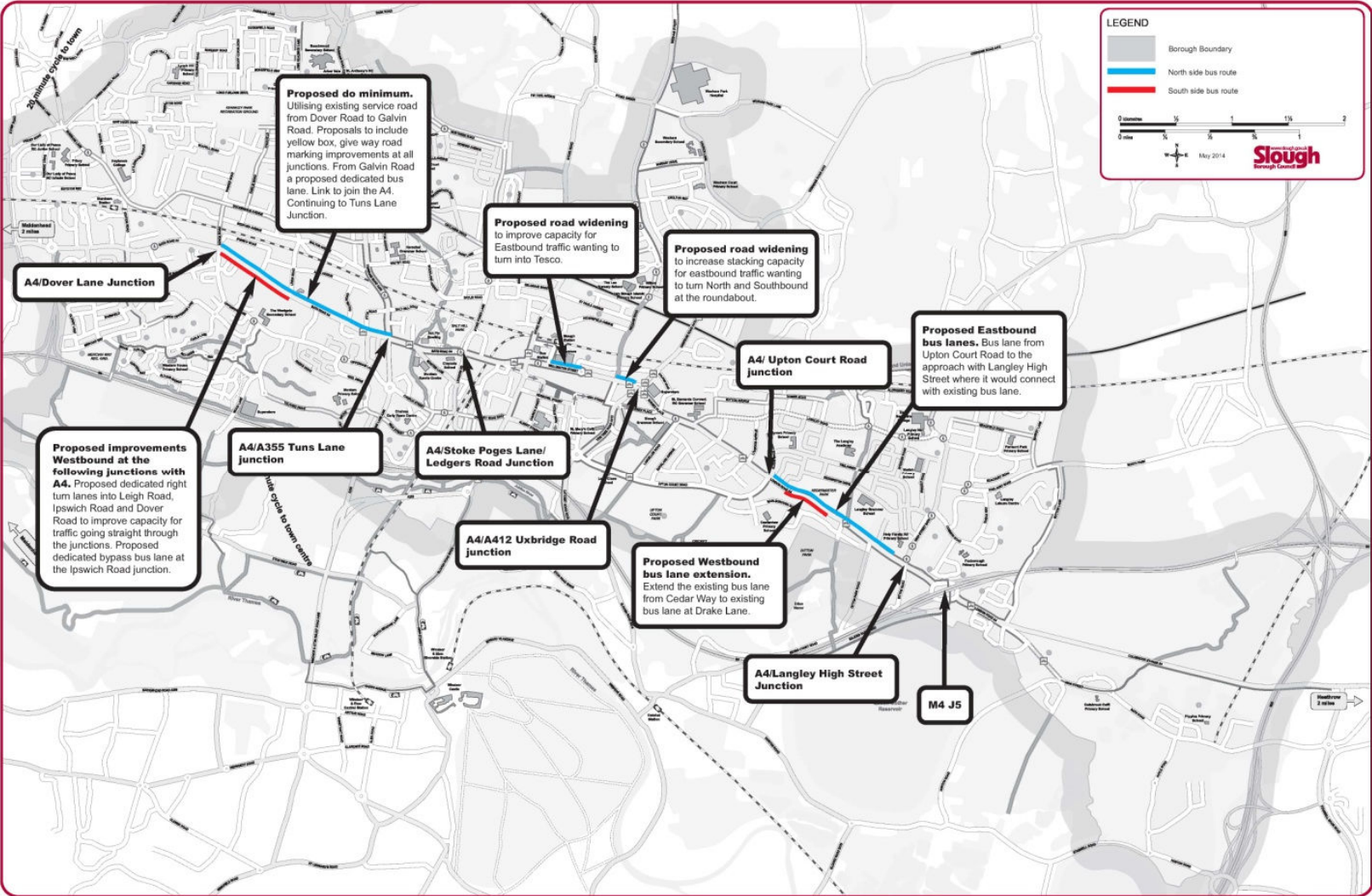
## **Agreement of BLTB to Fund**

- 5.4. A detailed business case has been prepared for SMaRT Phase 1 and has been accepted by the BLTB's independent assessors. At its 24<sup>th</sup> July 2014 meeting the BLTB agreed to give the scheme full financial approval in the sum of £3,6m in 2015/16 and £2,0m in 2016/17 subject to the terms of the BLTB's agreed Assurance Framework. These terms focus on:
- Council to be responsible for all aspects of design, procurement, construction and implementation, including its responsibilities as highway and planning authority, and any other statutory duties;
  - Reports to be prepared on progress and any changes in scheme scope or budget;
  - Access to records for auditing;
  - Timing and triggers for payment;
  - Funding contribution from Council and other sources;
  - Scheme delays;
  - Failure to deliver scheme;
  - Claw back by BLTB of any savings in budget costs; and
  - Post-completion evaluation.
- 5.5. The local contribution will consist of value of the land that is required to facilitate the MRT through the CPO process, the Council's capital and revenue budgets and S106 contributions.

## **Outline of the Scheme**

- 5.6. SMaRT is a combination of:
- Highway infrastructure measures aimed at delivering journey time and reliability performance improvements of bus services while also improving efficiency of operation of the highway network for traffic as a whole; and
  - Improvements to bus service provision facilitated by the infrastructure improvements
- 5.7. The SMaRT scheme will enhance connectivity and accessibility between three key trip attractors and generators, reflecting the criticality of the A4 corridor as a major route for journeys in the TVBLEP area:
- The Slough Trading Estate – SMaRT will provide a high quality public transport link to the town centre and Slough station. It will contribute to the sustainable transport objectives of the SEGRO regeneration master plan (over 150,000m<sup>2</sup> of office, leisure and amenity space and creation of over 4,000 additional jobs);
  - Slough town centre - SMaRT will complement the improvements brought about since 2010 by the Heart of Slough regeneration project. It will enhance public transport access to town centre shopping and commercial activity and the station and, by reducing the need to rely on car use, facilitate the sustainable development of new office space and housing. ( some 61,000 sq m of office space, and almost 3000 new residential units);
  - Heathrow airport SMaRT will contribute to the airport surface access strategy by providing a quicker and more reliable bus link from Slough. (A letter of support from Heathrow Airport Ltd is included in the business case).
- 5.8. Figure 1 provides a summary diagram of the proposed improvements to be introduced.

Figure 1 Scheme overview



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## **Detailed Infrastructure Proposals**

### ***Town Centre to M4 Junction 5***

- 5.9. This section of the scheme (as shown in Appendix A) runs from the A4 Wellington Street junction with the Tesco Store access to the A4 London Road junction with High Street Langley.
- 5.10. In the eastbound direction the scheme will:
- Widen the carriageway for 60m on the approach to the Tesco access to allow for a larger stacking capacity;
  - Create carriageway build outs to help with realignments at the A4 Wellington Street and Wexham Road crossing;
  - Widen the carriageway east of the Wexham Road junction to increase stacking capacity for traffic turning north and south at the A4/A412 Uxbridge Road junction;
  - Widen the carriageway for 300m to accommodate a dedicated bus lane starting from Blandford Road South up to High Street Langley.
- 5.11. In the westbound direction the scheme will:
- Widen the carriageway for 70m between the High Street Langley/ Ditton Road junction and Ditton Park Road; and
  - Extend the existing bus lane from Cedar Way to Drake Avenue.

### ***Slough Trading Estate to Three Tuns***

- 5.12. This section of the scheme (as shown in Appendix A) runs from the A4 Bath Road junction with Dover Road to the A4 Bath Road junction with the A355 Farnham Road/ Tuns Lane.
- 5.13. In the eastbound direction the scheme will:
- Enable bus services to use the service road between Dover Road and Galvin Road which runs parallel to the A4 Bath Road thereby avoiding congestion and queues on the A4;
  - Limit access to the service road to bus only from the west, with the Dover Road junction amended to include yellow box markings to remove the potential delay for buses;
  - Remove existing parking along the service road (through application of Traffic Orders) and waiting and loading restrictions added along the whole road;
  - Relocate bus stops onto the service road, providing direct access to the businesses in the Slough Trading Estate. Existing bus stops lay-bys on the A4 will be filled in;
  - Widen the A4 Bath Road carriageway for 150m between 172-184 Bath Road to the junction of Salt Hill Avenue to facilitate an eastbound bus lane;
  - Within the transferred and purchased land a one-way bus only lane will be created providing access from the service road (east of Galvin Road) back onto the (widened) A4 Bath Road; and
  - Widen a 140m section of carriageway between Ipswich Road and Leigh Road to allow for longer approach lanes to signalised junctions.



5.14. In the westbound direction the scheme will:

- Widen the carriageway for 100m leading up to Leigh Road junction, and for 60m after the junction to allow for two ahead lanes and one dedicated right-turn lane;
- Utilise the westbound Service Road from Twinches Lane to Ipswich Road/Dover Road by removing on street parking.

### **Bus Service Proposals**

- 5.15. The bus priority measures proposed with SMaRT are aimed at reducing bus journey times and improving reliability. In peak times services along the A4 get stuck in traffic and SMaRT will improve conditions for both passengers and the operators. This will provide the opportunity in particular to increase the frequency of services 75/76 between Slough Trading Estate, the town centre, Langley and Heathrow from one bus every 15 minutes (up to every 18 minutes at peak) to one bus every 10 minutes. There would be the potential to introduce a 'clockface' timetable, moving from a position where at peak times passengers need to consult a timetable to one where the times conform to a repeating and therefore memorable pattern.
- 5.16. As with the Better Area Bus Fund scheme, First Berkshire Group acknowledge the benefits that Government and Council funding of the SMaRT scheme will provide, and intend to match those benefits with investment of their own, feeding back cost and time savings from enhanced reliability and journey times into the bus network. The Company has agreed in principle to increased frequencies and thereby offer a more attractive service particularly at peak times to commuters and encourage mode switch in favour of buses. This enhanced service would give a quicker and more reliable link to and from Slough Trading Estate and offer an alternative to private car use in line with the objectives of the LSTF project. It would also give scope for employers to reduce current reliance on providing their own shuttle services (together with the associated costs).

### **Associated traffic signal infrastructure elements**

- 5.17. In addition to the highways works, a number of existing signal sites along the A4 corridor will be improved. Subject to a full assessment the following improvements are proposed:
- Cedar Way pedestrian crossing – signal pole relocations and new/relocated controller;
  - Upton Court Road wig wags – new signal controller and pole (or possibly removed);
  - Wexham Road – new dual pedestrian crossing;
  - Sainsbury's Roundabout junction – Install ducting to facilitate conversion to MOVA control;
  - Tesco Roundabout junction – replacement of controller to facilitate introduction of MOVA/SCOOT control;
  - Ledgers Road junction – conversion to MOVA control;
  - Montem Lane - Conversion to MOVA control;
  - Thirkleby pedestrian crossing – relocation of signal pole and cabling;
  - Twinches Lane junction – equipment removal following closure of northern arm, re-cabling and some pole relocations. Conversion to MOVA control;
  - Ipswich Road junction – addition of box junction. Some relocation of poles due to widening;
  - Dover Road junction – kerblines adjustments requiring relocation of poles, cabling and detection equipment. Conversion to MOVA.

### **Improvement to Junctions West of Dover Road and at Burnham**

- 5.18. To increase the frequency of services for the SMaRT project, junctions west of the scheme also need to be upgraded. This is to provide more reliable journey times for the 75 and 76 services, reduce congestion and reduce queue lengths.
- 5.19. The junctions identified, A4/St Andrews Way, A4/Elmshott Lane and A4/Burnham Lane will be upgraded to MOVA to facilitate the improvements needed to encourage residents and businesses to move to the SMaRT service.
- 5.20. Further junction improvements as part of wider package of works are required to reduce congestion in the Burnham area. Capacity on the A4/Station Road/Elmshott Lane junction is already saturated and therefore alterations are needed so that journey times can be reduced. These improvements will include upgrading the 5 points junction and the approaches from Burnham Lane, Buckingham Avenue and Station Road. This improvement is to be part funded through S106 contributions and contributions from South Bucks District Council.

### **Programme**

- 5.21. In summary the programme is:
- Decision by BLTB/Thames Valley Berkshire LEP on commitment of funding: July 2014;
  - Appointment of CPO consultants to acquire the required land: July 2014;
  - Contract between BLTB/ TVBLEP and Council signed: by end 2014;
  - Detailed design approval by Council: March 2015;
  - Planning permission for Bath Road frontage land: April 2015
  - Construction tender contract awarded: September 2015;
  - Completion: August 2016.

### **Reason for recommending a Compulsory Purchase Order (CPO)**

- 5.20 It is acknowledges that a CPO for the land required to deliver the SMaRT scheme and the land required to deliver an efficient scheme on the land remaining at 150 – 160 Bath Road can only be made if there is a compelling case in the public interest which justifies the acquisition of private rights and interests. The Council has given careful consideration to the reasons as to why it is necessary to include the land and believes a compelling case exists as this road widening line has been in place for over 20 years.

### **Public consultation**

- 5.21 Consultation is being carried out via the Council's Limehouse portal; a stakeholder event and local events are also being organised. Comments are being invited by the end of October. During the Detailed Design Stage of the project direct engagement will take place with statutory consultees and affected land owners.

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

None.

## **7. Conclusion**

7.1 It is recommended that the BLTB offer for SMaRT be accepted and that the consultation process commence.

7.2 That officers continue in parallel the following:

- Commencement of CPO process to facilitate SMaRT;
- The design through to tender stage and appointment;
- Utility diversions where necessary prior to the main works;
- Implementation of construction in 2015 for SMaRT;
- Implementation of junction improvements west of Dover Road;
- Improvements in Burnham.

## **8. Appendices Attached**

Plan of proposals Town Centre to M4 Junction 5

Plan of proposals West of Three Tuns

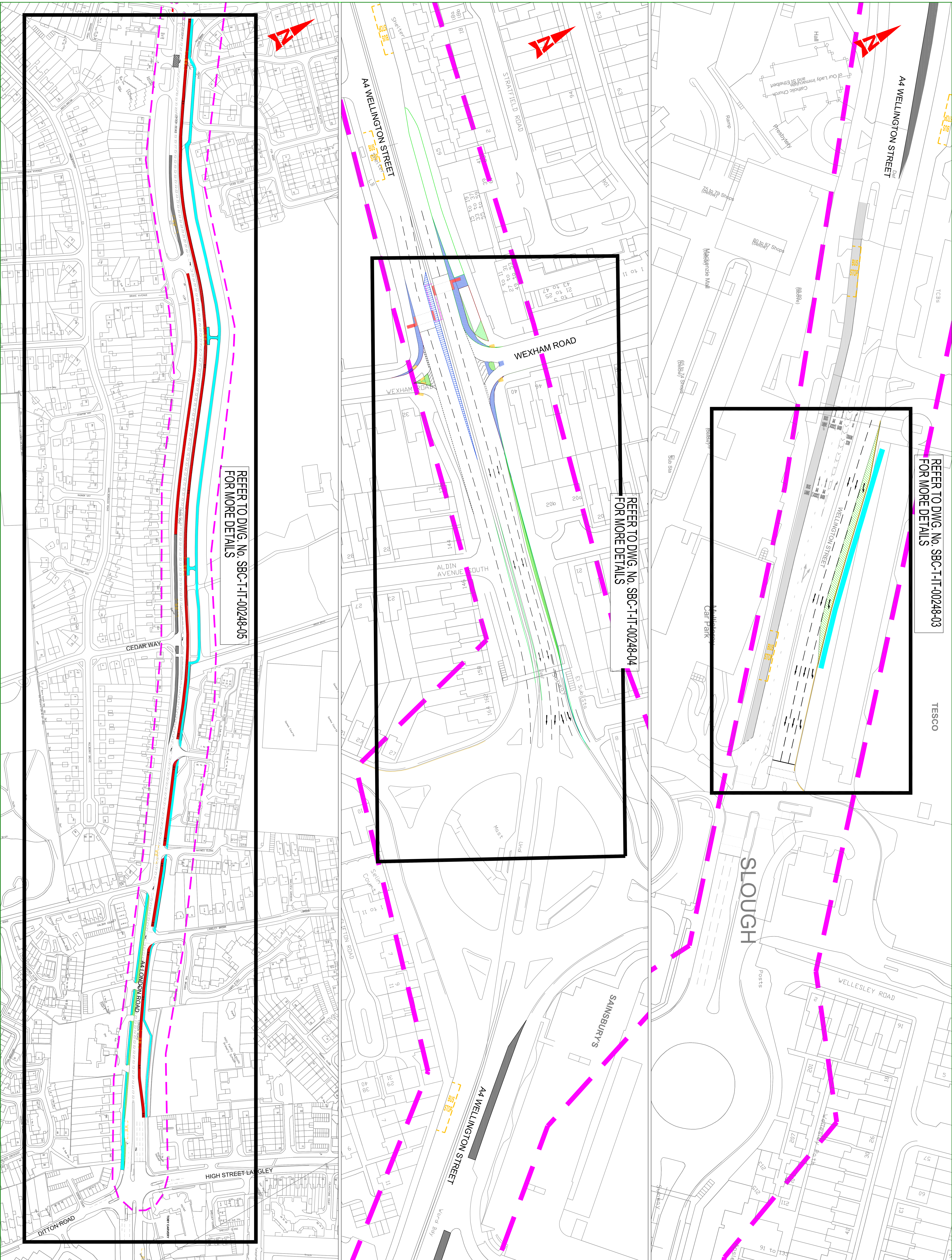
## **9. Background Papers**

<http://www.slough.gov.uk/council/strategies-plans-and-policies/local-transport-plan-ltp3.aspx>

<http://www.slough.gov.uk/parking-travel-and-roads/plans-for-the-future.aspx>

<http://www.slough.gov.uk/parking-travel-and-roads/slough-mass-rapid-transit-smart.aspx>

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FOR MORE DETAILS

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REFER TO DWG No. SBC-T/IT-00248-04  
FOR MORE DETAILS

REFER TO DWG No. SBC-T/IT-00248-05  
FOR MORE DETAILS

- NOTES:
- DO NOT SCALE FROM THIS DRAWING
  - ALL TRAFFIC SIGNALS TO BE MODELED AS WORK

- KEY:
- SITE EXTENT
  - PROPOSED BUS LANE
  - PROPOSED FOOTWAY
  - PROPOSED MOWING FOR TRAFFIC LANE
  - PROPOSED FOOTWAY SHOULDER
  - EXISTING BUS LANE

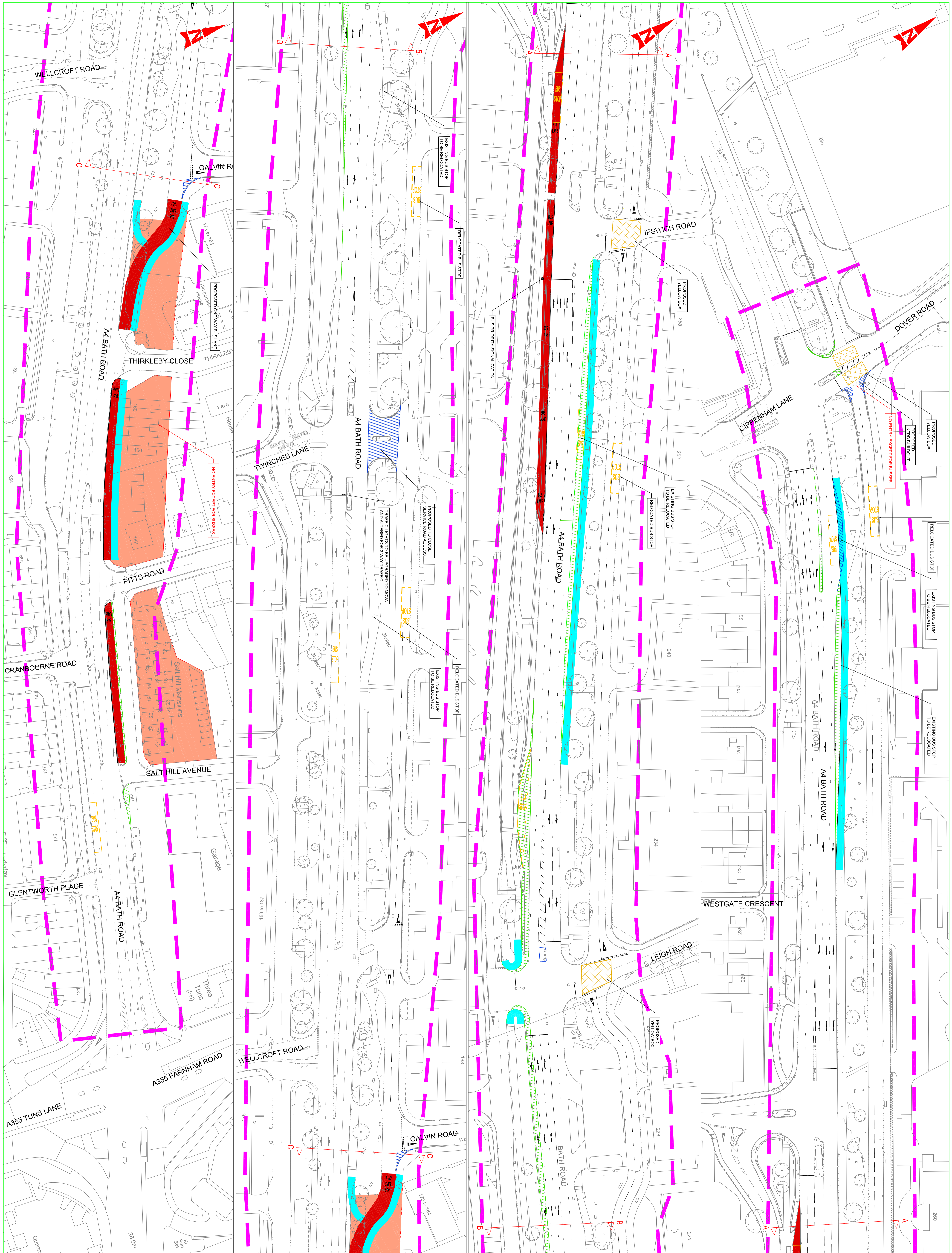
[www.slough.gov.uk](http://www.slough.gov.uk)  
**Slough**  
 Borough Council

Department of Customer and Community Services  
 St. Martin's Place,  
 Slough, SL1 3FB

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Title: PH1 CENTRAL SECTION COMBINED OPTIONS  
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- NOTES:**
- DO NOT SCALE FROM THIS DRAWING
  - ALL DIMENSIONS IN METERS UNLESS OTHERWISE STATED
  - ALL INFLECT SPALLS TO BE MOULDED AS WORK

- KEY:**
- SITE EXISTING
  - SITE EXISTING MARKING FOR RELOCATED BUS STOP
  - PROPOSED FOOTWAY
  - PROPOSED MARKING FOR TRAFFIC LANE
  - COMBINATION PARKING ORDER AREA
  - PROPOSED FOOTWAY EXHAUST



Department of Customer and Community Services  
 St. Martin's Place,  
 Slough, SL1 3FB

PH 1 WESTERN SECTION  
 COMBINED OPTIONS  
 DRAWING

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO :** Cabinet **DATE:** 15 September 2014

**CONTACT OFFICER:** Stephen Gibson, Interim Head of Asset Management,  
(01753) 875852

**WARD(S):** Chalvey

**PORTFOLIO:** Neighbourhoods & Renewal - Cllr Swindlehurst  
Community & Leisure – Cllr Carter

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

**CHALVEY REGENERATION STRATEGY UPDATE****1 Purpose of Report**

- 1.1 The purpose of this report is to provide an update to Cabinet and discuss progress on the projects included in the second phase of the strategy.

**2. Recommendation**

Cabinet is requested to resolve that the progress made with the various projects since March 2014, as set out below, be noted:

- (a) Slough Regeneration Partnership submitted the full planning application for the 73 unit redevelopment of Ledgers Road in August 2014, which is scheduled to be considered by the Planning Committee in October 2014.
- (b) The owners of the former petrol station site have refined their proposals following a pre-application meeting and intend to submit a full planning application for a 26 unit development by October 2014.
- (c) Positive feedback has been received from the Clinical Commissioning Group (CCG) in relation to the proposed integrated health facility. As a consequence the full planning application will be submitted by October 2014.
- (d) The proposed Multi-Use Games Area (MUGA) has been completed.
- (e) Work to provide changing rooms at Chalvey Recreation Ground are already underway and will be completed by November 2014.
- (f) A survey has been undertaken and a budget set to resolve drainage problems at Chalvey Recreation Ground within the current calendar year.
- (g) Discussions have commenced with the partial owner of the Crosskeys site regarding a collaborative approach to redevelop the site.

**3. Corporate Plan**

The potential outcomes of the Chalvey Regeneration Strategy have evolved through consultation with internal departments, public and private sector stakeholders. It has the potential to contribute to the key objectives of the Corporate Plan, as follows:

**Health & Wellbeing** – The introduction of a new integrated GP practice would provide improved access to healthcare services for local residents in an area that has been highlighted as being in greatest need within Slough.

**Housing** – New housing would increase quality, improve choice and stimulate the local economy.

**Regeneration & Environment** – The introduction of improved public realm space would transform land that is currently a blight on the landscape and creates a negative perception of the area.

#### 4 **Joint Strategic Needs Assessment**

Since October 2013 it has been clarified that there is strong support from GPs and the Clinical Commissioning Group to introduce a new integrated health facility in Chalvey. Discussions have also commenced about the potential for the Council to enter into a partnership with a third party to introduce a new build 60 apartment extra care facility. Subject to ensuring that the projects are viable, the scope and objectives of the plan will:

- Bring together the Council’s and partners investment programmes,
- Create the conditions for integrated investment and service delivery, and
- Assist in the realisation of shared socio-economic objectives.
- Extra care would provide a preventative model of housing that would support independence, avoid admissions to residential care and create efficiencies.

#### 5 **Other Implications**

##### (a) Financial

There are no additional financial implications linked to this report. .

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Flood Risk</b>	Undertake a flood risk assessment for each project	
<b>Traffic Congestion</b>	Early discussions with Highways and Transport to establish potential congestion issues and commissioning of an independent Transportation survey.	
<b>Ownership</b> – Owners do not wish to sell	Consider use of CPO powers on Regeneration or Housing grounds.	
<b>Human Rights</b>	None	
<b>Employment</b>	None	

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

None

(d) Equalities Impact Assessment

None

e) Legal

Slough Borough Council has the power to acquire land by compulsion under a range of existing legislation. Most relevant to this report, the Town and Country Planning Act 1990 – the 2004 Act amends section 226 and provides for the power to acquire land, with the authority of the Secretary of State, to secure the carrying out of development, redevelopment or improvement in circumstances where this is likely to contribute to the economic, social or environmental wellbeing of the area.

f) Land and Property Implications

The potential to enter into a lease agreement for the proposed 60 apartment Extra Care Housing Development will be subject to the approval of a robust business case.

**6. Supporting Information**

**Current Projects**

6.1 The former petrol station at Chalvey Road East

The derelict Chalvey Road East filling station site is owned by a private developer and is located at the eastern gateway of Chalvey (Appendix A). It has remained undeveloped due to viability issues associated with acquisition and remediation costs.

The owners met with the Council's Planning Department in June 2014 to discuss proposals for a 26 unit development that would include 24 (two person) flats and 2 town houses. The developer advises that they will submit a full planning application by October 2014 that addresses feedback from planning, including parking provision.

In the short-term, the developer has advised that environmental improvements will be undertaken pre-development.

6.2 Site of Former Cross Keys Public House

This cleared site is located in a prominent location on Chalvey High Street and is the site of the former Cross Keys public house and adjoining car park (Appendix B). The Council owns circa one-third of the site, with the balance owned by a third party that has planning permission for 8 townhouses (on their proportion of the site). Due to the nature of the site it is impractical and a poor use of land for either party to develop in isolation.

At present, both owners have competing objectives:

<b>Council</b>	<b>Developer</b>
Bring the site back into use promptly with appropriate development	Maximise capital receipt for the sale of their proportion of land.
Minimise future liability/exposure	Avoid realising a loss by selling the site at an inopportune time
Achieve best value for the Council's proportion of the site	

The most likely option that could be agreeable to both parties relates to bringing the two separately owned but physically adjoined properties together to gain a favourable planning consent and market the combined site as a package to a potential third party developer.

The Council is in discussions with the owner regarding the potential for a collaborative approach that would involve the proceeds being split pro-rata in relation to land input.

If the Council is unable to reach a mutually satisfactory agreement the use of CPO powers remains an option.

### 6.3 Chalvey Halt

Introducing improved access to public transport for Chalvey was one of the messages drawn from the public consultation in 2009.

The Council remains in discussion with Network Rail and First Great Western about the feasibility of this project, which could be combined with the Slough to Windsor Fast Tram project, which aims to improve conditions for movement between Slough and Windsor. This project is the subject of discussion by the Thames Valley Berkshire Local Enterprise Partnership (TVBLEP) Strategic Infrastructure Group.

### 6.4 Redevelopment of land at Ledgers Road

This project is on the site of the former Town Hall annexe (Appendix C) and is will be the first major housing project to be brought forward by Slough Regeneration Partnership (LABV). The scheme comprises 73 units, including 23 affordable properties that will be acquired by SBC upon completion.

The planning application for this development was submitted on 14 August and is scheduled to be considered by the Planning Committee in October 2014.

### 6.5 New Changing Facilities & MUGA

The introduction of new changing facilities was identified as a key requirement for the local community. Works commenced on 18 August 2014 to remodel the internal layout of the former nursery building to provide the changing facilities. It is anticipated that this project will be completed by 7 November.

The new Multi Use Games Area (MUGA) has been introduced in Chalvey Recreation Ground

Following requests from local football teams a surface and drainage assessment was undertaken in on 31 March 2014. The survey found that the:

- Drainage outflows were blocked by litter and debris and need to be cleared.
- Existing secondary drainage system is buried under 50mm of compacted silt and will need to be replaced.
- Percentage of grass cover across the pitch was very changeable – linked to excessive use and areas of poorer drainage.

A budget of circa £15,000 has been approved to resolve drainage and surface requirements, with works scheduled within the current calendar year. Consideration is also being given to converting the senior pitch into 2 junior pitches to reflect changing patterns of use.

## 6.6 Former SSE Depot

In March 2014 it was reported that a local GP had acquired this 1.28 acre site (Appendix D) and that discussions had commenced with SBC regarding the potential to introduce a mixed development that would include an integrated health facility and either a) a 60 apartment Extra Care Housing (ECH) facility, or b) 18 general needs housing units.

The current position is:

- The Clinical Commissioning Group has agreed that a new purpose built surgery should be opened in Chalvey.
- The planning application for the health facility will be submitted before the end of October 2014.
- Subject to planning, works will commence on the new health facility in the current financial year.
- The preferred option for the associated housing is Extra Care Housing.
- The Council has entered into detailed discussions with the GP about leasing a purpose built ECH Housing facility.
- Following planning consultation a full planning application will be submitted in October 2014.

## Emerging Projects

- 6.7 Workshop premises are currently available for letting subject to an existing lease to April 2018 in Chalvey Road East (Appendix E) that provides a 5 bay workshop with detached two storey ancillary offices with a possible retail area. The premises are the location of a former car repairs workshop but now have a restrictive covenant to preclude future use for automotive repairs. Discussions have commenced with the agent to explore potential uses for this site.
- 6.8 A feasibility study has been commissioned to establish options to introduce residential accommodation at the garage site on Turton Way (see cross-hatched area on Appendix D). These could be either general needs family houses or specialist accommodation linked to the proposed Extra Care housing development on the SSE site.

## 7 Conclusion

- 7.1 Significant progress has been made with several projects since March 2014. In addition to the proposed redevelopment of Ledgers Road, the potential exists for planning applications to be submitted for both the new health facilities on the former SSE site and the former petrol station site at Chalvey Road East before the end of October 2014. Added to the completion of planned works to promote health and wellbeing, the strategy is delivering on key outputs and outcomes linked to the Corporate Plan.

**8 Appendices Attached**

- A - The former petrol station at Chalvey Road East
- B – Land at the former Crosskeys Public House
- C - Redevelopment of land at Ledgers Road
- D - Former SSE Depot
- E – Light Industrial Units at Chalvey Road East

**9 Background Papers**

None.

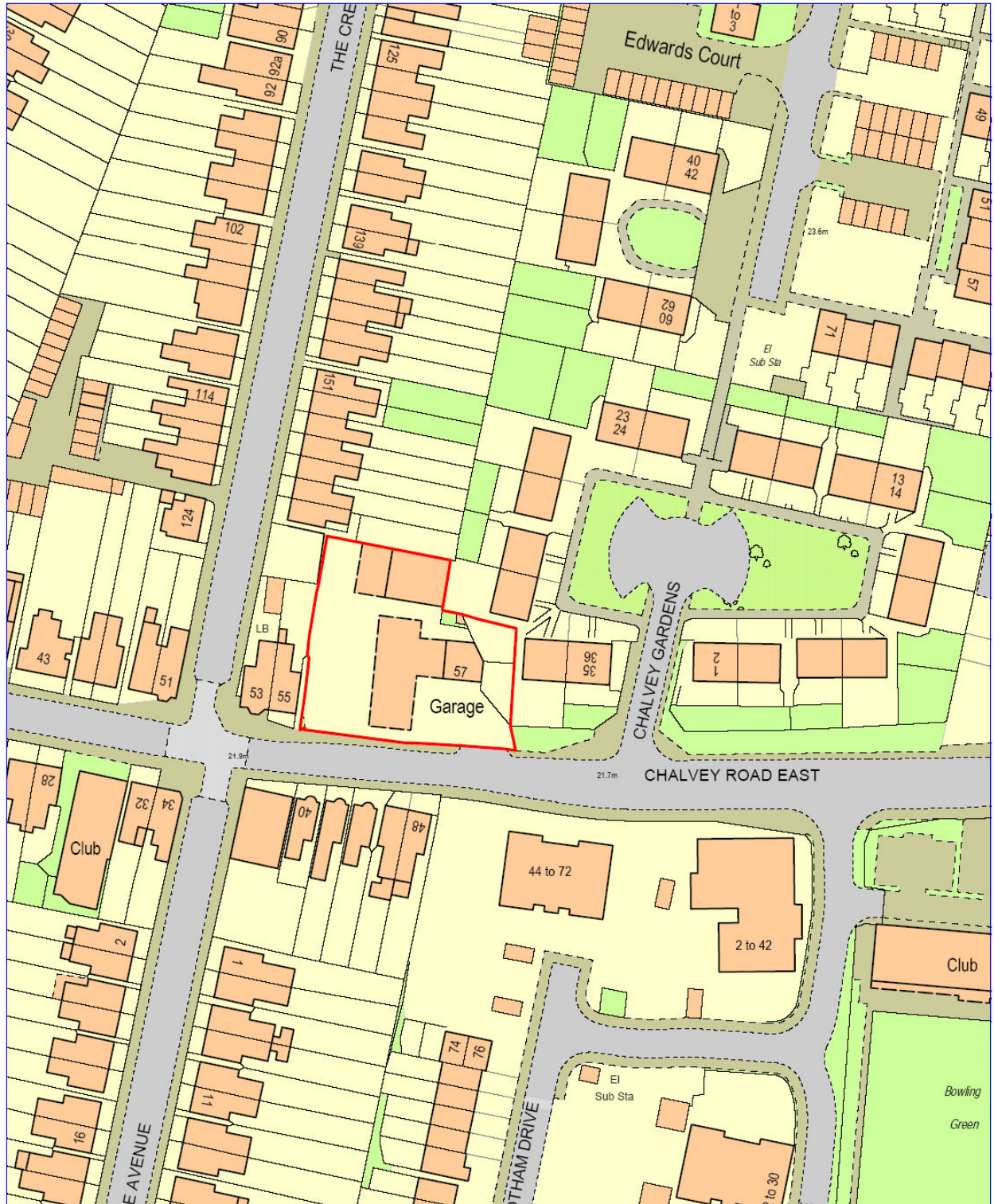
**Appendix A** - The former petrol station at Chalvey Road East

# Asset Management Resources

Scale 1: 1,000



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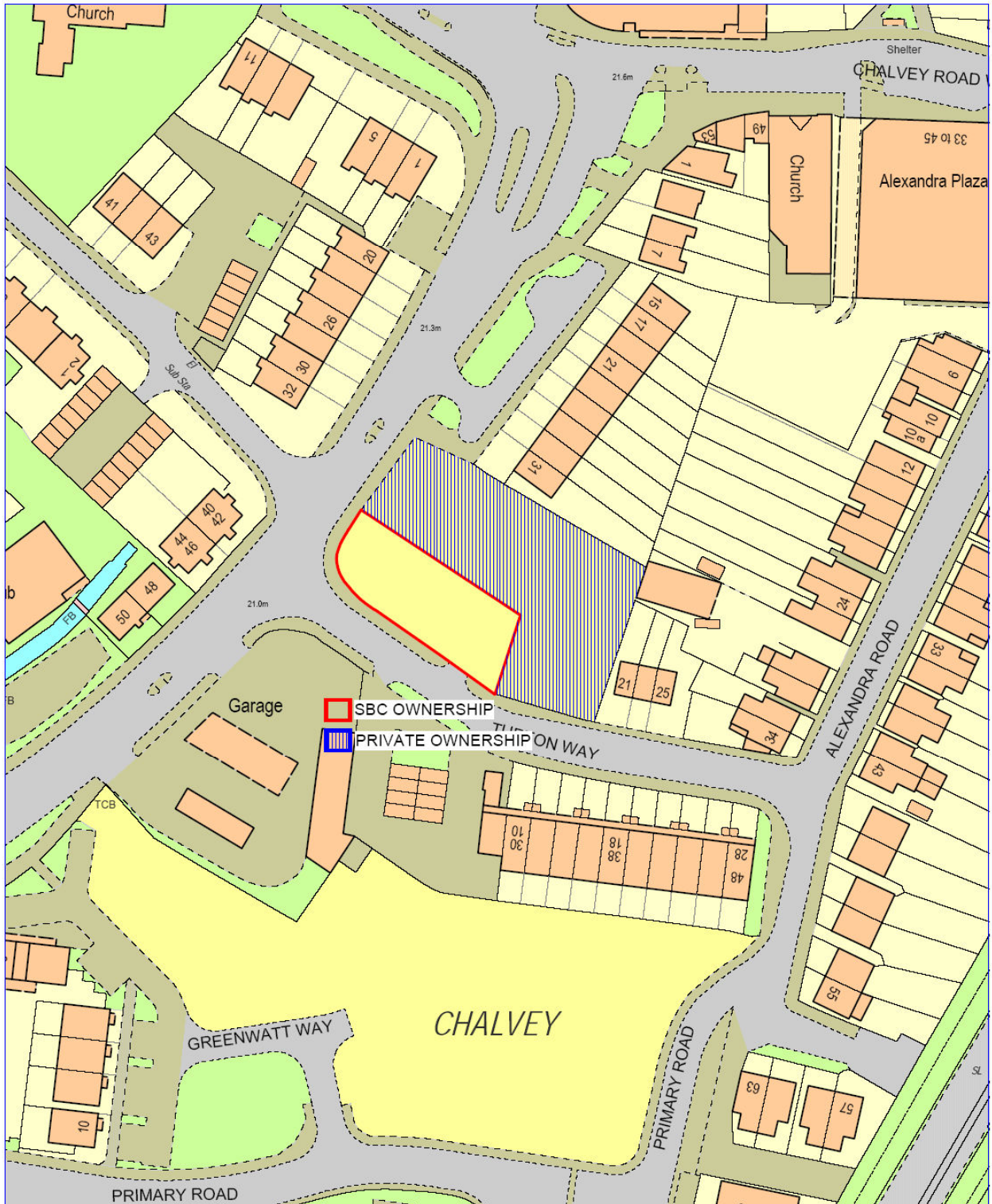
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# Asset Management Resources

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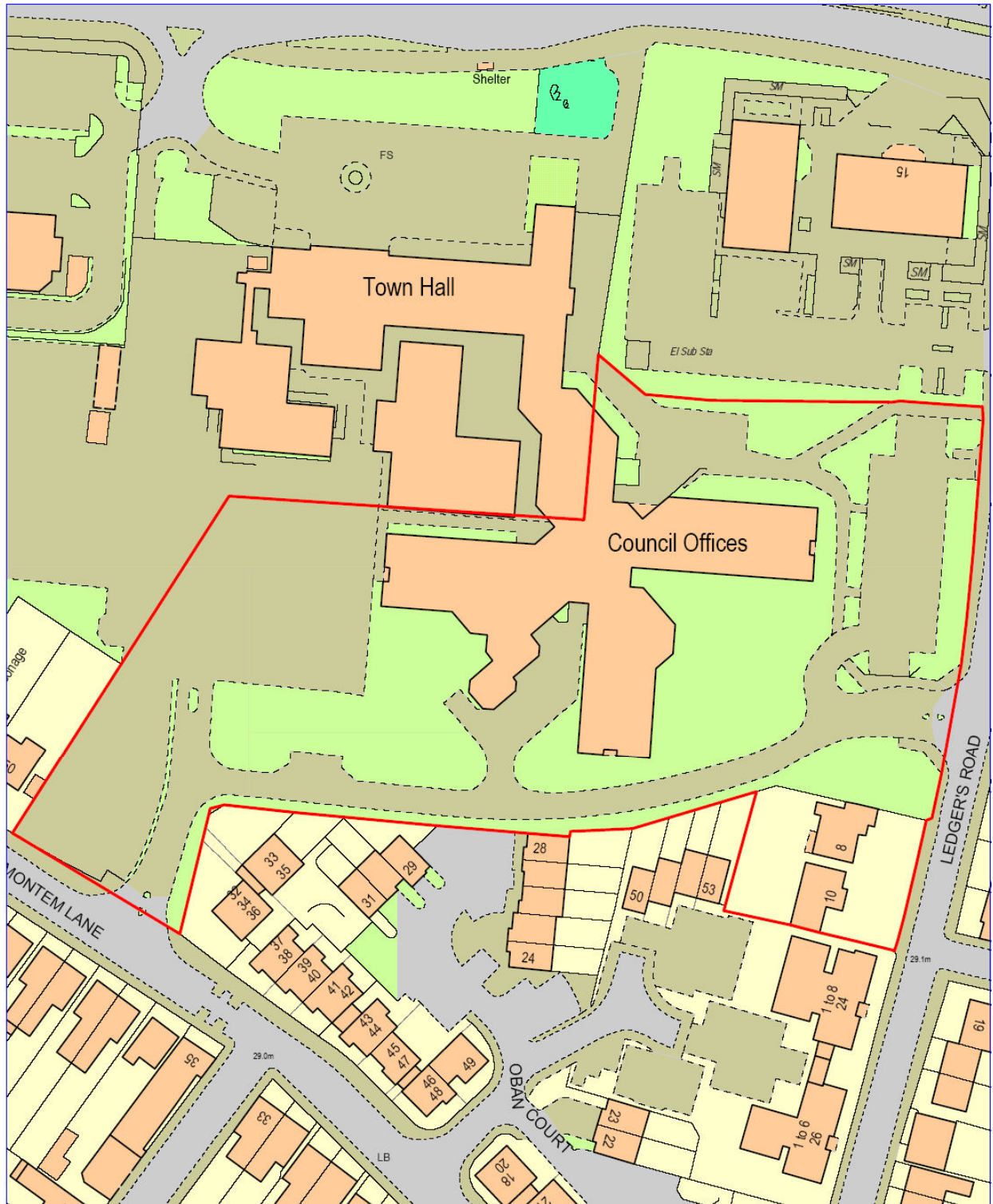


# Asset Management Resources

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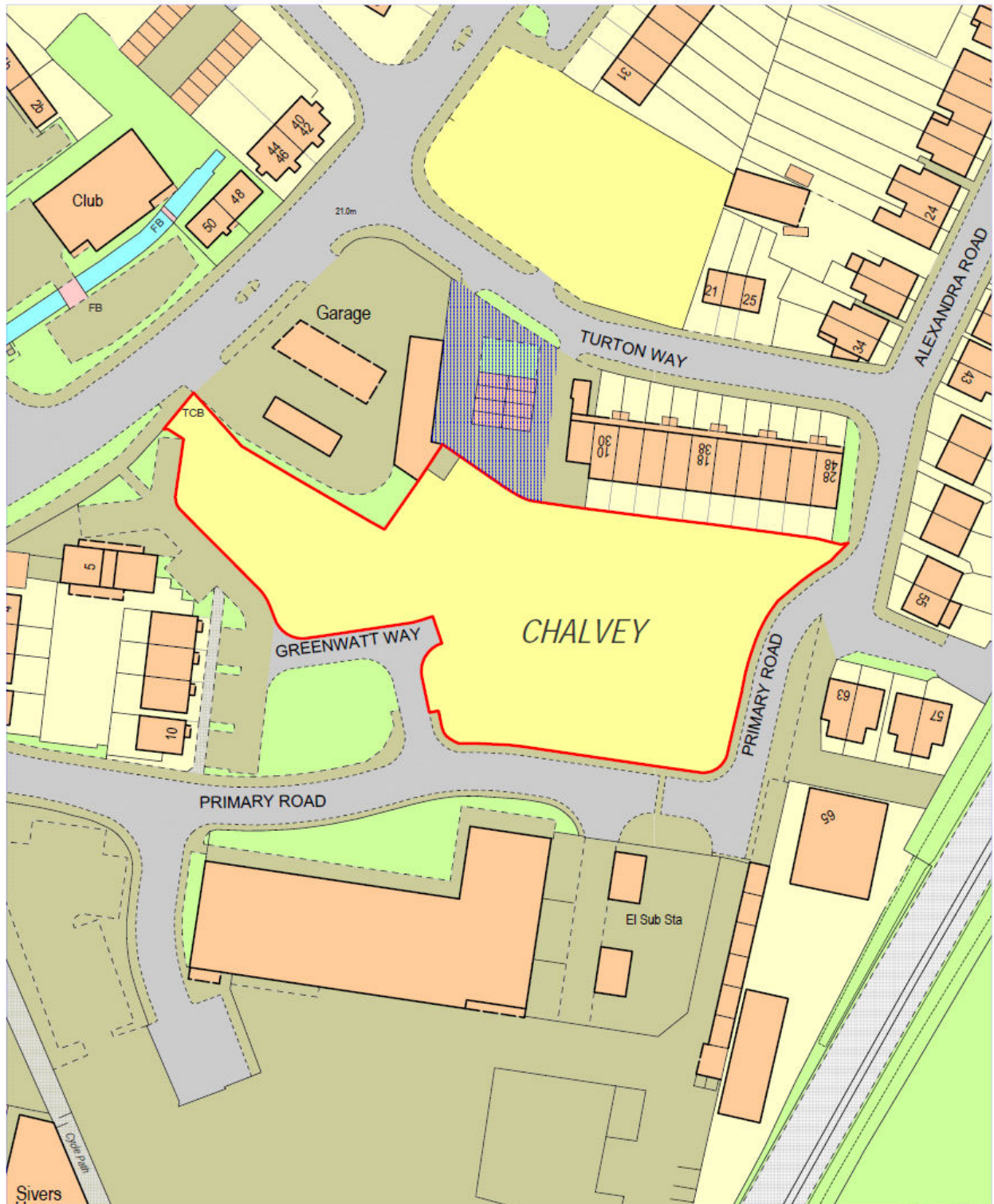
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# Asset Management Resources

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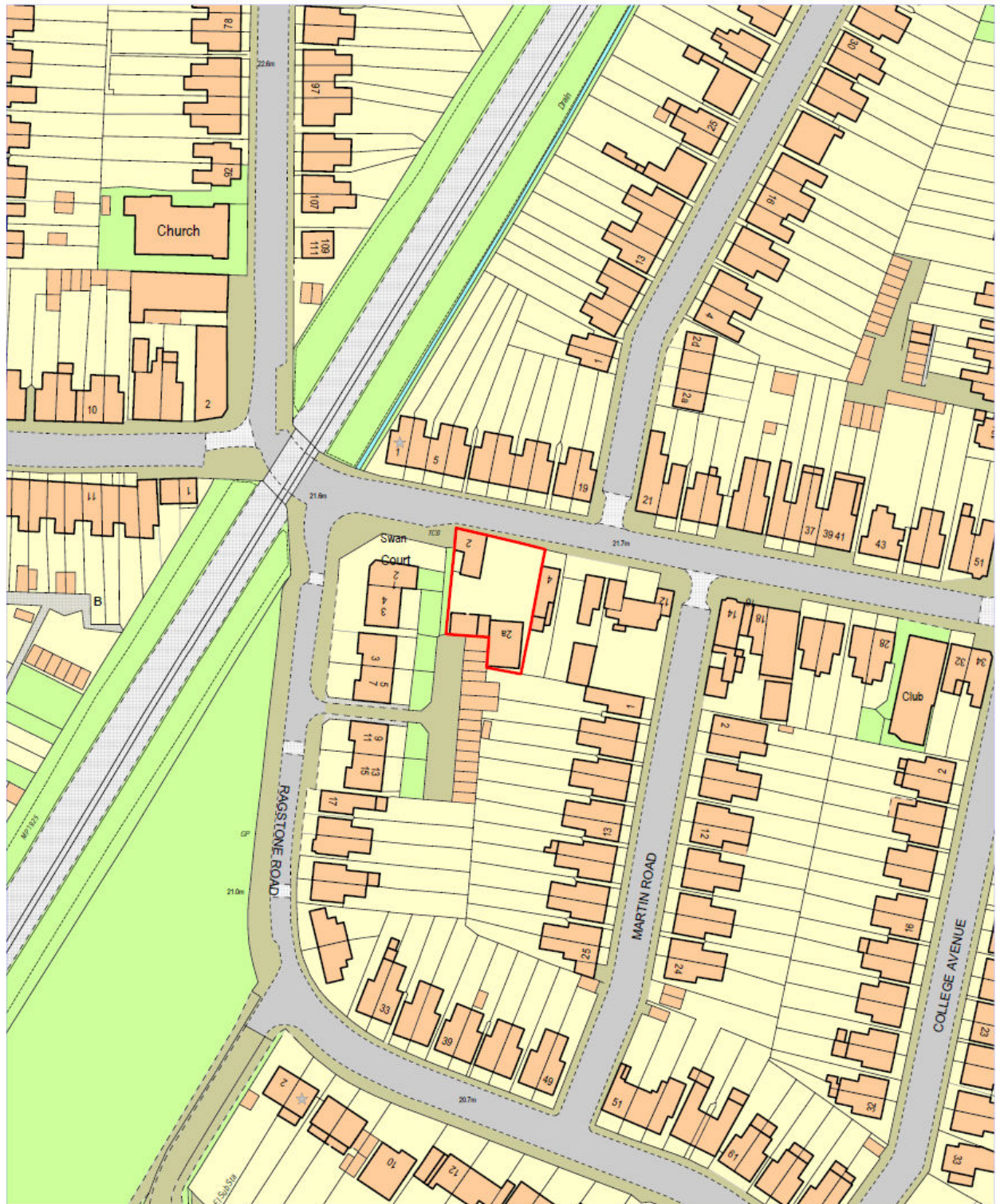
# Asset Management Resources

Scale 1: 1,250



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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> September 2014

**CONTACT OFFICER:** Joseph Holmes; Assistant Director, Finance & Audit & s151 officer

**(For all enquiries)** (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Councillor Rob Anderson, Commissioner for Finance & Strategy

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

**FINANCIAL & PERFORMANCE REPORT – Q1 2014-15****1 Purpose of Report**

- To provide Cabinet with the latest forecast financial information for the 14-15 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2014-15
- To summarise the Council's performance on 'Gold' projects during 2014-15
- To identify any changes to the council's capital programme

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

- (a) The Cabinet is requested to resolve the following changes to the capital programme:
- i. Investment of £50k in the Municipal Bonds Agency
  - ii. Increasing the budget for an Extra Care Housing scheme over the existing budget in 2014-15 by £400,000 and £500k in 2015-16, with £805k of funding coming from Adult Social Care grant
  - iii. Inclusion of a previously approved traffic light scheme that was funded from a revenue reserve to be included in the capital programme
- (b) The Cabinet is requested to approve the virements and write offs contained within this report
- (c) The Cabinet to note the transfer of funds from the NHS to the Council in respect of the Better Care Fund
- (d) The Cabinet is requested to note the current financial forecast position, balanced scorecard and update on Gold projects.

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)**

The report indirectly supports all of the Community 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.

**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.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

The one specific item to bring to Cabinet's attention is the increase to the capital budget. Per the Council's constitution (part 4.6, section 7) any increase to the capital programme over 10% or £250,000 of a current scheme must be approved by Cabinet subject to the following three items. These have been considered to show that these respective approvals have occurred:

<i>Constitution</i>	<i>Investment in Municipal Bonds - £50k</i>	<i>Increase of existing extra care housing capital budget</i>	<i>Inclusion of traffic light scheme</i>
<i>1) No increase to the underlying revenue cost of the capital programme</i>	<i>Agreed – funded by the anticipated returns to the Treasury Management strategy and the risk mitigation around any losses to the £50k such as the agency having raised its expected capital requirement to create the agency</i>	<i>Agreed – funding to be sourced from ASC grant funding of £805k of the total £900k. The residual £95k will be added to the capital programme for 2015-16 for approval</i>	<i>Agreed – funding already in place; no increase in borrowing as capital programme is forecast to be 80% spent as so the revenue budget envelope for the programme will not be exceeded. Also mitigated by</i>

			<i>utilising the existing revenue reserve is required.</i>
<i>2) approved by CSB, s151 officer and commissioner</i>	<i>Agreed</i>	<i>Agreed</i>	<i>Agreed</i>
<i>3) Is reported to Cabinet</i>	<i>This report</i>	<i>This report</i>	<i>This report</i>

**(b) Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial – extra care housing	Nomination rights to the extra housing scheme	Revenue savings in future years via Extra Care housing of £500-600k per annum to be included in the MTFS
Municipal bonds agency		
Timetable for delivery		
Project Capacity		
Other		

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

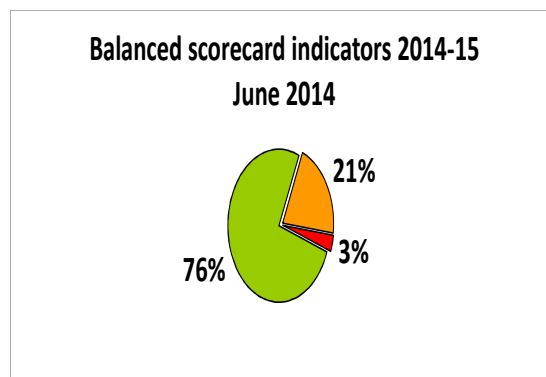
None

**(d) Equalities Impact Assessment**

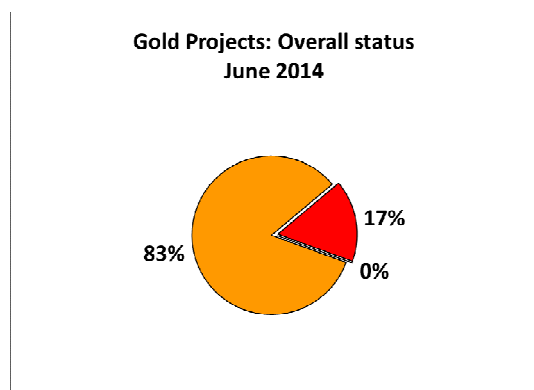
There is no identified need for the completion of an EIA

## 5 Supporting Information

- 5.1 The Council is forecasting overspend of £0.98m as at month 3. Without remedial action this will have a significant impact on the Council's General Reserves. However, at this stage of the year the Council should be able to take appropriate action to ensure that this position is mitigated in full or in part by the end of the financial year. This is a deteriorating position compared to month 2 when the Council reported potential £0.6m overspend. The main area showing budget variances is the Adult Social Care and Health Partnerships with a forecast overspend of £595k. In period 2 this service area was predicting a breakeven position. The Council is anticipating spending 80% of its revised capital programme for 2014/15.
- 5.2 The latest position for the Council's balanced scorecard demonstrates that at the end of June 2014 the Council's performance is as below:



- 5.3 Key areas of noteworthy concerns flagged as 'Red' status are:
- Percentage of Single Assessments completed and authorised within 45 working days (in month).
- 5.4 One new indicator was added this month to the Council's balanced scorecard for 2014/15. Number of families placed in Bed & Breakfasts (B & B's).
- 5.5 The summary of the six Gold projects as at June 2014 indicates that the overall status of five have been assessed as **Amber** and one as **Red**. None have been assessed as **'Green'**.





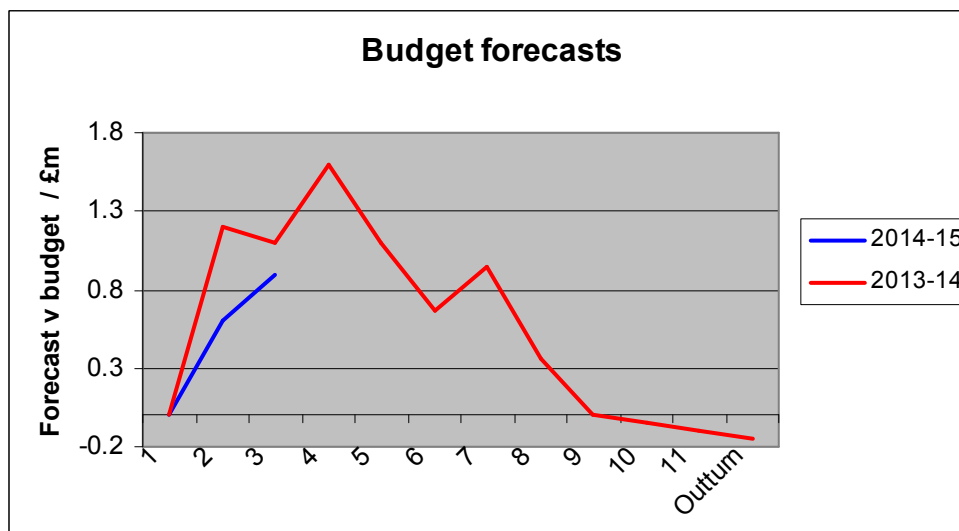
## Executive Report

### 6 Introduction

- 6.1 This is the first report to Cabinet for the 2014-15 financial year in respect of the financial and performance position of the Council

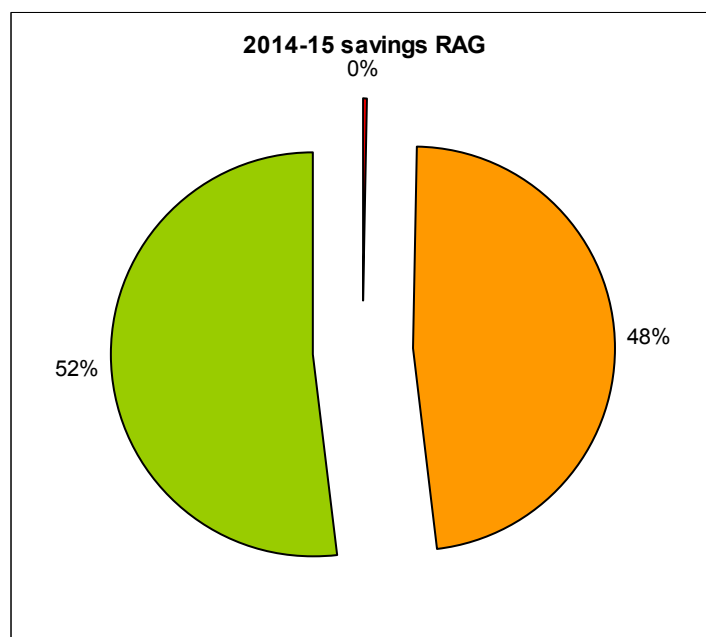
### 7 Financial Performance

- 7.1 The Council is forecasting overspend of £0.98m as at month 3. The main service areas showing variation from budget is Adult Social Care and Health Partnerships.



- 7.2 As at June 2014 the Customer and Community Services Directorate is forecasting an over spend position of £233k, predominantly due to re-profiling in the savings target for Phase 2 of the arvato contract with £200k of the Medium Term Financial Volatility reserve to be utilised at year end to smooth out the profile of the arvato phase 2 savings.
- 7.3 The Regeneration, Housing and Resources Directorate is forecasting an over spend position of £24k. This is due to a mix of increases in premises running costs for the corporate buildings, pressures within Asset Management partially offset by increased recharges on capital projects, and early savings from an 'Invest to Save' project.
- 7.4 Adult Social Care is now predicting to overspend by £525k. The overspend is due to a Mental Health service pressure of £395k, a result of historical growth numbers from 13/14 above the cash limit for 14/15, and a 200K pressure arising from the LD Change Programme due to savings slippage. In addition there are also substantial savings to be realised this year. Budget managers are being consulted regarding service plans to better monitor their budgets and monthly monitoring against savings would lead to robust working papers to reflect future outturns.
- 7.5 All of these are further detailed in appendix C.
- 7.6 The 2014-15 budget was set with over £12.5m of savings proposals included. Below is a graph summarising these savings proposals on a red, amber, green basis of their deliver. Even though it is only the end of quarter 1, just over half of the

savings are on track to be delivered. Any amber or red savings will be monitored closely to ensure that they move towards green status, and where they are red, amendments will need to be made to ensure a balanced budget going forward.



## 8 Virements

8.1 Virements during the first quarter of the current financial year were as follows

Service Area		Amount £'000	Reason
From	To		
Wellbeing	Customer and Community Services	77,500	Realignment of RPP Budget
Wellbeing	Regeneration, Housing and Resources	38,000	Transfer of post from Wellbeing to RHR
Trading Accounts	Regeneration, Housing and Resources	510,210	Consolidation of Insurance Budgets
Wellbeing	Customer and Community Services	113,800	Transfer of Transport budgets under savings review
Wellbeing	Customer and Community Services	15,000	Transfer of Transport budgets under savings review
Customer and Community Services	Wellbeing	5,000	Transfer of C028 staffing budget to Healthy Living NONRECURRENT

## 9. Council Performance

9.1 The latest available validated performance positions have been ascertained. This month, 29 performance indicators have been RAG rated – the majority at **Green** (22; 76%) or **Amber** (6; 21%). Those rated as Green or Amber - taken together - account for 97% of measures. One measure this month (3%) is **Red** rated as being off target by more than 5% in this report.

### 9.2 Noteworthy Improvements

This month one of the indicators reported as **Red** in the previous report has improved to a **Green** target level of performance: this is the **number of stage 1 complaints made (across the council, including avarto)**. June 2014 saw 43 stage one complaints logged, a total for the year-to-date of 511, with a monthly average for this period of 42.6.

An increased number of complaints in April & May were linked to active canvassing and the local elections. The Council Tax service also saw a particularly pronounced increase in complaints, linked to end-of-year collection processes and a delay in responding to emailed enquiries.

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 are circulated to target attention on those areas generating highest volumes of complaints.

### 9.3 **Noteworthy Concerns**

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

### 9.4 **% of Single Assessments completed and authorised within 45 working days (in month) *Provisional data:***

Current performance of 80.0% is a vast improvement on the March 2013/14 position of 50.9%

From 14th October 2013 Children & Families moved 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 previous dual approach of Initial and Core Assessments ceased.

Although we are seeing marked improvement in compliance with these timescales, almost 1-in-5 assessments were still not finalised within the 45 working day timescale. Target for this measure is demanding, at 100%.

The following 6 indicators were rated **AMBER** this month as being more than 5% adrift of their currently defined target values:

### 9.5 **Average staff sickness rate (days lost per FTE)**

Year to date (June 2014) the average staff sickness rate increased to 8.6 days. Data is provided as a 'rolling year' position. Managers and Staff encouraged to use overall Balanced Scorecard diagnostically to focus on areas of high sickness.

### 9.6 **Number of Slough primary schools in special measures or with notice to improve**

Four Slough Primary schools are in this category. Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools. Two of the schools have been deemed to be making 'satisfactory progress' towards improvement in follow-up Ofsted judgements (Colnbrook and St Ethelberts ). Foxborough is deemed to still 'require improvement'. Our Lady of Peace Junior has recently been inspected as 'require improvement'.

### 9.7 **Unemployment: Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)**

JSA claimant rate in June fell to 2.2%, comprising 2,088 people. Slough's rate has historically been lower (better) than the GB average, but these values are now close.

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.

**9.8 Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP**

This has been previously reported.

**9.9 Speed of Processing of Housing Benefit and Council Tax Support (previously 'Council Tax Benefit') claims:**

**(a) New Claims**

**(b) Change of Circumstances**

Performance speeds within June have improved in comparison with May's position; however both measures remain in exception.

The cumulative performance for the year-to-date also misses the target for New Claims (target is 20 days) and for Changes of Circumstances (target is 10 days).

It is not unusual for the turnaround times to be higher at the beginning of the year as a large number of claims are submitted when main billing occurs.

The figures for this time last year at the end of June were 22 days for New Claims and 13 days for Change of Circumstance. The targets for last year of 20 days for New Claims and 10 days for change in circumstances' were achieved and we have no reason to suggest that they will not be achieved this year.

It must be noted that this is an annual target. SBC is working with our contracted deliverer of this service to improve Speed of Processing times.

**9.10 The percentage of household waste sent for reuse, recycling or composting.**

This has been previously reported.

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

**9.11 Council's Gold Project Update**

9.12 The summary below provides Cabinet with an update on the Council's Gold Projects as at the 30<sup>th</sup> June 2014. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E.**

**9.13 Monthly Period Summary**

- 9.14 This report covers six Gold Projects in total; highlight reports have been received in time for this report from all.
- 9.15 Of the six project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of ‘Fit for the Future’ which was submitted in draft format.
- 9.16 Of the six submitted highlight reports, five have been assessed to have an **overall** status of **Amber** and one at **Red**. None have been assessed at **Green**.

For ‘Timeline’ one project has been evaluated at **Green** status, four at **Amber** and one at **Red**.

For ‘Budget’ four are assessed at **Green** and two at **Amber**.

For ‘Issues and Risks’ five has been evaluated at **Amber** and one at **Red**.

- 9.17 The ‘Safeguarding Improvement Plan’ project has been assessed as **Red** for Issues and Risks, Timeline and for the Overall Status of the project.

Fuller details are provided in the table beneath, and in the Appendix E.

**Project Manager / Sponsor assessed status of Gold Projects as at:  
30<sup>th</sup> June 2014**

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor approval status	CMT recommendations
Accommodation & Flexible Working	AMBER	Amber	Amber	Amber	Approved	To support the project board with the proposed changes to working practices and promote these within your service areas.
Fit for the Future Programme	AMBER	Amber	Green	Amber	Approved	To take appropriate actions to address the above risks.
Learning Disabilities Change Programme	AMBER	Green	Green	Amber	Approved	To note the update and the continued red status for risk 4. This is a national issue that could impact on delivery. This situation is being monitored and the risk will be escalated if it continues.
Safeguarding Improvement Plan	RED	Red	Green	Red	Approved	1. CMT to discuss, challenge and support progress and proposed actions as appropriate. 2. CMT to discuss the more detailed data on agency /perm ratios , challenge actions to achieve good outcomes through the staff recruitment programme, and assist in problem solving as required. 3. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross council contribution to improvement, particularly though not exclusively in relation to corporate parenting responsibilities, LAC redesign, new workforce

						<p>strategy and housing options and service experience for care leavers &amp; corporate parenting duties, and the availability of management information to support continuous improvement across the service and LSCB partnership.</p> <p>4. CMT endorse the improved risk status position of risk (4).</p> <p>5. CMT to note and stay appraised about the impact of uncertainty arising from the Dfe review on the retention of staff at all levels.</p>
School Places Programme	<b>AMBER</b>	<b>Amber</b>	<b>Green</b>	<b>Amber</b>	Approved	<p>1. There may be an urgent need to rent modular classrooms from September 2015 (subject to school approval) – this requires the support of resources to assist the delivery of these and CMT are asked to support this if required.</p> <p>2. There is a capacity and delivery issue - the present team will not be able to deliver the strategy without some additional staff. PMO being promoted and Asset Management currently developing permanent staffing structure. Continued support requested for putting in place an additional project manager for delivery of school projects for the short to medium-term.</p> <p>3. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council.</p>
The Curve	<b>AMBER</b>	<b>Amber</b>	<b>Amber</b>	<b>Amber</b>	Approved	<p>1. Note progress and activity on site.</p> <p>2. Note management of risks to project timeline and budget.</p>

N.B. Arrows show direction of change in Rag rating since the last Project Highlight report

↓ indicates a reduction in status

↑ indicates an improvement in status

No arrow indicates maintained status since last report

The individual Gold Project Updates are provided as **Appendix E**

## 10 Write Offs

10.1 A net total of £181k has been written off during the first quarter of 2014/15. The majority of this total relates to NNDR debt although it has been offset by credit write offs. The write off across the council's services for the first quarter, including the reason for write off, can be summarised as follows

Reason	NNDR	Former Tenant Arrears	Sundry Debtors	Adult Social Care	Housing Benefits	Total
	£	£	£	£	£	£
Unable to trace	0	16,510	0	0	96,969	113,479
Uneconomical to pursue		3,953	1,635	533		6,121
Vulnerable Person		2,576		1,247	4,716	8,539
Deceased		857			27,464	28,321
Statute Barred		8,016		4,337	2,649	15,001
Bankruptcy					38,241	38,241
Absconded	178,549		4,997			183,546
Instruction from Client			2,573			2,573
Nulla Bona			274			274
Unable to Enforce			2,357	15,264		17,621
Dissolved	77,952					77,952
Proposal to Strike	95,206					95,206
Administration	251,859					251,859
Miscellaneous	193,957		560		4,155	198,672
Credit Balances	(856,455)					(856,455)
<b>TOTAL</b>	<b>(58,932)</b>	<b>31,913</b>	<b>12,395</b>	<b>21,381</b>	<b>174,194</b>	<b>180,951</b>

## 11 Capital

### Capital forecasts

11.1 The summary of capital expenditure as at month 3 on a consolidated and directorate basis can be shown as follows:

	Expenditure	June 2014	Projection
Directorate	Budget	Actual £000s	£000s
Slough Regeneration Partnership	10,999	752	10,999
Resources	9,501	299	9,133
Wellbeing	7,937	828	7,561
Chief Executive	76	0	76
Customer & Community Services	13,311	676	7,293
Housing Revenue Account	19,155	2,525	13,965
<b>Total</b>	<b>60,979</b>	<b>5,080</b>	<b>49,027</b>

11.2 The council has spent 8.33% of its available 2014-15 Capital Budget in the first three months of the year. Spend is traditionally low in the first 3 months of the financial year and the position will be further distorted by accruals being processed at the end of 2013-14. The latest projection is capital expenditure in 2014/15 of £49.027m against a revised budget of £60.979m. More detailed directorate narrative is attached as appendix B. The forecast spend is 80% of the overall capital programme.

- 11.3 The Council's capital programme has been revised to include re-profiling from the financial year into the 2014/15 financial year and the three changes below.

### ***Changes to the Capital Programme***

- 11.4 Cabinet are requested to recommend three key changes to the Council's capital programme. How this complies with the Council's constitution is detailed in the financial implications section of this report.

### ***Municipal Bonds Agency***

- 11.5 The first is the investment of £50,000 into the Municipal Bonds Agency (MBA). The Local Government Association (LGA) has been active in the past year in creating the MBA in response to perceived lack of capital funding sources available to Local Government. At present, the main source of capital funding for Local Government is the Public Works Loans Board (PWLB). The PWLB is part of Central Government and sets the rates at which it issues loans to Councils. In recent years, the PWLB rate has fluctuated in response to Government policy. To enable Local Government bodies to have greater certainty over their capital financing costs, the LGA have set up the MBA.
- 11.6 The MBA will issue bonds to the financial markets. These bonds will consist of the various capital financing requirements at the time of the different Councils. For example, ten Council may wish to each attract £20m of capital financing. At present, individually, £20m is not enough for the bond markets to be interesting in offering a good rate of return, and so these Councils would most likely turn to the PWLB. By combining the various Council's financing requirements a much greater bond can be issued. The MBA expects to offer bonds at below the prevailing PWLB rates and so Council's would receive lower capital financing costs, as so lower costs to the local taxpayer.
- 11.7 In order to finance the MBA start up, it is looking for Councils to provide start up funding. This expenditure would be capital in nature, and would be likely to see a return later in the decade. The benefit of the Council being part of the start up funding are twofold. Firstly, a successful MBA will mean lower capital financing rates available to Slough BC when it next refinances existing debt or uses new debt. Secondly, when, and if, the MBA becomes profitable, the Council will receive a dividend return on its investment.

### ***Extra Care Housing***

- 11.8 The August capital strategy board approved proposed capital expenditure of £1m towards extra care housing. There was originally £0.1m in the capital programme for this, but a final business case was approved outlining the requirement for a further £0.9m for an extra care housing scheme. The business highlighted ongoing revenue savings of £500-600k from 2016-17 from this capital investment. This meets the Capital Strategy principle of investing capital monies to generate ongoing revenue savings.
- 11.9 The Cabinet is being asked to contribute £500k capital funds in 2014/15 and a further £500k in 2015/16.



11.10 This scheme will be funded from £805k of grant funds from previous years allocated to Adult Social Care with the remaining £95k being funded from within the capital programme in 2015-16. As the capital programme is likely to spend 80% in total during the year there will not be an additional financial impact during the financial year. Also, the Council is identifying schemes that can be removed from the capital programme to make available additional scheme.

***Movement of scheme into the Capital Programme for 2014-15***

11.12 In 2012/13 the Cabinet made the decision to allocated £1m of funding to a traffic light and junction improvements scheme from an underspend. In order to make the best use of scarce revenue resources, it is proposed to move an additional £311k expenditure into the capital programme, where it will require funding through internal resources, and to then release the revenue reserve to assist with the current financial pressures that the Council faces.

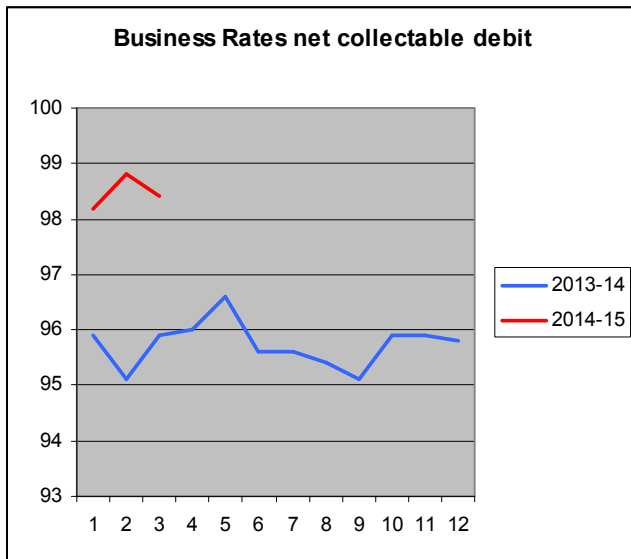
**12 Income Monitoring**

12.1 The Council set its budget in February 2014.

Funding	2014-15 budget setting / £m	2014-15 projection / £m	Variance / £m
Council Tax	43.85	44.08*	0.23*
Retained Business Rates	27.13	27.83	0.46*
Revenue Support Grant	32.47	32.47	0
Education services Grant	1.96	1.96	0
NHS monies to Support Social Care	2.36	2.36	0
New Homes Bonus	2.01	2.01	0
Other non-ringfenced grants	1.03	0.93	-0.1
Collection Fund	1.3	1.3	0

12.2 \*It is important to note that due to the Collection Fund accounting arrangement in place within Local Government, any surplus on Council Tax income and retained Business Rates will be of benefit to the Council in the **next** financial year.

12.3 It is also important to note how volatile Business Rate income is, see the graph below



12.4 The Council is expected to receive £102k less Local Service Support Grant than the assumption at budget setting. This will be adjusted for in future years budget and the medium term financial strategy.

12.5 Cabinet are also asked to note income being received in respect of the Better Care Fund. A part of the Better Care Fund agreement between SBC and Slough Clinical Commissioning Group is the transfer of funding between the NHS and the local authority under a section 256 of the NHS Act 2006. For 2014/15 this involves the transfer of £2.362m from NHS England to SBC for the purpose of providing health and social care services. This funding is already committed as part of adult social care service plans. The Section 256 agreement has to be approved by the Slough Wellbeing board and a report is being taken to the 24th September 2014 meeting to confirm what the funding will be used for, the agreed outcomes and monitoring arrangements.

12.6 The £2.362m forms part of SBCs overall contribution to the Slough Better Care Fund of £5.612m in 2014/15 and £9.762m in 2015/16.

13 **Comments of Other Committees**

This report is due to the Overview & Scrutiny Committee before Cabinet.

14 **Conclusion**

There are a number of items for members to approve within this paper. In reference to the capital budget changes, these are anticipated to yield additional revenue savings to the Council in future years and assist with the use of capital monies to support ongoing revenue savings.

15 **Appendices Attached**

- 'A' - Summary revenue forecasts
- 'B' - Capital narrative
- 'C' - Revenue narrative
- 'D' - Balanced Scorecard
- 'E' - Gold projects summary

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	36.314	36.909	0.595
Central Management	0.361	0.361	0.000
Children and Families	18.895	18.895	0.000
Education (Non-Schools)	8.674	8.674	0.000
Public Health	(0.195)	(0.195)	0.000
<b>Total Wellbeing</b>	<b>64.048</b>	<b>64.643</b>	<b>0.595</b>
<b>Total Schools</b>	<b>(0.337)</b>	<b>(0.337)</b>	<b>0.000</b>
<u>Customer and Community Services</u>			
Customer Services and IT	0.229	0.229	0.000
Community and Skills	6.352	6.365	0.013
Enforcement and Regulation	1.950	2.020	0.070
Strategic Management	(0.126)	(0.126)	0.000
Transactional Services	8.227	8.377	0.150
Procurement	0.297	0.297	0.000
<b>Total Customer and Community Services</b>	<b>16.929</b>	<b>17.162</b>	<b>0.233</b>
<u>Regeneration, Housing and Resources</u>			
Strategic Management	(0.054)	(0.054)	0.000
Corporate Resources	2.109	2.089	(0.020)
Housing and Environment	14.961	14.990	0.029
Estates and Regeneration	11.252	11.267	0.015
<b>Total Regeneration, Housing and Resources</b>	<b>28.267</b>	<b>28.291</b>	<b>0.024</b>
<u>Chief Executive</u>			
Executive's Office	0.334	0.334	0.000
Communications	0.295	0.295	0.000
Policy	0.682	0.682	0.000
Professional Services	2.996	2.996	0.000
<b>Total Chief Executive</b>	<b>4.307</b>	<b>4.307</b>	<b>0.000</b>
<b>Total Corporate</b>	<b>(0.150)</b>	<b>(0.150)</b>	<b>0.000</b>
<b>Total Net Cost of Services</b>	<b>113.064</b>	<b>113.916</b>	<b>0.852</b>
<b>% of revenue budget over/(under) spent by Services</b>			<b>0.8%</b>
<b>Total Non Departmental Costs</b>	<b>(0.950)</b>	<b>(0.823)</b>	<b>0.127</b>
<b>Total General Fund</b>	<b>112.114</b>	<b>113.093</b>	<b>0.979</b>
<b>% of revenue budget over/(under) spent in total</b>			<b>0.9%</b>

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**SLOUGH BOROUGH COUNCIL****CAPITAL MONITORING REPORT AT 30th JUNE****1. Consolidated Capital Expenditure as at 30<sup>th</sup> June**

	<b>Expenditure</b>	<b>May-14</b>	<b>Projection</b>
<b>Directorate</b>	<b>Budget</b>	<b>Actual £000s</b>	<b>£000s</b>
Slough Regeneration Partnership	10,999	752	10,999
Resources	9,501	299	9,133
Wellbeing	7,937	828	7,561
Chief Executive	76	0	76
Customer & Community Services	13,311	676	7,293
Housing Revenue Account	19,155	2,525	13,965
<b>Total</b>	<b>60,979</b>	<b>5,080</b>	<b>49,027</b>

At the Capital Strategy Board meeting of 3<sup>rd</sup> June 2014, requests were made to carry forward unspent budgets to the 2014-15 financial years. The report reflects the revised 2014-15 budgets. Extra columns have been added in the report to highlight the approved budgets in future financial years.

Spend is traditionally low in the first 3 months of the financial year and the position will be further distorted by accruals being processed at the end of 2013.14. The latest projection is capital expenditure in 2014.15 of £49.027m against a revised budget of £60.979m.

A detailed Directorate Narrative is shown below. The actual expenditure is colour coded as follows to highlight those projects that are within 5% of the revised budget, those between 5% and 15% of the available budget, those projects that have under or over spent by over 15% and those projects with a high probability of a significant under spend.

0%-5% under or over spend
5%-15% under or over spend
Over 15% under or over spent
High Probability of Significant Under spend

**4. Detailed Directorate Narrative****4.1 Wellbeing**

The Capital Budget for Wellbeing which includes the schools capital programme is £9.365m. £1.3m of the 2014-15 Modernisation budget was re-profiled into 2015-16 following a request at the Capital Strategy Board meeting on 3<sup>rd</sup> June 2014 and a further request to re-profile £0.941m has now been made. Also a request has been made to re-profile £0.487m from the Primary Expansions budget. These changes are reflected in this report.

A detailed listing of projects has been shown on page 5 of the report.

#### 4.2 Resources, Housing and Regeneration

The revised budget for this Directorate is now £9.501m. This includes a £1m budget in 14.15 for capital work required on the Stoke Poges Footbridge which is due to be completed this year.

Accruals processed at the end of March distort the amount of expenditure in the first three months of the year and it is currently projected that most of the revised budget will be spent by the end of the financial year.

With regard to the Accommodation Strategy which includes the Air Conditioning and Control project, a request was made by the Head of Facilities that budgets be consolidated onto one line in the Capital Programme. This has been done and moved to Customer and Community Services to assist in project management and monitoring of budgeted expenditure.

The Colnbrook By-pass scheme budget is now projected to be spent in 2014.15 and it is envisaged that the £200k carried forward from 2013.14 for the infrastructure budget to pay for tactile paving and kerb joints will be completed as the Heart of Slough project is completed.

Detailed project information has been provided on pages 6 and 7 for RHR and the Heart of Slough.

#### 4.3. Customer & Community Services.

The revised budget in 2014.15 is £13.311m which includes large projects for the Accommodation Strategy, Cemetery and Crematorium and the Financial Systems Upgrade.

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 but have been moved into RHR following a recent restructure.

The works to upgrade the air conditioning and electrical systems at St Martin Place are likely to be completed by the end of 2015 though it is projected there will be a significant under spend in the 2014.15 financial year, though the revised budget over the life of this programme is anticipated to be fully committed..

With regard to the remaining IT Capital budgets, it is currently difficult to project expenditure as there is uncertainty over when ICT expenditure will occur on receipt of business cases from the ICT supplier. Expenditure on the IT Infrastructure Refresh has now commenced after a long delay. The IT Disaster Recovery budget will need to be held in reserve pending a proposal and business case from arvato.

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

- Expansion of DIP servers
- Refresh of existing IT assets (to enable mobile working)
- IT Infrastructure Refresh

Detailed project information is shown on page 5 & 6.

#### 4.4 Housing Revenue Account

The Housing Revenue Account Capital Programme for 2014-15 has a budget of £19.155m which includes slippage from the 2013.14 capital programme. There has been expenditure of £2,525k so far in 2014.15 and the current projection is for expenditure in 2014-15 of £13.7m. One of the priorities for 2014-15 is the completion of the building of 9 houses on the former garage site in Wentworth Avenue. These were due to be completed in October 2013 but the remediation has been a lengthy process; the build programme commenced on 18th November 2013 with an anticipated completion date of 15th September 2014.

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.

Information on projects has been provided on pages 8 & 9.

#### 4.5 Slough Regeneration Partnership

The only current item on the 2014.15 Capital Programme for the SRP is the building of the Curve. It is currently projected that the entire revised £11m budget will be spent by the end of 2014.15.

Detailed project information is shown on page 9.

#### 4.6 Chief Executive

There is a budget for the council's contribution to the Berkshire Superfast Broadband Scheme. In 2014.15 the budget is £76k which will be spent in 2014-15. There is also expenditure for the refurbishment of 27 and 29 Church Street as authorised by the Local Strategic Partnership.

Detailed project information is shown on page 5.

#### 4.7 Community Investment Fund

. This update is shown on page 10. It is expected that most of this budget will be spent in 2014.15 with expenditure required to be supported through business cases.

General Fund Spend	Project	Revised 14-15 Budget £'000	Actual Expenditure June 2014	Q2	Q3	Q4	Total Projected Expend	Delivered to Timescale/Comment	15-16	16-17	17-18	18-19
	<b>Education Services</b>											
P051	Primary Expansions (Phase 2 for 2011)	5,097	608	1,012	1,602	1,875	5,097	Reprofile £0.487m	6,482	3,560	3,000	
P076	Town Hall Conversion	261	14	30	60		104		1,500	50		
P090	Expand Littledown School	2	6				6					
P093	Schools Modernisation Programme	1,059	45	102	260	516	923	Re-profiled £1.3m May;£0.941m June	2,934	500	250	
P101	SEN Resources Expansion	125	8			117	125		650	250	250	250
P749	Children's Centres Refurbishments	40				40	40		40	40	40	40
P783	Schools Devolved Capital	137	24	35	35	41	135					
P856	Haymill/Haybrook College Project	90	2		20	68	90					
	DDA/SENDA access Works	50					0		50	50	50	50
	Youth/Community Centres Upgrade	75				67	67		25	25	25	25
	2 Year Old Expansion Programme	355	17	112	113	113	355		345	500		
	Penn Rd & Chalvey Grove Children's Centre	144	31	37	37	39	144					
P895	Monksfield Way Children's Centre	123	73	50			123					
	Lea Nursery Heat Pump	12					0					
	Wexham School Expansion	0					0		2,000	5,000		
	Special School Expansion-Primary, Secondary & Post 16	100			40	45	85		1,900	3,000		
	Children's Centres IT	35			15	20	35					
	School Meals Provision	232		77	77	78	232					
	<b>Total Education Services</b>	<b>7,937</b>	<b>828</b>	<b>1,455</b>	<b>2,259</b>	<b>3,019</b>	<b>7,561</b>	<b>2,728</b>	<b>15,926</b>	<b>12,975</b>	<b>3,615</b>	<b>365</b>
	<b>Chief Executive</b>											
P109	Local Broadband Plan	76				76	76					
	<b>Total Chief Executive</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Customer &amp; Community Services</b>											



P083	Cemetery Extension	742	88	168	168	170	594		537			
P103	Slough Play Strategy	37	12		25		37					
P107	Repairs to Montem & Ice	521	35	144	144	146	469		80			
P383	Herschel Park	86			43	43	86					
P873	Crematorium Project	1311	11	389	390	390	1180		414			
	Leisure Capital Improvements- Langley, Ten Pin, The Centre	442		132	132	132	396		163			
	Registrars	761		253	253	255	761		26			
	<b>Financial System Upgrades</b>	<b>1,750</b>					<b>0</b>					
P088	Baylis Park Restoration	540		180	180	180	540					
P089	Upton Court Park Remediation	25			20		20					
P105	Civica E-Payment Upgrade	40				40	40					
P784	<b>Accommodation Strategy</b>	<b>3,001</b>	<b>451</b>	<b>449</b>	<b>450</b>	<b>450</b>	<b>1,800</b>					
	Expansion of DIP Servers	150					0					
	IT Disaster Recovery	1,000					0					
	Refresh of Existing IT Assets	500					0					
	Cippenham Green	200					0					
	Hub Development	200					0					
P084	IT Infrastructure Refresh	510					0		350	350	350	350
P084	Replacement of SAN	125					0					
P871	Community Investment Fund	1,251	77	391	391	392	1,251		650	500	400	300
P875	CCTV Relocation	119	2		50	67	119					
	<b>Total Customer &amp; Community Services</b>	<b>13,311</b>	<b>676</b>	<b>2,106</b>	<b>2,246</b>	<b>2,265</b>	<b>7,293</b>	<b>0</b>	<b>2,220</b>	<b>850</b>	<b>750</b>	<b>650</b>
	<b>Community and Wellbeing</b>											
P331	Social Care IT Developments	52										
	Supported Living	100				100	100					
	Extra Care Housing	100				90	90					
	<b>Total Community and Wellbeing</b>	<b>252</b>				<b>190</b>	<b>190</b>					
	<b>Resources, Housing and Regeneration</b>											
P006	Disabled Facilities Grant	364	44	100	100	120	364		364	364	364	364
P068	Street Lighting Improvement Phase 2	200		67	67	66	200		200			
P069	Highway & Land Drainage Improvements	70		23	23	24	70		70	70	70	70
P079	Catalyst Equity Loan Scheme	27		9	9	9	27					

	Corporate Property Asset Management	250		83	83	84	250		250	250	250	250
P111	Major Highways Programmes	765	1	255	255	254	765		765	765	765	765
P113	Lascelles Lodge	189		63	63	63	189					
P728	Highway Reconfigure & Resurface	500		167	167	166	500		500	500	500	500
P779	Britwell Regeneration	398		133	133	132	398					
P869	Chalvey Hub	548	-22	190	190	190	548					
P881	Colnbrook By-pass	131	0	44	44	43	131					
P117	Garage Sites Stage 7	96		32	32	32	96		32			
P127	Demolitions	230		4	90	30	124		100	100	100	100
P104	Stoke Poges Footbridge	1,000			450	450	900					
P116	Windsor Road Widening Scheme	489		30	210	210	450		5,000			
	Flood Defence Measures SBC/EA Partnership	100				85	85					
	Plymouth Road (dilapidation works)	120		7	82	22	110		120	120	120	120
	Relocation of Age Concern	30		0	0	30	30					
	Land acquisition (Chalvey)	500		2	2	400	404					
	A4/Upton Court Park Junction Improvements	350		117	117	116	350					
	A4 Lascelles Road Improvements	50		17	17	16	50					
P098	Traffic Light & Junction Improvements	273	-148	148	150	123	273					
P097	Better Bus Fund	488	275	100	100	13	488					
P102	Local Sustainable Transport Fund	993	76	300	400	217	993					
P323	Road Safety Programme	118	65	53			118					
P874	Casualty Reduction	64	0	25	25	14	64					
P322	Parking Strategy	16	0			16	16					
P125	EV Charges	90	7	20	40	23	90					
P134	Car Parking lighting efficiency scheme'	185			92	93	185					
	Invest to Save Vinci Park Contract	200			100	100	200					
	Air Quality Grant	67				67	67					
	Replacement of Art Feature	12				12	12					
P661	Local Safety Scheme Programme	248		100	100	48	248					
P060	Station Forecourt	20				20	20					
P064	Infrastructure	320	1	106	106	107	320					
	<b>Total RHR (including Heart of Slough)</b>	<b>9,501</b>	<b>299</b>	<b>2,193</b>	<b>3,246</b>	<b>3,395</b>	<b>9,133</b>	<b>0</b>	<b>7,401</b>	<b>2,169</b>	<b>2,169</b>	<b>2,169</b>
	<b>TOTAL GENERAL FUND</b>	<b>31,077</b>	<b>1,803</b>	<b>5,754</b>	<b>7,751</b>	<b>8,945</b>	<b>24,253</b>	<b>1,364</b>	<b>25,547</b>	<b>15,994</b>	<b>6,534</b>	<b>3,184</b>

HRA spend	Project	Revised 2014-15 Budget £'000	Actual Expenditure June 2014	Q2	Q3	Q4	Projected Expenditure	Delivered to Timescale/Comment	15-16	16-17	17-18	18-19
	<b>Housing Revenue Account</b>											
P544	Affordable Warmth/Central Heating		31	0	0	0	31					
P544A	Boiler Replacement	667	208	200	200	162	770		1,001	1,001	500	500
P544B	Heating / Hot Water Systems	320	59	100	100	50	309		320	320	317	317
P544C	Insulation programmes	823	753	40	18		811		788	788		
P552	Window Replacement	600	287	213	100	100	700				112	112
P552A	Front / Rear Door replacement	548	0	200	100	100	400		359	269	125	125
P558	Internal Decent Homes Work		535				535					
P558A	Kitchen Replacement	1,402	0	400	300	100	800	Slippage	1,402	1,121	410	410
P558B	Bathroom replacement	692	0	100	100	100	300	Slippage	692	554	256	256
P558C	Electrical Systems	263	0	200	100	100	400		263	263	136	136
P559	External Decent Homes Work		29	0	0	0	29					
P559A	Roof Replacement	187	0	80	50	50	180	Slippage	187	187	628	628
P559B	Structural	598	84	200	150	100	534	Slippage	598	478	802	802
	<b>Decent Homes</b>	<b>6,100</b>	<b>1,986</b>	<b>1,733</b>	<b>1,218</b>	<b>862</b>	<b>5,799</b>	<b>0</b>	<b>5,610</b>	<b>4,981</b>	<b>3,286</b>	<b>3,286</b>
P516	Winvale Refurbishment	44	0	0	0	0	0					
P541	Garage Improvements	550	0	200	200	100	500		200	200	150	150
P548	Mechanical Systems /Lifts	374	0	0	0	0	0	Slippage	274	224	100	200
P545	Capitalised Repairs		0	0	0	0	0				46	46
P551	Security & Controlled Entry Modernisation	50	0	37	0	0	37		44	44		
P564	Darvills Lane - External Refurbs		0	0	0	0	0				200	200
P565	Estate Improvements/Environmental Works	370	60	100	100	100	360		200	200	221	221
P569	Replace Fascias, Soffits, Gutters & Down Pipes	835	346	200	200	50	796	Slippage	668	501	250	250
P573	Upgrade Lighting/Communal Areas	550	12	250	250	250	762		250	250	71	71
P573A	Communal doors	47	0	20	10	10	40		47	28	78	78
P573B	Balcony / Stairs / Walkways areas	181	0	50	50	0	100		81	49	171	171
P573C	Paths	527	0	100	100	100	300		327	327	91	91
P573D	Store areas	243	0	100	100	0	200		143	86	250	250
	Sheltered / supported upgrades	0	0	0	0	0	0		250	250		
	<b>Planned Maintenance - Capital</b>	<b>3,771</b>	<b>418</b>	<b>1,057</b>	<b>1,010</b>	<b>610</b>	<b>3,095</b>	<b>0</b>	<b>2,484</b>	<b>2,159</b>	<b>1,628</b>	<b>1,728</b>

P546	Environmental Improvements (Allocated Forum)	409	0	50	50	50	150		100	100	100	100
P547	Major Aids & Adaptations	450	7	100	100	100	307		350	250	250	250
P779/P575	Affordable Homes	6,200	4	1,000	1,000	1,000	3,004		3,000	4,000	5,000	5,000
P779	Britwell Regeneration	2,225	110	500	500	500	1,610					
	<b>Housing Revenue Account</b>	<b>19,155</b>	<b>2,525</b>	<b>4,440</b>	<b>3,878</b>	<b>3,122</b>	<b>13,965</b>	<b>0</b>	<b>11,544</b>	<b>11,490</b>	<b>10,264</b>	<b>10,364</b>

SRP spend	Project	Revised 2014-15 Budget £'000	Actual Expenditure May 2014	Q2	Q3	Q4	Total Projected Expend	Projected expenditure	Delivered to Timescale/Comment	15-16
	<b>Slough Regeneration Partnership</b>									
P066	The Curve	10,999	752	3,416	3,416	3,415	10,999	10,999		5,170
	<b>Total SRP</b>	10,999	752					10,999	0	5,170

<u>Community Investment Fund (Capital Only)</u>	2014-15 Revised Budget £'000	2014-15 Actual £'000	Responsible Officer
Description			
MUGA's - floodlit to all community hubs / priority associated areas	500	77	Andrew S
Replace street bins and increase numbers in high litter areas	0		Ian C
Replacement street signs - 2 year programme	65		Alex D
Replacement permanent information signs for Slough parks	0		Ollie K
CCTV - purchase of moveable cameras	50		Ian C
Neighbourhood Enhancements/Walkabouts	141	24	Ian C
Pavement Parking Policy	400		Joe C
Alley gating works	30		Ian C
Member Bids	65		Ian C
<b>TOTAL</b>	<b>1,251</b>	<b>101</b>	

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**WELLBEING DIRECTORATE**  
**2014-15 Budget Summary**  
**Period 3 - June 2014**

- 1.0 OVERVIEW:** The Directorate's net controllable Revenue budget for 2014/15 is **£63.710m**. The current total projected net expenditure is **£64.344m** and therefore the Directorate is presently forecasting an overspend of **£595k**.

The overspend relate to Adult Social Care and specifically the Mental Health Service where the pressures carried over from last year do not appear to be fully with remedial action despite an ambitious recovery plan. There are also slippages expected on the LD Transformation Programme as about £200k of the planned £750 is now not expected to be delivered this year. There are also still pressures on the Children & Families budgets relating to Legal Fees, Staffing and Placement costs that are not included in the above figures. These are easing as management action starts to take effect but there are still residual concerns which are being monitored.

The Directorate has savings totalling over **£4.5m** for 14/15. The latest savings monitor shows that over 60% of these savings are confidently expected to be achieved. Of the remaining 40% there are serious concerns surrounding savings totalling approximately **£400k** with £200k now not expected to be achieved this year although there it is still hoped that one off compensating savings may still be delivered to mitigate against this.

The summary table is shown below

<b>WELLBEING BUDGET MONIORING SUMMARY</b>						
<b>Service</b>	<b>Budget</b>	<b>Outturn</b>	<b>Diff</b>	<b>Last</b>	<b>Chg</b>	<b>%</b>
Adult Social Care	36,438	37,033	595	0	595	2%
Public Health	-195	-195	0	0	0	0%
Central Management	237	237	0	0	0	0%
Children & Families	18,895	18,933	0	0	0	0%
Education (Non Schools)	8,674	8,674	0	0	0	0%
Schools (DSG)	-337	-337	0	0	0	0%
<b>GRAND TOTAL</b>	<b>63,710</b>	<b>64,344</b>	<b>595</b>	<b>0</b>	<b>595</b>	<b>0.9%</b>

- 1.1 Directorate summary of the 2014-15 financial year:** Overspend of £595k is reported on Adult Social Care due to pressures on the Mental Health Service and Learning Disabilities Transformation Programme.

**2.0 ADULT SOCIAL CARE**

**Explanation of variation from budget:** This division is forecasting an overspend of **£0.6m**. This is due to pressures carried over from last year in the Mental Health Service, where the remedial action is not as yet having the desired effect. There are also slippages expected on the LD Transformation Programme as about £200k of the planned £750 is now not expected to be delivered this year.

Adult Social Care					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Safeguarding and Governance	237	237	0	0	0
ASC Management	327	327	0	0	0
Access & Long Term I & S	2,534	2,534	0	0	0
Re-ablement & Directly Provided Services	5,424	5,424	0	0	0
Mental Health	3,963	4,358	395	0	395
Commissioning Budgets	19,565	19,766	200	0	200
Commissioning & Contracts	4,387	4,387	0	0	0
<b>Total</b>	<b>36,438</b>	<b>37,033</b>	<b>595</b>	<b>0</b>	<b>595</b>

- 2.1 Progress against the 2014-15 Savings target:** This made good progress against a challenging has successfully achieved all its savings targets for the current year. The savings are shown in the table below:

ADULT SOCIAL CARE	Target £'000	Achieved £'000	Lead	RAG
Supporting People	-25	-25	CB	Green
Re-design Speedwell Employment Services	-100	-100	SB	Green
Staffing Restructure	-170	-170	SB	Green
Increase Fees & Charges	-180	-180	SB	Green
Inflation Contingency	-200	-200	CB	Green
Management of Contract Price Inflation	-327	-327	CB	Green
Supporting People Efficiencies *	-437	-437	CB	Green
LD Change Programme	-750	-100	SB	Amber
Re-ablement - Reduction in Care Packages	-70	0	VC	Amber
Mental Health	-100	0	SY	Amber
Review of Care packages	-200	0	VC	Amber
Extra Care Housing - Internal Service	-128	0	VC	Amber
Internal Day Services	-100	0	VC	Amber
Community & Voluntary Commissioning	-150	-39	CB	Amber
Telecare & Support	-25	-10	CB	Amber
Meals Service	-63	-33	CB	Red
<b>TOTAL</b>	<b>-3,025</b>	<b>-1,621</b>	<b>54%</b>	

### 3.0 PUBLIC HEALTH

**Explanation of variation from budget:** Public Health is showing a breakeven position at present.

PUBLIC HEALTH					
Detail	Revised Budget	Projected Outturn	Current Variance	Last Month	Change
Employee costs	635	635	0	0	0
Premises costs	12	12	0	0	0
Running costs	61	61	0	0	0
Projects	4,444	4,444	0	0	0
<b>Expenditure</b>	<b>5,152</b>	<b>5,152</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>	<b>-5,302</b>	<b>-5,302</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Budget</b>	<b>-150</b>	<b>-150</b>	<b>0</b>	<b>0</b>	<b>0</b>



## 4.0 CHILDREN AND FAMILIES

**Explanation of variation from budget:** This division is showing a balanced budget position as shown in the table below.

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
<b>Children &amp; Families Social Care</b>					
Asylum Seekers	86	86	0	0	0
Children Looked After	8,292	8,292	0	0	0
Commissioning & Social Work	5,761	5,761	0	0	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	580	580	0	0	0
Family Placement Service	2,199	2,199	0	0	0
Youth Offending Team	566	566	0	0	0
Early Help	1,180	1,180	0	0	0
<b>Total</b>	<b>18,895</b>	<b>18,895</b>	<b>0</b>	<b>0</b>	<b>0</b>

This forecast includes using one off monies totalling **£2.4m** and is main reason why the service is forecasting a breakeven position. However, even with this additional resource, there are a number of pressures totalling £600k, a reduction of £330k from previous month, which have not been included because remedial action is planned. These are shown on the table below.

Pressures	This Month	Last Month
	£'000	£'000
Staffing	0	270
Legal	300	360
S17 Expenses	100	100
LAC Spend	100	100
Early Help	100	100
<b>Total</b>	<b>600</b>	<b>930</b>

These pressures have improved but remain a concern they are considered in more detail below.

### Staffing

This staffing pressure has been removed because it has been agreed that this will now be managed within the overall staffing cash limit with remedial action taken in the latter part of the year to address this if the planned recruitment initiatives do not have the desired effect.

### Legal

This forecast is based on historic spending patterns. It is expected though that as a result of operational, contractual and national changes both activity levels and unit price should be lower than last year. As a result this pressure is excluded from the forecast until a better picture for the current year is available.

### Children Looked After

Children Looked After is showing an overspend of £100k. This is due £100k on additional LAC spend re client expenses such as hired transport and personal needs. Again this is based on historic activity and is excluded until a better picture emerges for the current year. Service Managers are confident that as result of operational changes such as the introduction of the resource panel, this pressure should be reduced significantly.

### Early Help

This service has a possible risk of £100k pressure due to the part loss of Domestic Violence contract Income. Ad-hoc work is to be carried out by C&F and it is assumed that £80k of the £180k available under the contract will be achieved. A meeting to consider what changes will need to be made within the service to achieve a balanced budget, including reduced staffing until the implications of this is fully known this pressure is excluded from the monitor.

- 4.1 Progress against the 2014-15 Savings target:** This service has a single savings target of £363k, relating to Children's placements. Currently we have achieved £100k (£40k last month); £60k of negotiated and reduced care packages, £30k of further savings with a particular supplier by bringing them back into to Fostering framework and £10k with another supplier.

CHILDREN & FAMILIES	Target £'000	Achieved £'000	Lead	RAG
Children Placement Efficiencies	-363	-100	JP	<i>Amber</i>

## 5.0 EDUCATION (NON SCHOOLS)

**Explanation of variation from budget:** These services are expected to break even at present.

EDUCATION (NON SCHOOLS)					
SERVICE	Revised Budget £'000	Outturn £'000	Current Variance £'000	Last Month £'000	Change £'000
Schools Offer (Core)	8,674	8,674	0	0	0
Retained Offer (Core)	0	0	0	0	0
<b>Total</b>	<b>8,674</b>	<b>8,674</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 5.1 Progress against the 2014-15 Savings target:** This service has 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
Services to School Review Savings	-140
Services to Schools Review	-202
<b>TOTAL</b>	<b>-342</b>

## 6.0 CENTRAL MANAGEMENT

**Explanation of variation from budget:** These services are expected to break even at present.

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
<b>Central Management</b>					
Management	237	237	0	0	0
<b>TOTAL</b>	<b>237</b>	<b>237</b>	<b>0</b>	<b>0</b>	<b>0</b>

**6.1 Progress against the 2014-15 Savings target:** This service has is on target to successfully achieve all its savings targets for the current year. The savings are shown in the table below:

DETAILS	Target £'000
Directorate Savings	-128
<b>TOTAL</b>	<b>-128</b>

## 7.0 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	46,963	46,963	0	0
Schools Block De-delegated	4,082	4,082	0	0
High Needs Block	18,158	18,158	0	0
Early Year Block	8,350	8,350	0	0
Grants	-77,891	-77,891	0	0
<b>Net Expenditure</b>	<b>-337</b>	<b>-337</b>	<b>0</b>	<b>0%</b>

**7.1 Progress against the 2014-15 Savings target:** This service had no savings for this year.

## Customer and Community Services: Departmental Summary

Department	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	229	229	0	0%	0
Community and Skills	6,352	6,365	13	0.2%	46
Enforcement and Regulation	1,950	2,020	70	3.6%	70
Strategic Management	(126)	(126)	0	0%	0
Corporate Procurement Team	544	544	0	0%	0
Transactional Services	8,227	8,377	150	1.8%	(200)
<b>Total</b>	<b>17,176</b>	<b>17,409</b>	<b>233</b>	<b>1.4%</b>	<b>(84)</b>

### Directorate Summary for the 2014/15 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an over spend position of £233k, largely due to CCTV/Careline income shortfall, slippage in the savings for the phase 2 arvato contract, and business rate issues at 2 locations; the phase 2 contract payments reduce on annual basis from 2015/16 onwards.

#### Service: Community and Skills

##### Explanation of variation from budget:

The overspend arises from business rates on SYPC and Haymill (these are in discussion with property services over rebates) offset by a vacancy in the Parks and Open Spaces service. There will be a future pressure arising from the refurbishment works at the Langley Leisure Centre, but whether the resulting compensation cost will be paid in this financial year or the next will depend upon the timing of the capital scheme. There is a possibility that the capital scheme may slip into next year but this is still subject to the finalisation of this scheme.

#### Service: Enforcement and Regulation

##### Explanation of variation from budget:

The £70k is the current projected shortfall in the budgeted income to support the CCTV/Careline services; options are being reviewed to bring in additional funding including private fees as well as contributions from other public bodies.

#### Service: Strategic Management

##### Explanation of variation from budget:

No variances reported at period 3, although this will depend upon the outcome of various work streams to achieve the unallocated savings targets.

**Service: Corporate Procurement Team**

Explanation of variation from budget:

No variances reported as at period 3.

**Service: Transactional Services**

Explanation of variation from budget:

The savings for phase 2 transactional savings are now scheduled to be phased in over the life of the contract and will be achieved through decreasing annual contract payments; future annual contract savings should average around £200k. This would have led to a larger overspend in this year but the Medium Term Financial Volatility Reserve has been drawn upon to 'smooth' out the profile of these savings. It should be noted though, that whilst savings from the operation of the contract are scheduled for future years, immediate savings (over £300k per annum from 2014/15) have already been realised from the release of accommodation space at Landmark Place (customer service and IT staff moving to Phoenix House) and the deletion of the AD post for Customer Services and IT.

## Regeneration, Housing and Resources Directorate:

Overview: P3 – June 2014

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %	Change in month £k
Strategic Management	(54)	(54)	0	0%	0
Corporate Resources	2,109	2,089	(20)	(0.9%)	(20)
Housing and Environment	14,714	14,743	29	0.2%	29
AIR (Estates Regeneration)	11,254	11,269	15	0.1%	(110)
<b>Total Regeneration, Housing and Resources</b>	<b>28,023</b>	<b>28,047</b>	<b>24</b>	<b>0.1%</b>	<b>(101)</b>

### Directorate summary for the 2014-15 year to date

At this point in time the Resources, Housing and Regeneration Directorate is forecasting an over spend position of £24k, pending the successful delivery of the 2014/15 savings targets.

#### Service: Strategic Management

##### Explanation of variation from budget:

At the present time, no variances are highlighted apart from the need to achieve the £618k of savings embedded into this cost centre; £200k of these savings is dependent upon the restructure of the transport/highways services.

#### Service: Corporate Resource

##### Explanation of variation from budget:

The £20k underspend is largely derived from staffing vacancies.

#### Service: Housing and Environment

##### Explanation of variation from budget:

An overspend of £29k is projected at period 3 due to a reduction in fee income from Home Improvements arising from a lower capital budget.

**Service: AIR (Estates and Regeneration)**

Service	Budget	Forecast Outturn	Variance	Variance / %
Property Services	692,980	583,349	(109,631)	(15.8%)
Facilities & Corporate Landlord	2,538,090	2,672,330	134,240	5.3%
Highways Engineering	3,277,370	3,277,370	0	0%
Asset Management	126,480	207,348	80,868	63.9%
Transport	4,616,760	4,526,760	(90,000)	(1.9%)
<b>Total</b>	<b>11,251,680</b>	<b>11,267,157</b>	<b>15,477</b>	<b>0.1%</b>

**Explanation of variation from budget:*****Property Service***

A projected underspend of £110k is now forecast arising primarily from £97k severance pay, £10k additional reactive repair costs (legionella works etc.) offset by capitalisation of staff time and £70k reduction in corporate repairs.

***Facilities & Corporate Landlords***

The period three forecast is for an increase of £59K from the previously reported £75K potential pressure. This increase is driven mainly by the following:

- A107 LMP: £15K in Landlord service charge, £2.4K in business rate due to business rate revaluation and £0.6K in building cleaning
- B061 Facilities Management: £5K the net impact of £21K additional pension charge
- B062 Centre Accommodation: £1K in business rate
- B068 SMP: £7.5K in business rate due to business rate revaluation
- B070 Community Caretakers: -£2K saving in employee costs
- B157 West Wing Arts: Insufficient budget resulting in £28K pressure re Electricity costs based on previous year's outturn
- Other Corporate Landlord budgets: Net £1.5K from various minor pressures and savings.

***Highways Engineering***

There are no projected variances at the present time; a recruitment freeze is currently in place pending merger of the Highways and Transport services later in the year.

The service has a £200K increase in the Street works Income budget for 2014/15 related to a compensation claim against Uxbridge Rail/Network Rail for late completion of street works. The actual fine was issued in 2013/14 and is currently in dispute. Should the compensation claim fail to be paid, this could create a £200k budget pressure in this year.

***Asset Management***

The projected net pressure of £81K results from a combination of pressures from various service budgets (including a £60k overspend on the Age Concern budget) that outweigh a £81K saving from the Bus Station due to higher than budgeted recharge income. Included within this overspend is a projected £48k overspend from consultants/agency staff in B081 (valuation); a concerted effort need to be made to reduce this overspend through appropriate recharging and capitalisation of staff time.

***Transport Services***

The underspend of £90k is this year's savings arising from the implementation of the 'Pay On Foot Barrier system for Herschel and Hatfield Multi Storey Car parks' in September 2014; this capital 'Invest to save' project was approved at Capital Strategy Board in January 2014 and the full year savings have been included in the 2015/16 savings proposals.



**Corporate Services:****2014/15 Budget Summary**

<b>Service</b>	<b>Budget / £k</b>	<b>Forecast Outturn / £k</b>	<b>Variance / £k</b>	<b>Variance / %</b>
<b>Corporate and Democratic Core</b>	<b>(205)</b>	<b>(205)</b>	<b>0</b>	<b>0.0%</b>
<b>Pensions</b>	<b>467</b>	<b>467</b>	<b>0</b>	<b>0.0%</b>
<b>Benefits Paid and Subsidies</b>	<b>(411)</b>	<b>(411)</b>	<b>0</b>	<b>0.0%</b>
<b>Housing Act Advances / Equity Share Scheme</b>	<b>(1)</b>	<b>(1)</b>	<b>0</b>	<b>0.0%</b>
<b>Total</b>	<b>(150)</b>	<b>(150)</b>	<b>0</b>	<b>0.0%</b>

**Non-Departmental Costs**

The Local Services Support Grant was expected to be approximately £200k this income has been confirmed as £98k giving a shortfall of £102k.

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## Appendix D: Slough Borough Council - Corporate Balanced Scorecard 2014-15: to end of June 2014

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the following headings: "Financial health", "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.

Financial health							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Council Tax collection rate: Percentage of total amount due for 2013-14 collected to date	July 2014	<b>94.8%</b> <small>[2013-14 in-year collection rate]</small>  95.3% <small>[2012-13 in year collection rate]</small>	to be set	30.04%  [April to June 2014]	n/a	n/a	There was no agreed collection profile for 2013-14 , and this has still not been agreed for 2014-15. Our current collection rate (which is cumulative and will grow as the year goes by) cannot therefore be objectively assessed in terms of whether it meets target or not. Nevertheless it is approximately at same level as last year (30.2%) as some properties in Britwell were billed late due to the boundary changes.
Business Rates collection rate: Percentage of total amount due for 2013-14 collected to date	July 2014	<b>96.2%</b> <small>[2013-14 in-year collection rate]</small>  94.9% <small>[2012-13 in year collection rate]</small>	to be set	30.03%  [April to June 2014]	n/a	n/a	There was no agreed collection profile for 2013-14 , and this has still not been agreed for 2014-15. Our current collection rate (which is cumulative and will grow as the year goes by) cannot therefore be objectively assessed in terms of whether it meets target or not. Nevertheless it is slightly under the level achieved at same point last year (30.9%).

Customer Focus							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of online financial payments made	July 2014	2,511 [March 2014]  2,034 [March 2013]	increasing 2,000+	3,670 [June 2014]	↓	Green	2014-15 is seeing a significant increase in volume of e-Payments. 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)	July 2015	27.0% [March 2014]  44.8% [March 2013]  38.8% [March 2012]	KPI is being baselined	14.6% [June 2014]	↑	n/a	A significantly improved abandoned calls position than the 21.3% value obtained in May. In June MyCouncil offered 19,588 calls of which 2,860 calls were abandoned outside service level agreement (SLA) by customers - an abandoned calls rate of 14.6%. Despite not formally agreeing a numeric improvement target, this service had been delivering a significantly improved response rate. This performance measure is in a period of baselining until December 2014, at which point agreed 'targets' will be formalised.
Number of Freedom of Information requests made (total across whole council)	July 2014	106.7 [average per month 2013-14]  79.1 [average per month 2012-13]	n/a	99 [June 2014]  110.5 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. The number of FOI requests made to the council has increased dramatically throughout the past year and continues to increase. 2013-14 saw an annual total of 1,280 requests - an average of more than 106 per month. In terms of Departments, Customer and Community Services is the subject of most FOI requests with 43% of all requests received during 2013/14.

Customer Focus							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
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	July 2014	41% [2013-14]  39% [2012-13]	n/a	36% 36 of 99 [June 2014]	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. Across the whole year to end of June 2014, 42% 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 64 separate applications, or 5% of all the requests received.
Number of stage 1 complaints made (across the council, including avarto)	July 2014	<b>Total: 494</b> <b>41.2 monthly average</b> <b>[2013-2014]</b>  <i>Total: 442</i> <i>36.8 monthly average</i> <i>[2012-13]</i>  <i>Total: 638</i> <i>53.2 monthly average</i> <i>[2011-12]</i>	45 or fewer per month	Total: 43 511 in year to date 42.6 monthly average year to date [year to June 2014]	↑	Green	June 2014 saw 43 stage one complaints logged, a total for the year-to-date of 511, with a monthly average for this period of 42.6. An increased number of complaints in April & May were linked to active canvassing and the local elections. The Council Tax service also saw a particularly pronounced increase in complaints, linked to end-of-year collection processes and a delay in responding to emailed enquiries. 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 are circulated to target attention on those areas generating highest volumes of complaints.

People							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of staff in establishment (headcount)	July 2014	1,161 [Q4 2013-14] 1,413 [Q4 2012-13] 1,521 [Q4 2011-12]	reduce	1,171 [June 2014]	↓	Green	The number of staff has reduced as new models of service delivery are implemented.
Number of staff in establishment (FTE - 'full time equivalent')	July 2014	894.90 [Q4 2013-14] 1,136.8 [Q4 2012-13] 1,286.9 [Q4 2011-12]	reduce	905.3 [June 2014]	↓	Green	The number of staff has reduced as new models of service delivery are implemented.
Staff turnover (resignations only)	July 2014	11.4% [2013-14] 7.9% [2012-13] 5.5% [2011-12]	5-15%	10.7% [year to June 2014]	↑	Green	Data is provided as a 'rolling year' position. Although still within parameters. Staff turnover has increased at a faster rate. Further investigation is required into the reasons why more staff are resigning.
Average staff sickness rate (days lost per FTE)	July 2014	8.3 days [2013-14] 9.9 days [2012-13] 11.6 days	8.5 days by Sept 2013. 6.5 days by Sept 2014.	8.6 [year to June 2014]	↓	Amber	Data is provided as a 'rolling year' position. 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	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of Slough primary schools in special measures or with notice to improve	July 2014	3 [Mar 2013]  2 [Mar 2012]	0	4 [June 2014]	↓	Amber	Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools. Two of the schools have been deemed to be making 'satisfactory progress' towards improvement in follow-up Ofsted judgements (Colnbrook and St Ethelberts). Foxborough is deemed to still 'require improvement'. Our Lady of Peace Junior has recently been inspected as 'require improvement'.
<b>New:</b> % of pupils achieving a good level of development across the Early Years Foundation Stage.	Oct-13	New indicator for 2012/13 hence no baseline exists	increase	50.1% [2012-13]	n/a	n/a	This is a new indicator that was introduced by DfE this year to replace the percentage 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). Achievement in the 2012-13 academic year shows performance in Slough is just 1.9% under the England average (52%).
<b>New:</b> % of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	19-Feb-14	73% [2011-12]	increase	74% [2012-13]	↑	Green	This is a new indicator that was introduced by DfE in 2012/13 to replace <i>the percentage of pupils achieving level 4 or above in english &amp; 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 1% under the England average (75%).
% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	19-Feb-14	66.1% [2011-12]  68.1% [2010-11]	increase	71.4% [2012-13]	↑	Green	Achievement in the 2012/13 academic year shows that performance in Slough Schools has improved by 5.3% from 66.1% in 2011/12 to 71.4% 2012/13. Slough's result remains well above the England average of 59.2% for 2012/13. Slough is ranked 7th best performing nationally out of 152 local authorities.

Economy and Skills							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Unemployment: Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)  Comparisons for latest data: <b>Great Britain ('GB') and South East of England ('SE')</b>	July 2014	2.8% [Mar 2014]  3.7% [Mar 2013]  3.7% [Mar 2012]	maintain at low level compared to national value	2.2%  2,088 people [June 2014]  SE: 1.4%  GB: 2.4%	↓	Amber	<p>JSA claimant rate in June fell to 2.2%, comprising 2,088 people. Slough's rate has historically been lower (better) than the GB average, but these values are now close.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Unemployment: Proportion of unemployed 18-24 year olds who have been unemployed for more than 6 months (JSA claimants).	July 2014	34.9% [Mar 2014]  33.3% [Mar 2013]	decrease	36.7% [June 2014]	↑	Green	In June, official figures show a total of 395 people aged 18-24 were claiming JSA; 145 of these were claims of 6 months or more (36.7%, or just over one-third). This percentage has reduced slightly on last month.  All the programmes referenced in the preceding indicator are open to all cohorts, including young unemployed.  The council seeks to to engage with young unemployed residents to increase their employment opportunities and secure a reduction in long term unemployment.  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.  This time of the year will also see an increased level of unemployment amongst this cohort due to seasonal employment
Unemployment: Proportion of the economically inactive working-age population who state they <b>want</b> a job. [Measure derives from ONS Annual Population Survey, and is updated quarterly.]  <b>National: 24.6% South East: 26.7%</b>	July 2014	24.4% [year to March 2012]	increase	32.8% [year to Mar 2014]	↑	Green	This measure is established by a small scale national survey and is updated periodically by Office for National Statistics. The latest data estimates a big increase in the proportion of economically inactive residents who state that they are actively seeking employment. This context will be referenced locally in assistive employment activities.  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.  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.

## 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	2014-15 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. Although obesity is a significant health concern, there is a shortage of robust local data on prevalence.
Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP	22-Jan-14	<b>11.8%</b> <b>[2011-12]1</b>  11.0% [2010-11]  0.8% [2009-10]	reduce closer to national rate	12.4% [2012-13]	↓	Amber	Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than the national average in 2012-13 (9.3%) and this has increased from the 11.8% established in 2011-12. The gap between Slough and England has marginally increased. 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	22-Jan-14	<b>21.3%</b> <b>[2011-12]</b>  21.2% [2010-11]  21.4% [2009-10]	reduce closer to national rate	20.7% [2012-13]	↑	Green	Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than national average (18.9%) although this has decreased marginally, with the gap between Slough and England narrowing in the past year. 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	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of Housing Benefit Claimants	July 2014	11,518 [March 2014]  11,590 [Mar-12]	n/a	11,543 [June 2014]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. An increase of 35 claimants since the position in May.
Number of Council Tax Support Customers (previously 'Council Tax Benefit Claimants')	July 2014	10,410 [March 2014]  11,800 [Mar-13]  11,710 [Mar-12]	n/a	10,518 [May 2014]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. An increase of 36 claimants since the position in May.
Speed of Processing of Housing Benefit and Council Tax Support (previously 'Council Tax Benefit') claims: (a) New Claims (b) Change of Circumstances  England 2011-12 : (a) 24 (b) 9 England 2012-13 : (a) 24 (b) 11	July 2014	(a) 20.3 days (b) 9.1 days [2013-14]  (a) 27.54 days (b) 13.99 days [2012-13]  (a) 19 days (b) 8 days [2011-12]	Provisional targets  (a) 20 days (b) 10 days  (or fewer)	In month performance *year to date performance  (a) 28.83 days *27.15 days (b) 12.28 days *13.10 days [June 2014]	↑  ↑	Amber	Performance speeds within June have improved in comparison with May's position, however both measures remain in exception.  The cumulative performance for the year-to-date also misses the target for New Claims (target is 20 days) and for Changes of Circumstances (target is 10 days).  It is not unusual for the turnaround times to be higher at the beginning of the year as a large number of claims are submitted when main billing occurs.  The figures for this time last year at the end of June were 22 days for New Claims and 13 days for Change of Circumstance. The targets for last year of 20 days for New Claims and 10 days for change in circumstances' were achieved and we have no reason to suggest that they will not be achieved this year.  It must be noted that this is an annual target. SBC is working with our contracted deliverer of this service to improve Speed of Processing times.

Number of households in temporary accommodation including hostels	July 2014	99 [March 2014]  87 [Mar-13]  90 [Mar-12]	95 or less	94 [June 2014]	↑	Green	An decrease from 97 households in May 2014. Homelessness is increasing both locally, regionally and nationally, and targets for 2014/15 are being reviewed in light of this national change. The demand for temporary accommodation is predicted to 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.
<b>New:</b> Number of families placed in Bed & Breakfasts (B & B's).	July 2014	0 [March 2014]	Nil	0 [June 2014]	↑	Green	This is a new indicator that has been added to the scorecard report.

Regeneration and the Environment

Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Improve bus punctuality: Non-frequent bus services running on time (formerly NI 178a)	Oct-13	77.5% [2009/10]  83.0% [2011/12]	increasing	91.0% [2012/13]	↑	Green	Data is collated and reported annually by Department for Transport. There was an 8% improvement from the previous year [83% 2011/12]. Local punctuality is above the England value for 2012/13 (82.8%).
The percentage of household waste sent for reuse, recycling or composting.	19-Jun-14	<b>29.9%</b> [2012-13]  30.7% [2011-12]	>30.7%	29.4% [year to March 2014]	↔	Amber	Full year results show a small reduction on 2012-13 levels, and a narrow miss of the target (30.7%). We have experienced a reduction in recycling due to loss of the green waste service in December. Recycling Service figures have reached plateau and are static around the 29 - 31% rate and fluctuations are now due to composting. A reinstatement of 12 month garden waste service would increase recycling rate to previous levels. Data is available on a quarterly basis only (some months in arrears),
Percentage of municipal waste sent to landfill.	19-Jun-14	<b>9.9%</b> [2012-13]  6.4% [2011-12]	<6.4%	5.9% [year to March 2014]	↓	Green	Full year results show an outturn of 5.9%, meeting our target for the year of 6.4% or less. In total, 3,158.64 tonnes of municipal waste was disposed of by landfill during 2013/14.  An exceptional performance for Q4 of only 0.8% landfill use due to peak performance from EfW. Q2 showed the highest rate of landfill use at 17%, due to a Planned EfW offline shutdown, but waste was only sent to landfill in September.

Safer Communities							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Percentage of Single Assessments completed and authorised within 45 working days (in month)	July 2014	50.9% [2013/14]	100%	80.0% [in month of June 2014]	↓	Red	<b>PROVISIONAL DATA</b> Current performance of 80.0% is a vast improvement on the March 2014 position of 50.9%. From 14th October 2013 Children & Families moved 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 previous dual approach of Initial and Core Assessments ceased. Although we are seeing marked improvement in compliance with these timescales, almost 1-in-5 assessments were still not finalised within the 45 working day timescale. Target for this measure is <del>improving to 100%</del>
Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) Rate per 10,000 local children.	19-Jun-14	172 (54.3) [March-12]  185 (48.3) [March-13]	rate below last England average (59.1 in 2012, 60.1 from 2013)	(a) 198  (b) 51.7 [Mar 2014]	↓	Green	<b>PROVISIONAL DATA</b> The Council is legally obliged to accommodate children when this is necessary to ensure their safety. This number has risen by 6 since March 2014.
Children subject to Child Protection Plans at month end (a) Number (b) Rate per 10,000 local children.	July 2014	256 (66.9) [March-14]  146 (38.1) [March-13]  209 (55.9) [March-12]	rate within +/- 15% of last England average (37.0 to 50.0 in 2012; 31.2 to 42.2 from 2013)	(a) 256  (b) 66.9 [June 2014]	↑	N/A	June records show a total of 256 children subject to child protection plans. The service has removed any value-led 'tolerance' levels which determine if the local value is cause for concern or investigation. Our target was originally set with the aim of being within ± 15% of the Statistical Neighbour average (at March 2012) but we have seen a significantly larger than expected number of children suffering abuse or neglect and requiring this level of protection. More recent comparator rates for March 2013 have recently been released; the service is reviewing these with a view to revising these in September 2014.

Safer Communities							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Percentage of children looked after adopted from care or granted a special guardianship order (in year to date)	19-Jun-14	<b>21.6%</b> [2013-14]  14.9% [2012-13]	above 8%	20.7% [yr to May 2014]	↑	Green	Current performance represents 31 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.	July 2014	<b>34.3%</b> [2013-14 year]  38% [2012-13 year]	low number 30-40%	34.5% 29 of 84 [June 2014]	↓	Green	This month the proportion of safeguarding referrals requiring progression to strategy meetings is within the target tolerance. <b>Across the whole of the 2014-15 period to date, this value is within the target tolerance (at 31.7%).</b> 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.

Safer Communities							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Percentage of Adult Safeguarding strategy meetings taking place within 5 working days of referral per month	July 2014	93.4% [2013-14 year]  81% [2012-13 year]	above 80%	100% 2 of 2 [June 2014]	↑	Green	On target this month, and for the whole of the 2014-15 period to date (100%). Activities are being sustained to maintain target achievement as follows: 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. 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. The Slough Safeguarding Procedure has been 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.
Crime rates per 1,000 population: <b>All crime</b> (cumulative from April)	21-May-14	89.78 [2012/13]  110.49 [2011/12]	reducing	83.54 [rolling year to March 2014]	↑	Green	<b>A significant decrease in crime rates has been secured, which represents a real decrease in crime levels.</b>  The year to March 2014 when compared to the previous cumulative year to date (April 2012 to March 2013) saw a reduction in the rate of <b>all crime</b> (was 89.78), fewer <b>offences in violence against the person</b> (was 16.68) and <b>serious acquisitive crime</b> (was 20.53).
Crime rates per 1,000 population: <b>Violence against the person</b> (cumulative from April)	21-May-14	16.68 [2012/13]  22.60 [2011/12]	reducing	16.31 [rolling year to March 2014]	↑	Green	
Crime rates per 1,000 population: <b>Serious acquisitive crime</b> (cumulative from April)	19-Feb-14	20.53 [2012/13]  25.70 [2011/12]	reducing	17.77 [rolling year to March 2014]	↑	Green	



## Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014

<b>Accommodation &amp; Flexible Working</b>		Project <b>SPONSOR</b>		Roger Parkin	
<b>Wards affected</b>		Project <b>MANAGER</b>		Charan Dhillon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	30/06/2014
<i>Previous month</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	30/05/2014
Project start date:	01/04/2013		Anticipated Project end date:	Oct 2015	
<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 project deliverables (what are the key deliverables this project intends to produce?)					
<ol style="list-style-type: none"> <li>1. Upgrade the mechanical and electrical plant at SMP in order to provide a better working environment for building users and improve the ventilation and heating.</li> <li>2. Increase the number of meeting rooms at SMP in order to support staff to do their jobs more easily, enabling greater access to rooms for one to ones, confidential meetings, quiet working etc.</li> <li>3. Create a Business Centre to support staff development creating a facility that provides quiet confidential space that can be used flexibility for e-learning, quiet working and transformed into the elections room during the Election period.</li> <li>4. Provide informal meeting space that enables staff to easily transfer from their desks to have a discussion away from the open plan desk area where required.</li> <li>5. Enhance Flexible Working Practices, helping staff to do their jobs more efficiently and easily through installing Wi-Fi and creating work space in hubs in community space around the borough.</li> <li>6. Enhance use of building assets through better utilising office space and installing more modern furniture and DIP solutions to reduce floor space being used to store paper.</li> <li>7. Create a private reception waiting area for Social Services clients, giving them greater privacy where required.</li> </ol>					
Key activities completed / milestones achieved in <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. Glass partition builds at LMP completed in preparation for Housing to move into the Customer Service space, providing greater security for staff.</li> <li>2. Decant of 2<sup>nd</sup> Floor West started. First to moves have gone very well, staff settling into new accommodation at the centre. Facilities and Arvato worked very well together, ensuring minimum disruption to customers.</li> <li>3. Social Services received the new desks on the Ground Floor East at SMP to accommodate their additional desk requirement. All very happy, Kitty has confirmed that this is very comfortable and working well for the staff.</li> <li>4. Head of Facilities has been working with Housing management to space plan their requirement for building additional offices at LMP.</li> <li>5. Property Services highlighted that necessary works to the SMP Roof should be carried out within the existing project, to prevent internal damage to newly decorated office. This request was presented to the Capital Strategy Board, requesting additional funding. The board have agreed that Property Services proceed in enabling CF Roberts (the appointed contractor to carry out the boiler and building works) to carry out the roof work and return to the capital strategy board for additional</li> </ol>					

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

funding request in August 2104.

6. Arvato raised concern regarding the reception layout at SMP and safety of their staff. Therefore the work to replace the reception desk and create wall partitions around the desk and the Ground Floor West entrance is now back in scope, as it was previously removed.

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

1. Meet with CF Roberts (Building Contractor) and other interested parties to finalise programme and detail of works.
2. CF Roberts to start setting up on site at SMP and commence works on 7<sup>th</sup> July.
3. Move Services Supporting Behaviour to Littledown.
4. Wi-Fi Solution proposal to be provided by Arvato.
5. Undertake final set of moves to complete decant of 2<sup>nd</sup> floor west.

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

**More detailed Risk Register prepared – below are the main headings**

Red /Amber/ Green

1. **Reliance on Partners** – The programme is relying on partners such as Arvato being able to deliver support as required and deliver IT solutions within required timescales. This includes development of Wi-Fi, support in the physical moves and ordering of IT kit. The Head of Facilities is ensuring that Arvato are given sufficient notice of requirements. SBC employed IT Manager is part of the project board, therefore enabling efficient communication between the project board and Arvato. Where issues are experienced these will immediately be brought to the attention of the Contract Manager who will support the project group in addressing any such matters.

Amber

2. **Capital Budget Overspend** – The budget forecast has been prepared with detailed costing. Contingencies have also been allowed for and close monitoring of spend is taking place to prevent any overspend.

Amber

3. **Staff resistance/blockages to changes** – It is recognised that installing new furniture i.e. smaller desks, changing the environment layouts and generally implementing changes related to this project will result in staff resistance/blockages. We are maintaining consistent communication with staff through briefings, email and the weekly newsround. Furniture samples have been available for staff to view and test over the last 6 months, enabling us to listen to feedback. This project creates a number of improvements such as more meeting space, more desk availability and enhanced break out space. Therefore these benefits are being used to promote the changes and at present the risk is low. Layout plans have been checked by the Health & Safety Manager and Building Control all has confirmed the plans meet requirements.

Amber

4. **Delivery timeline** – It is anticipated that this project will continue until September/October 2015. There will be reliance on a number of factors throughout the life of this project i.e. delivery of equipment and materials, contractor's staff, sufficient resources available in the Facilities Management and Property Services team to support delivery etc. As this project includes mechanical & electrical and building works, there is a risk of unexpected findings causing delays. A lot of time has been committed in surveying the building and estimating timescales, therefore the risk is low at this stage. The Head of Facilities and Property Engineers have already committed a lot of

Amber

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<p>time to this project and at present time are being well managed between other commitments and this will continue. The Head of Facilities has prepared a detailed schedule, so resources can be allocated in advance enabling other commitments and projects to be scheduled around the timetable for this project.</p>	
<p>5. <b>Legal Delays</b> – Procurement regulations have been followed as required with allocation of time for legal work.</p>	<p>Amber</p>
<p><b>Recommendations for CMT:</b></p>	
<p>1. To support the project board with the proposed changes to working practices and promote these within your service areas.</p>	

## Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014

<b>Fit for the Future</b>			Project <b>SPONSOR</b>	Ruth Bagley	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Kevin Gordon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	10/07/2014
<i>Previous month</i>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	11/06/2014
Project start date:	08/10/2013		Anticipated Project end date:	29/08/2014	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key project deliverables (what are the key deliverables this project intends to produce?)					
<p>The project scope / profile has been refined into the following themes:</p> <ol style="list-style-type: none"> <li>1. Organisational Development - includes five workstream; <ul style="list-style-type: none"> <li>• Customer Focus</li> <li>• Governance</li> <li>• Prevention</li> <li>• Staff Engagement</li> <li>• Transformation Capacity</li> </ul> </li> <li>2. Leadership Development</li> <li>3. Developing Skills</li> <li>4. Recruitment and Retention</li> <li>5. Recognising Success</li> <li>6. Employee Well Being</li> </ol> <p>Project terms for these areas and a full risk analysis to be signed off.</p>					
Key activities completed / milestones <b>achieved</b> in <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. Facilitation training being commissioned to support senior managers and officers roll out the Management Development Programme to cohort 3 and beyond.</li> <li>2. First three of five modules of the cohort 2 Management Development Programme completed.</li> <li>3. Staff conference organised by Employee Engagement Group launched on 8<sup>th</sup> July to recognise and celebrate successes and introduce O&amp;WD strategy. More than 400 attended with positive initial feedback.</li> <li>4. Following Leadership Forums for the senior leadership team Assistant Directors will use a development day for exploring collaborative ways of meeting the medium term leadership challenges.</li> <li>5. E-learning usage promoted during learning at work week and through drop-in sessions.</li> <li>6. Re-designed recruitment job packs and web pages have improved job advertising with more engaging content.</li> <li>7. Interviews held for candidates applying through the National graduate development programme.</li> <li>8. 'Stop smoking' initiatives targeted at new starters during recruitment and induction.</li> <li>9. Revised customer charter, standards and strategy drafted - customer journey assessment commenced at Thomas Gray centre.</li> <li>10. Interviews for 'Transformation' posts planned at end of August 2014 with posts to be filled by Q3 (Oct-Dec).</li> <li>11. Employee engagement the winner in the World Cup 5-a-side football tournament held at Montem.</li> <li>12. Poster designs considered to encourage staff to keep their desks clean.</li> </ol>					
Key activities / milestones <b>scheduled</b> for <b>next</b> period:					
<ol style="list-style-type: none"> <li>1. Review feedback reports from 8<sup>th</sup> July staff conference and ideas for translating values into behaviours.</li> </ol>					

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

2. Screen edited highlights of the staff conference for staff not able to attend main event.
3. Management Development Programme course schedule for cohort 3 sent to applicants.
4. e-Recruitment process first report on timescale implementation from Arvato .
5. e-Recruitment form developed and process finalised.
6. Appraisal process for collecting training needs reviewed.

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

(the main headings from the more detailed Risk Register for this project)

**Red / Amber / Green**

**1. Leadership Development:**

Capacity and experience issues for volunteer facilitators could impact on the integrity of the Management Development Programme (MDP) and the seamless rollout of the Programme in its current format to future managers after cohort 2 completes in August 2014.

Status changed from red to amber following agreement to invite expressions of interest from training providers to develop facilitation skills of volunteer facilitators to deliver MDP to cohort 3 specifically but also for general skills to build the capacity of the organisation for the future.

Amber

**2. Governance:**

Capacity to support the project at a pace to achieve change. Resources for non-capital project support through a PMO not identified

Red

**3. Staff engagement:**

Staff engagement and a cultural shift of winning hearts and minds of managers and staff to new ways of operating will not be achieved after the staff conference without SLT support for half day monthly visits to front line staff/services and without reviewing and agreeing behaviours for each SBC value.

Amber

**4. Customer Focus:**

The Customer Focus Programme Board is without a project manager or a business case.

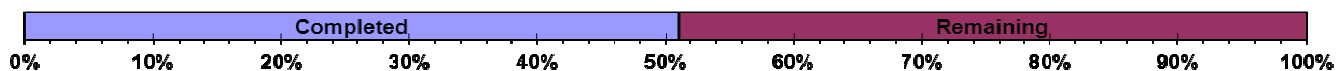
Red

**Recommendations for CMT:**

1. To take appropriate actions to address the above risks

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<b>Learning Disabilities Change Programme</b>			Project <b>SPONSOR</b>	Jane Wood	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	30/06/2014
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	04/06/2014
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:

**Key deliverables during the period**

Further progress has been made during the month to ensure the efficiencies identified for 2014-15 will be delivered on target including:

- Langley House development progressing with an anticipated move in date of July 2014. Implementation process underway for moving customers in.
- Regular programme of monthly implementations meetings continue with all the providers developing services.
- Regard has placed an offer on a 6 bed property in Slough. Offer accepted purchase progressing.
- Mencap have submitted costs which are being agreed. Once agreed Mencap will proceed with identifying and purchasing property for which they have capital funding agreed and set aside. The service manager has been appointed and further consultation with families completed successfully.
- Look Ahead scattered stock. First assessments being completed and property identified as suitable for 2 people. This will be a cost pressure however people being moved due to changing needs. So using the approach of forward planning and cost avoidance of high cost placements. Work is underway to respond to the housing needs of people with Mental ill Health and Physical Disabilities who are in housing need.
- The development of the Council's own stock of accommodation for community based supported housing has progressed with a final list of 18 suitable units identified for development over a 12 month to 2 year time frame. Detailed plans for the first scheme have been agreed with Housing and the planning application and design stages are about to begin.
- Further meetings have been held with Dimensions Voyage Care and Seymour Homes to agree to progress them moving from Residential Care to Supported Living This work is moving forward following a process of actions to ensure all elements needed to make the transitions are completed. The 3 Providers are confident that they will make the transition and are keen to do so. However budgets need to be worked through to ensure efficiencies can be achieved.
- Another Home of Your Own consultation event is planned for 15 July at Arbour Vale School. Care providers will be presenting care models to parents and service users. This event was planned as part of feedback from a parent at the Home of Your Own event in February 14.
- Budget modelling against the efficiencies plans is underway.
- Assessments of service users under the Mental Capacity Act are underway.
- Court of Protection paperwork re signing tenancies completed and sent to the court for approval for people about to move into Langley House.
- An initial planning meeting to refresh LD Commissioning Strategy has taken place with target for completion by September 2014.

A meeting was held with Wexham Hospital Social Work team looking to find suitable accommodation and care/support for 4 young stroke victims whose needs are not being met and care costs high.

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

- Regard to continue to source accommodation for 6 service users.

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- Mencap to source 2 units of accommodation for 8 people.
- Langley House allocations take place.
- Agree service allocations with Look Ahead.
- Best interest decisions and CoP applications forms are completed for all prospective service users for Choice, Affinity Trust, Regard and Mencap. Progress satisfactory.
- De-Registration activities continue through regular progress meetings with providers.
- Decision to commence occupancy without signed tenancy agreements agreed. Letter written by Simon Broad agreed.
- Day Opportunity work meet with Heads of Service to agree September workshop planning.
- Work being done in partnership with Mental Health and ASC Physical Disability Hospital discharge stroke patients to provide supported housing.
- Work to begin to assess customers who will be the next to move from residential care or whose housing/care needs have changed.
- Membership of LDGP Board has been extended to mental health commissioners and to extend the strategic planning across sectors and reduce silo working. This will include the work being done to house/support people with disabilities who are in hospital.

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

(the main headings from the more detailed Risk Register for this project)

Red / Amber / Green

1. The Care Funding Calculator assessments and consulting with families has now progressed and is ongoing. Also Operational vacancies have now been filled. However the capacity to undertake LD2 and the de-registration programme, has now been reduced and it is anticipated that this strand of work will take longer to achieve which may have an impact on programme planning and efficiencies.		Amber	
2. Capacity – Health – Uncertainty whether sufficient capacity to meet the health needs of all clients returning to the Borough particularly around Psychology support. Negotiations ongoing with CCG about the resourcing of this.		Amber	
3. Capacity - Mental Capacity Assessment process needs to be adequately resourced including increased Deputyship pressures that need to be addressed.		Amber	
4. Court of Protection applications taking up to 6 months to be processed this could significantly delay re-housing of service users in Supported Living and have a financial impact as housing providers will expect the council to cover the cost of voids arising from the delays.	Red		
5. The time taken to complete CFC assessments has 2 key delivery impacts 1) to provide basis to be able to initiate negotiations with existing Residential Care providers at reducing costs and 2) to facilitate negotiations on price with Approved Supplier providers to agree Supported Living services. Pressure remains as further referrals come through.		Amber	
6. Accommodation Provision – Housing market has heated up increasing competition for housing making it more difficult to secure accommodation in addition house prices now increasing Approved Providers need to be able to procure appropriate accommodation and make it suitable for the client group within the constraints of HB Regulations.		Amber	
7. Individualised Supported Living care costs higher than Block Residential Care cost.		Amber	
8. A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough.		Amber	
9. A small number of the out of borough placements are in highly specialised provision and suitable provision may not be available locally or to develop locally will be too expensive.			Green
10. Returning clients too quickly to the Borough may put undue stress on related provision within the borough especially health (detailed in item 2 above) & day services.			Green
11. Upfront implementation/transition costs will impose increased budget pressure in short term and will offset some of the efficiency savings.		Amber	

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12. The implementation of the personalisation work needs to be co-ordinated alongside the introduction of supported living services to enable choice and control.		Amber
13. The implementation of the personalisation work needs to be co-ordinated alongside the introduction of day opportunity services to enable choice and control.		Amber
14. The development of the day opportunities market will be linked to supported living providers in providing more choice and control for customers. Some resource will need to be allocated for a co-ordinator to develop the market.		Amber

**Risk Mitigations:**

1. The staffing resource has been reduced since the last report so the planning process needs to be revised to take this into account through the LD CP PB.
2. Health representative will attend the LD Programme Board meetings to ensure strategic liaison and LD Lead will discuss with CCG. Plus returning clients will need health needs assessment undertaken by Health in locality where they currently live and this can form basis for in-house team to assess what health services they will need when back in Slough.
3. Paper going to DMT regarding deputyship resources that will be needed.
4. Develop a policy on commencing occupancy without signed tenancy agreements during CoP application process, subject to Best Interest decision and following legal and HB department advice which will potentially reduce the cost of voids and prevent delays in re-housing clients.
5. Additional resource available to the LD CP through LD budget to allow for CFC assessment programme to be completed.
6. Monthly review in progress.
7. 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.
8. This will require in-depth consultations and/or negotiations with existing providers about reducing costs. Additional resource will allow for more intensive consultation to take place. A policy to manage clients who outright refuse needs to be developed.
9. NFA.
10. The return programme will be carefully managed and impact on related services will be regularly reviewed.
11. Additional transitional costs will be built into the financial modelling.
12. Ensure that Personalisation work is managed across the piece as a joined up piece of work agreeing timescales and actions.
13. Day opportunity work being considered through the Market Position Statement and being progressed with Heads of Service.

**Recommendations for CMT:**

1. To note the update and the continued red status for risk 4. This is a national issue that could impact on delivery. This situation is being monitored and the risk will be escalated if it continues.

**Projected Savings 2014 / 15**

	<b>Service and (number of clients)</b>	<b>Part year savings £,000</b>	<b>Full Year savings £,000</b>
<b>Q1</b>	Comfort Care (6)	100 (banked)	100
<b>Q2</b>	Choice, Langley House (6)	126	254
<b>Q3</b>	Regard Partnership (8) Mencap (8)	65 41	154 83
<b>Q4</b>			
<b>Total</b>		332	591



## Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014

<b>Safeguarding Improvement Board</b>			<b>Project SPONSOR</b>	Jane Wood	
<b>Wards Affected: All</b>			<b>Project MANAGER</b>	Kitty Ferris	
	Timeline	Budget	Issues & Risks	<b>OVERALL STATUS</b>	Date of update report
<b>Current period:</b>	<b>RED</b>	<b>GREEN</b>	<b>RED</b>	<b>RED</b>	30/06/2014
<i>Previous month</i>	<b>RED</b>	<b>GREEN</b>	<b>RED</b>	<b>RED</b>	31/05/2014
Project start date:	June 2011		Anticipated Project end date:	End March 2015/16	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					

### Summary

Ensuring a stable workforce of quality and sufficient capacity continues to be a top priority of the improvement programme. The status reports over the past two- three months have reported on the positive impact the investment in the social work workforce with the introduction of two new teams, has already had on areas of performance important to the achievement of conditions from which to build quality practice.

In this reporting period, the third of the four new teams became operational. In addition the Council launched a national recruitment drive, supported by a new website and recruitment and retention offer for which there has been healthy interest, though it is too early in the recruitment process to project the outcome.

During this month the recruitment to two performance analyst posts was also commenced, with interviews being held mid July. The response to this advert has been good and has resulted in the corresponding risk, included in the risk table at the end of this report, changing from a red to an amber status.

### Staffing: Investment and Expenditure Projections 2014/15

The table below shows the substantial investment in staffing for 2014-15 and confirms that a total of £3.3m has been added to the budget during the year. This is to enable full funding for 91 which included administrative posts to be filled by either permanent or agency staff so that the service can achieve its objective of reducing caseloads. This growth is sourced by permanent funds of £0.9m including funding for future planning and £2.4m which is one off funding.

	£'000	£'000
Current Budget		2,841
Increased Establishment	701	
Agency Cover	2,403	
Future planning	142	
<b>Sub Total</b>		<b>3,246</b>
<b>Total*</b>		<b>6,087</b>

\* Of the £6.087m; £2.4m is one off and £4.6m is recurrent of which £842k is new.

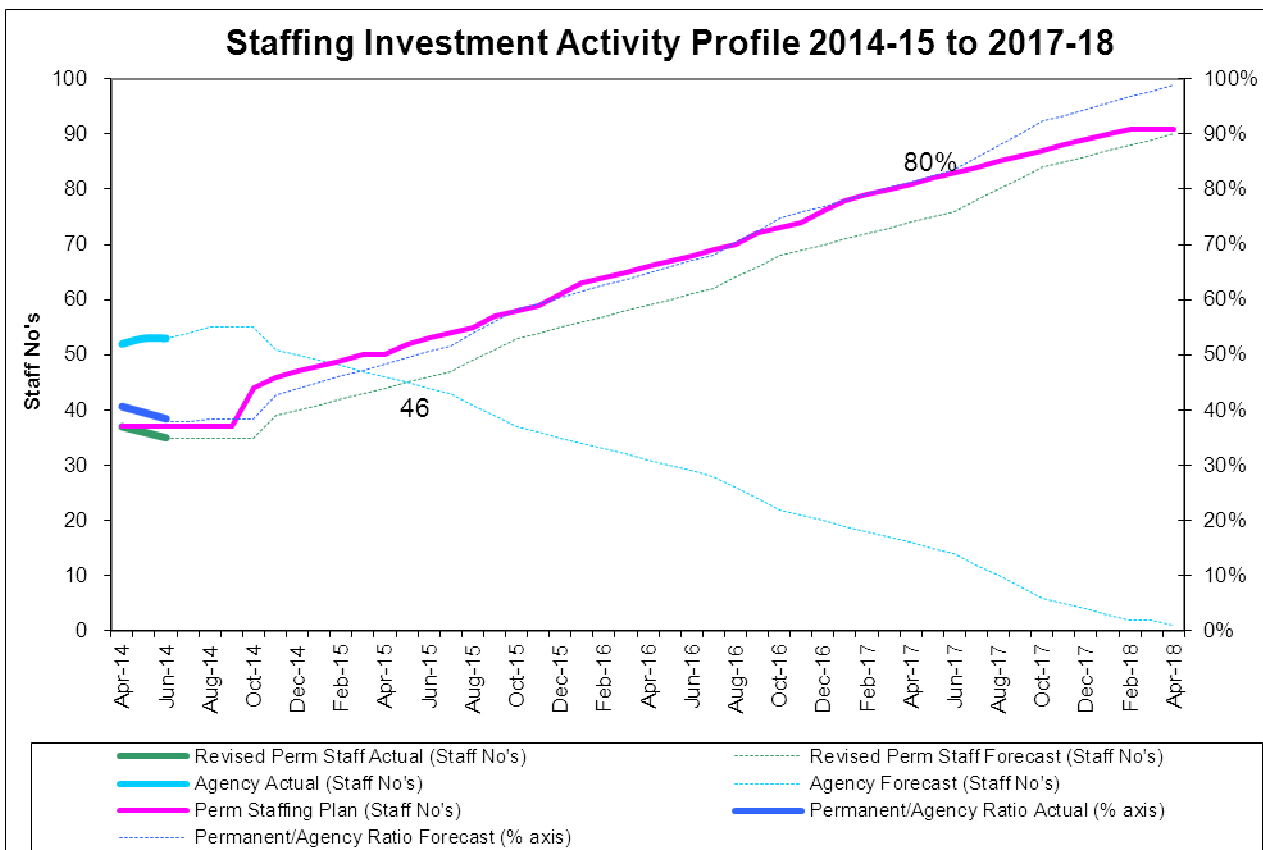
## Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014

As at June 14, of the 91 funded posts, there were 3 vacant posts and therefore 88 fte staff where employed. Of this total there were 35 permanent posts at a cost £1,610k, and 53 agency staff at a cost of £4,497k, a total of £6,107k, and represents a small projected overspend of about £20k. This represents a current ratio of 40:60% between permanent and agency staff.

Latest projections continue to assume that by the end of the current financial year there will be 8 additional permanent SW posts, resulting in a ratio of 43 permanent staff, 2 vacant posts and 46 Agency (i.e. 47%:53%). The goal to achieve is an 80:20% split and is to be achieved within 3 financial years. A new advertising campaign launched in June, closing date of 10<sup>th</sup> July is in line with new staff being employed from November onwards. This is at a cost of £35k and is not included in the overspend above. Any overspends will be offset by reduction in agency staff by the year end.

The graph below shows the staffing profile of permanent to agency staff over the next 3 years. The cross-over point where permanent staff starts to exceed agency staff is now expected to be being around April 2015. The goal of achieving the ratio of 80% permanent staff is projected to be reached in February 2017.

A new line on the graph has been introduced to reflect the permanent staffing plan as per the growth bid (pink line); this had assumed that currently we would have 37 planned permanent posts (actual 35), 50 posts by Mar15, 65 by Mar 16 and 80 by mar 17 to achieve the 80% required. The revised permanent staff line (green line) shows based on where we are, and the recruitment plans; where we expect to be.



**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

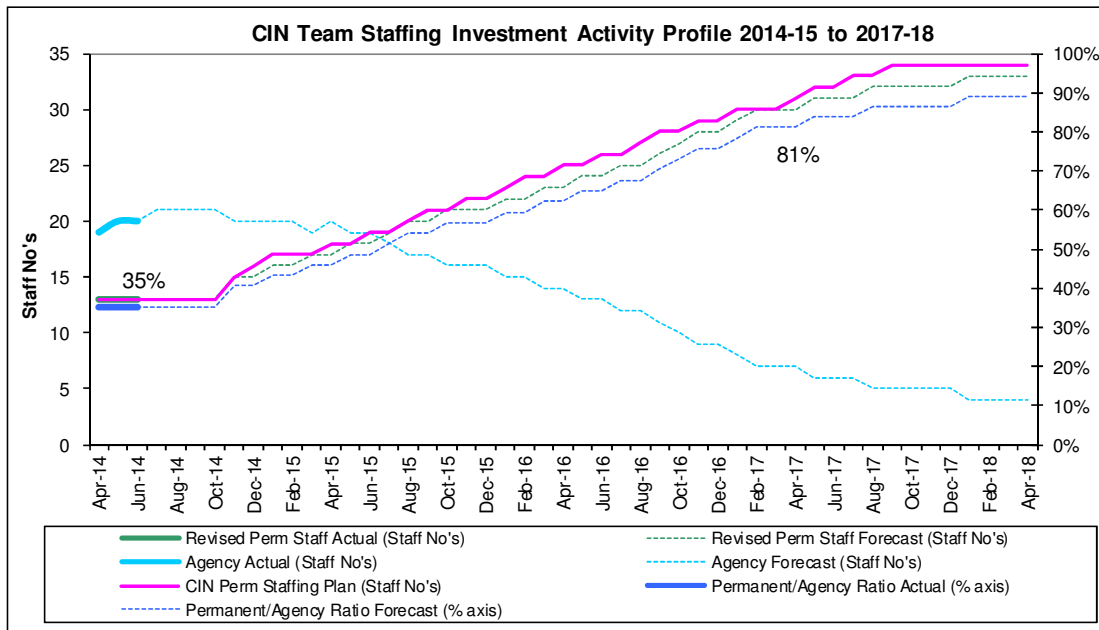
All Teams	Actual	Planned		
	Jun-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	91	91	91	91
Perm staffing Plan	37	50	65	80
Revised Perm Staff	35	43	58	73
Variation	-2	-7	-7	-7
Ratio (Perm/Agency)	40%	47%	64%	80%

The table above shows a profile permanent staff plan as per the growth bid, and the revised plan based on Jun14 actual and future plans for 2 years to achieve 80% permanent staff by April 17. The current ratio is 40% for all staff, but varies from 32% in the P&C Team to 77% in LACL Team.

This shows that 8 permanent staff will be employed by the end of 2014 15, 15 in 2015 16 and 15 in 2016 17.

The graph is however skewed when all SW staff are considered together, so a further analysis over the 2 service head teams is required, made up of the Children In Need (CIN) and Protection & Care Team (P&CT) / Looked After and Care Leavers Teams (LA&CL) combined, to show where pinch points exist.

**CIN Team**



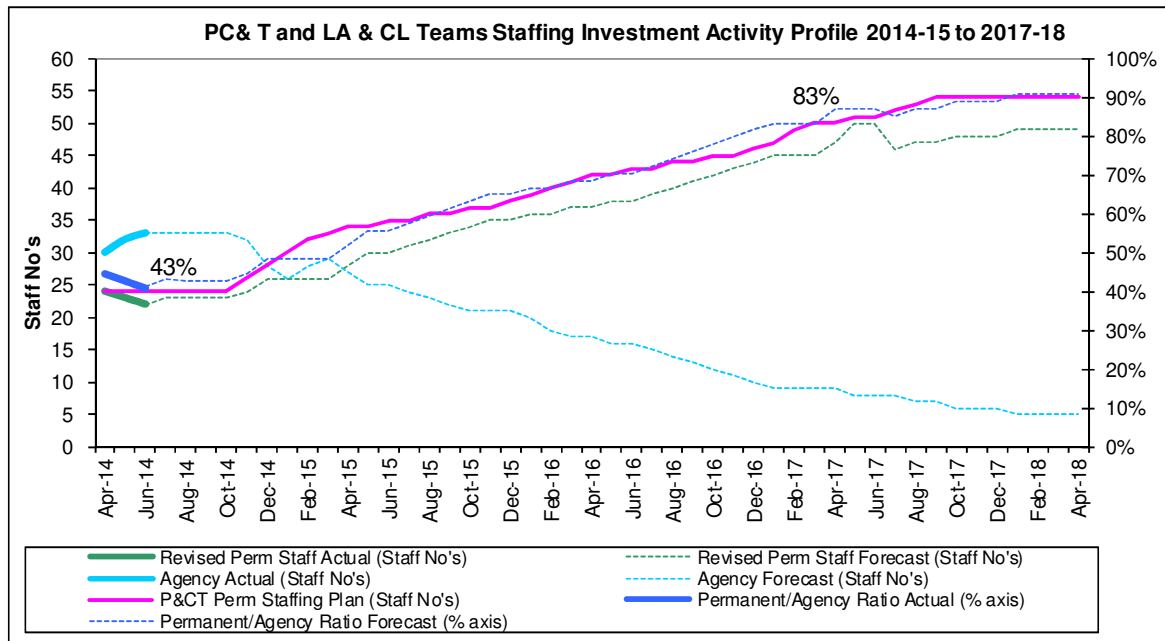
CIN Team	Actual	Planned		
	Jun-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	37	37	37	37
Perm staffing Plan	13	17	24	30
Revised Perm Staff	13	17	23	30
Variation	0	0	-1	0
Ratio (Perm/Agency)	35%	46%	62%	81%

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

The graph and table shows that 4 new staff will be employed in the CIN Team, in this year and a further 6 in 2015 16, and 7 in 2017 18 to achieve 80% by April 17. The current permanent staffing ratio is 35% and the permanent staffing plan line assumes (pink line) a near full complement (where we need to get to), and the revised permanent staff line (green line) shows how we will achieve this.

**PC&T and LA & CL Teams**

The graph and table shows that 4 new staff will be employed in the PC & T and LA & CL Teams, in this year and a further 11 in 2015 16, and 8 in 2017 18 to achieve 83% by April 17. The current permanent staffing ratio is 43% and the permanent staffing plan line assumes (pink line) where we need to get to, based on the growth bid, and the revised permanent staff line (green line) shows how we will achieve this, based on current plans.



P&C and LA & CL Teams	Actual	Planned		
	Jun-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	54	54	54	54
Perm staffing Plan	24	33	41	50
Revised Perm Staff	22	26	37	45
Variation	-2	-7	-4	-5
Ratio (Perm/Agency)	0%	48%	69%	83%

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

Key Actions Completed June 2014:

1. Workforce:

- Implemented new recruitment & retention incentive packages, approved by CMT.
- Interviews held for the recruitment of newly qualified social workers.
- The third additional social work team became operational.
- Commenced tender of recruitment companies for headhunting for particular posts.
- Job packs and website redesigned to capture the positives/ benefits of working in slough and national

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

- recruitment campaign launched.
  - Workforce strategy objectives and outcomes agreed.
  - Local measures ( ie in addition to contract) agreed with Avarto in order to measure the effectiveness of new arrangements to improve the recruitment and selection process.
  - Experienced interim commenced in the statutory Education Manager post.
  - Discussions with DfE regarding the recruitment to the Chair of the LSCB following the existing chairs successful appointment to a new position. Awaiting DfE response.
2. Performance:
- No performance data available for this period (see risk 4 below). A full report of the first quarter's performance data will be available for presentation in the July report.
  - A progress report on the engagement of children presented to May Partnership Board.
  - Second Effectiveness in Practice audit implemented.
- 3 Children Looked After and Care Leavers.
- Programme manager for new transformation board (Looked After children and care leavers) and board commenced.
  - TOR, programme approach and programme priorities drafted for consideration at the July Board.
  - Slough MASH – implementation of arrangements continued.
  - Review of Special Guardianship completed.
  - Improved adoption order position.
4. Early Help
- Multiagency training.

**Key Activities/milestones scheduled for next period**

- Key Actions for July 2014:
- 1 Workforce Strategy:
- Complete selection of recruitment companies (competitive process).
  - Shortlist and interview candidates from national drive.
  - Draft written strategy for end August completion.
2. Performance Children's Social Care
- Quarter one performance and quality of practice reporting to include detailed report on progress to improve safeguarding and child protection arrangements.
  - Finalise the actions to deliver the Corporate Parenting Strategy with particular reference to.
  - Continue to monitor recruitment outcomes.
3. Improvement Plan and Partnership Arrangements:
- CX to continue discussions with the Dfe concerning outcomes of the review- Council to respond.
  - Secure capacity (jointly funded by TVP) to support partnership improvement programme – outstanding from previous month.
  - Completion of CAMHs review jointly with health.

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

(the main headings from the more detailed Risk Register for this project)	Red	Amber	Green
1. The risks presented to improvement progress, stability within the workforce by the "offer" from Dfe for "out of LA control" governance, support and accelerated improvement. <ul style="list-style-type: none"> <li>• Council's clarity about the offer that would be most supportive to the next stage of improvement.</li> <li>• CX regular dialogue with Dfe lead, and clarification with the Dfe.</li> <li>• Integrate and coordinate the timing of governance and reporting arrangements to reduce time impact.</li> <li>• Transition planning were this required.</li> </ul>	Red		
2. Inability to recruit and retain a high quality competent & stable workforce with children's services – impact on quality of child's experience, outcomes achieved and financial burdens for the council.	Red		

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<ul style="list-style-type: none"> <li>• Workforce Strategy.</li> <li>• Recruitment and retention incentives.</li> <li>• Remarketing Slough as a place to work.</li> <li>• New strategy of recruitment.</li> <li>• Investment in increase number of SW teams: acceptable case loads.</li> <li>• Learning &amp; Development strategy (implement).</li> </ul>			
<p>3. Failure to develop new ways of working to include higher early permanency and reduced use of residential and or IFA outside 20 miles of slough, resulting in a continued increase on LAC and corresponding budget pressures.</p> <ul style="list-style-type: none"> <li>• Sufficiency strategy.</li> <li>• Clear Targets and milestones.</li> <li>• Programme approach- reporting to board – PM leads for each stream.</li> <li>• Additional appropriately skilled capacity at AD level.</li> <li>• Amber after mitigations due to continued growth in under 18 population.</li> </ul>	Red		
<p>4. Failure to monitor month on month performance outturn, trends and profiles and respond accordingly, and or meet the statutory monitoring responsibilities of the LSCB, due to vacant posts in the Council's Performance Team and absence of sufficient performance analyst capacity of the required calibre:</p> <ul style="list-style-type: none"> <li>• Review specific job specifications and requirements.</li> <li>• Review Council performance team structure to deliver requirements.</li> <li>• Accelerate interim capacity remedial measures.</li> <li>• Advertise vacant posts.</li> <li>• Prioritise workflows with oversight at AD level.</li> <li>• Develop SLA's between performance support services and operational team.</li> </ul>		Amber	
Recommendations for CMT:			
<ol style="list-style-type: none"> <li>1. CMT to discuss, challenge and support progress and proposed actions as appropriate.</li> <li>2. CMT to discuss the more detailed data on agency /perm ratios , challenge actions to achieve good outcomes through the staff recruitment programme, and assist in problem solving as required.</li> <li>3. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross council contribution to improvement, particularly though not exclusively in relation to corporate parenting responsibilities, LAC redesign, new workforce strategy and housing options and service experience for care leavers &amp; corporate parenting duties, and the availability of management information to support continuous improvement across the service and LSCB partnership.</li> <li>4. CMT endorse the improved risk status position of risk (4).</li> <li>5. CMT to note and stay appraised about the impact of uncertainty arising from the Dfe review on the retention of staff at all levels.</li> </ol>			

## Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014

<b>School Places Programme</b>			Project <b>SPONSOR</b>	Ruth Bagley	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Tony Madden	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	05/07/2014
<i>Previous month</i>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	05/06/2014
Project start date:	01/09/2013		Anticipated project end date:	31/08/2021	



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

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

Slough is taking a long term strategic approach to school places to ensure all Slough children and young people secure a school place to 2021. This report is split into strategic and delivery activities.

### Strategic Plan

**Risk rating**

1. Discussions ongoing with DfE around sites and funding of individual elements of the new Free Schools. Cabinet approval given on 14<sup>th</sup> April 2014 to fund certain facilities and to delegate authority for finalising arrangements for new schools sites with the DfE.
2. Approved new Free Schools are:
  - Ditton Park Academy (SASH) – opening September 2014 temporarily on town centre site
  - Lynch Hill Enterprise Academy – opening September 2014 on current primary site
  - Langley Hall Primary Academy – to open September 2015 on Langley Academy site
  - Slough Girls' Leadership Academy – to open September 2015 – site still to be identified.
3. Discussions held with a number of Heads' groups to promote local Free School proposals, resulting in submission by SASH group for new all-through school to open 2015. We believe a submission has been made for a special school and one is being prepared for a secondary school to be located in areas close to Slough.

### Operational Delivery

**Primary:**

**Risk rating**

More new Reception applications than expected have been received over the last month for places in September 2014. This will be closely monitored over the coming months and an assessment made of the impact on Reception places. Current indications are that an additional Reception class will be required from September 2014 and a further class mid-year to ensure a small surplus of places remains available for the full academic year.

There are currently places available in all other year groups.

- a) Work has completed at Castlevew Primary to provide new classrooms and SEN unit.
- b) Contractors have been appointed to provide new classrooms at Cippenham Primary.
- c) The tender process is being reviewed for Godolphin Junior.
- d) Phase 2 expansion projects now on-site at Penn Wood Primary and Ryvers.
- e) Framework tender notice posted for professional practices to start planning the expansion of the Town Hall Campus, St Mary's CE Primary, James Elliman Primary, St Anthony's RC Primary (phase 2) and special school places.

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

**Secondary: Risk rating**

There are sufficient Year 7 places for September 2014 as 2 new Free Schools, provided through SASH and Lynch Hill, are opening. It is likely that fewer pupils than usual will require places outside the borough.

For in-year arrivals, there are places available in all year groups, either in Slough or in schools just outside the borough.

**SEN** – Haybrook College re-provision and expansion is now complete and the school has relocated into the new accommodation.

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

**Strategic Planning**

1. Hold further discussions with SASH and proposers of a new Free School in Iver to establish the admission details of their new schools proposals.
2. Further develop Strategic School Places Programme and Additional Needs Review.
3. Advance negotiations with DfE about delivery of two secondary schools on SBC land and explore a third privately owned site.

**Operational Delivery**

4. Reissue tender documents for Godolphin Junior.
5. Receive and assess tenders for the architect's framework.
6. Explore procurement options for renting modular classroom from September 2015 and hold discussions with candidate schools for opening a bulge class.

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

**More detailed Risk Register prepared – below are the main headings**

Red /Amber/ Green

1. **Control of Free Schools** –Mismatch between the provision of new schools and need as Slough can't control the approval and opening dates of new Free Schools.  
Mitigation: The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see risk 6).
2. **Site Availability** – Lack of sites may mean that schools are not ready when required.  
Mitigation: Some expansions on existing school sites are provisionally agreed. The limited availability of sites means that Slough will need to prioritise proposals for schools which are most likely to maximise places for Slough children.
3. **Land ownership** – A number of sites in private ownership may be required and this introduces cost uncertainty with timing and achievement of purchases out of the control of the Council.  
Mitigation: Ensure a clear picture is held of what sites in SBC control to manage negotiation effectively.
4. **SEN places** – Rise in demand for SEN provision exceeds the availability of places leading to possible challenge and costly placements out of borough.

Red /Amber/ Green		
	Amber	
	Amber	
Red		
	Amber	



**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<p><u>Mitigation:</u> Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. Expansion of special school provision also required.</p>		Green
<p>5. <b>Programme funding</b> – Over £150m will be required to fund the school expansion programme to 2022; this will be unaffordable without new government funding. The statutory duty to ensure sufficient school places rests with the LA.</p>		Amber
<p><u>Mitigation:</u> Funding for new places has been confirmed to 2016-17. Free Schools are currently externally funded, a number are already agreed with further applications in the pipeline. Annual bids submitted to the DfE.</p>		
<p>6. <b>Delivery timeline</b> – Projects delivered later than required for pupils. <u>Mitigation:</u> From approval, large projects are likely to take at least 24 months to complete and open places to pupils. Projects need to start in good time with the possible risk that this provides some overprovision.</p>		Amber
<p>7. <b>Changing demographics</b> – Demand may rise faster or slower than predicted. <u>Mitigation:</u> Latest information is constantly monitored and any significant changes incorporated within the delivery programme, new projects may need to start or others delayed.</p>		Amber
<p>8. <b>Capacity</b> - Insufficient capacity to deliver such a large expansion programme. <u>Mitigation:</u> Will need consideration, some increase in capacity planned.</p>		Amber
<p>9. <b>Delivery risk</b> - Projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand. <u>Mitigation:</u> Work closely with individual schools and heads' groups to ensure buy-in. Allocate adequate funding for projects to mitigate concerns.</p>		Green
<p>10. <b>Legal challenge</b> – Legal challenge impacting delivery and adding to costs. <u>Mitigation:</u> New places will adhere to the School Admissions Code.</p>		Amber
<p>11. <b>School performance</b> – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes. <u>Mitigation:</u> Expansion projects to be adequately funded. LA to support Slough schools as they expand or prepare to apply for Free Schools.</p>		Amber
<b>Recommendations for CMT:</b>		
<ol style="list-style-type: none"> <li>1. There may be an urgent need to rent modular classrooms from September 2015 (subject to school approval) – this requires the support of resources to assist the delivery of these and CMT are asked to support this if required.</li> <li>2. There is a capacity and delivery issue - the present team will not be able to deliver the strategy without some additional staff. PMO being promoted and Asset Management currently developing permanent staffing structure. Continued support requested for putting in place an additional project manager for delivery of school projects for the short to medium-term.</li> <li>3. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council.</li> </ol>		

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<b>The Curve</b>			<b>Project SPONSOR</b>	Roger Parkin	
<b>Wards affected: All</b>			<b>Project MANAGER</b>	Executive Andrew Stevens Manager Fin Garvey	
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date of update report</b>
<b>June 2014</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	30/06/2014
<i>Previous month</i>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	06/06/2014
<b>Project start date:</b>	01/10/2013		<b>Anticipated Project end date:</b>	22/09/2015	
<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"/>					
<b>Key activities completed / milestones achieved in <b>this</b> period:</b>					
<ol style="list-style-type: none"> <li>On track in agreement with Criterion, but agreement still not formally concluded. Draft deed of variation sent to Criterion for consideration.</li> <li>No further developments with the Catholic Church (St Ethelbert's). Indications are that liability can be limited to limiting/removing the requirement for use of the Church Hall by SBC. Draft agreement on no-build zone sent to Diocese.</li> <li>Six live compensation events, and costs are now confirmed after QS (Artelia) assessment on CE0001 and CE0002:             <ol style="list-style-type: none"> <li>CE0001 Asbestos pipework lagging found in the location of the Day Care Centre. £352,200.95</li> <li>CE0002 SSE Substation - change from GRP to brick enclosure as required by SSE - £59,564.29</li> <li>CE0003 BT Chamber in highways crossover-NW area – Completed with Nil impact</li> <li>CE0004 Enabling Works FMH03 - FMH 02 Installation (Subway to former roundabout requires filling) – Awaiting Quotation</li> <li>CE0005 Additional works in Queensmere toilets for Criterion £6,923.28</li> <li>CE0006 Connection of Fire Alarm system in Queensmere toilets estimated at £1,800</li> </ol> </li> <li>Meetings with Arvato on IT requirements.</li> <li>FFE tenders evaluated. Portsdown selected. Some potential for possible cost savings.</li> <li>Monthly contractor/client meeting held.</li> <li>Design team meeting held – schedule of workshops on detail of M&amp;E and other design issues agreed.</li> <li>3 additional CGI images received – to be used for hoardings and other publicity materials.</li> <li>Neighbourhood meetings ongoing. Temporary arrangements with shops in place.</li> </ol>					
<b>Key activities / milestones scheduled for <b>next</b> period:</b>					
<ol style="list-style-type: none"> <li>Formalise new completion schedule following settlement of the asbestos compensation event. Expect September completion by Morgan Sindall, meaning December opening (previously July and September).</li> <li>Completion of formal agreement with the church.</li> <li>Completion of agreement with Criterion.</li> <li>Hoardings construction completion.</li> <li>Continue projects to define and minimise revenue cost running the Curve. Lifecycle cost model being completed by Property Services and Facilities. Review meeting on operating model lifecycle costs on 15 July.</li> <li>Procurement of sub-contracted works.</li> <li>Completion of New Substation 22<sup>nd</sup> July.</li> <li>Criterion toilets to be completed and handed over 25<sup>th</sup> July.</li> <li>Still awaiting contact from Thames Water legal team regarding legal agreement. This is being chased by Morgan Sindall.</li> </ol>					

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

10. In the next 2 months start work to develop plan for how the service yard will operate including how neighbour access will be managed
11. Detailed design workshops.
12. Establish rapid progress in specifying, planning and implementing IT requirements. Meetings dealing direct with Arvato team now established. Risk of cost escalation (previous estimates from IT client not tested previously).
13. Discussion with providers expressing interest in the café to help in developing Council plans.

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

**More detailed Risk Register prepared – below are the main headings**

Red / Amber/ Green

1. Asbestos delay impact on programme now expected to be 10 weeks. Substantial potential cost implications of programme delay. Potential claim on previous contractor in 2009/10 assessed but determined to be not practical to pursue.	Red
2. Potential slippage. 3 months allowed in programme for completion 14 July 2015. Final opening date likely to be December (previously September) 2015 due to asbestos delay. Opening date allows for SBC work before service opens, including IT. Potential knock on consequences for existing sites if opening delayed further.	Red
3. Capacity of SBC's ICT support to meet deadlines and complete work on schedule.	Red
4. Church – must resolve occupation of small area of land without agreement and finalise solution for the church hall. Savills supporting negotiations. Potential impact on cost.	Amber
5. Risk that costs could be over budget (good degree of certainty with main costs agreed at financial close; contingency budget of £700K. Implemented Compensation events now total £418,689.	Amber
6. Risk of running costs exceeding planned revenue budget. Rates estimate now received (£100K above figure previously advised). M&E and FM arrangements and costs not yet finalised. Gap c£275K pa (May 2014)	Amber
7. Increasing risk of delay in neighbour agreements. Risk of further compensation claims arising from inability to provide 'access to service' as promised in negotiations on CPO.	Amber
8. Sub-station works delayed because of change in SSE requirements. No impact on overall project timetable. SSE issue with jointing now resolved.	Green
9. Continuing delay in developing project documentation. A full set of draft documents is now in the X: drive.	Green

**Recommendations for CMT:**

1. Note progress and activity on site.
2. Note management of risks to project timeline and budget.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> September 2014

**CONTACT OFFICER:** Joseph Holmes, Assistant Director, Finance & Audit; s151 officer  
**(For all enquiries)** (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Councillor Rob Anderson, Commissioner for Finance & Strategy

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

**COUNCIL TAX SUPPORT SCHEME – 2015-16****1 Purpose of Report**

To consider and approve potential changes to the Council Tax Support scheme which could require consultation over the Autumn in advance of the Council Tax Support scheme for 2015-16 that requires approval in January 2015.

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

The Cabinet is requested to resolve:

- (a) That Option 2, as detailed in section 9 of the report, be pursued whereby the Council consults on some revisions to the Council Tax Support scheme if these are financially beneficial following review of the modelling with the Leader.
- (b) To uprate the relevant applicable amounts included in appendix A.
- (c) That officers explore the different scheme options available and bring these back to Cabinet for a subsequent decision in respect of the 2016-17 financial year.

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

The report indirectly supports all of the Community 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 **Other Implications**

##### (a) Financial

See section 7 of the main report. Assuming that the level of Council Tax Support claimants remains the same as previously, the level of cost and financial risk remains the same. Any increase in claimants will mean a decrease to the net collectable debit of Council Tax collect and vice versa.

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues	EIA to be completed in conjunction with the consultation	
Community Support		
Communications	Any changes will need to be communicated clearly to ensure residents are aware of any changes to the scheme	
Community Safety		
Financial	Detailed in the report	
Timetable for delivery	Consultation to commence in early Autumn to provide sufficient time to analyse and consider responses	
Project Capacity		
Other		

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

None at present.

##### (d) Equalities Impact Assessment

An EIA will be completed in conjunction with any consultation that might take place and this will then be reported with the final paper for members

to make a decision upon in the coming months. If there is to be no change to the scheme then an EIA will not be required.

## **5 Supporting Information**

- 5.1 Council Tax Support (CTS) was introduced in April 2013, the purpose was to move from a government scheme set up under primary regulations to a Local Scheme which was enacted by primary legislation but allowed the Local Authorities (LA's) to develop their own scheme which met the needs of local people.
- 5.2 The Slough scheme was devised based on the customers in receipt of Council Tax Benefit at the time, the current spend, the potential changes to the scheme and the financial effects of the new scheme
- 5.3 The intention was to reduce the amount of Council Tax Support paid from that paid under the previous Council Tax Benefit scheme to take into account the reduction in funding from central government. The current scheme ensures that every Council Tax payers pays at least 20% of their Council Tax bill.
- 5.4 The current legislation states that the scheme must be reviewed by members each financial year and approved no later than the 30<sup>th</sup> January preceding the start of the new financial year.
- 5.5 If there are changes to the current policy legislation states that these changes must be consulted on. Minor changes such as uprating would be exempt from this consultation process
- 5.6 There is currently no provision in the legislation to amend the scheme mid-year.
- 5.7 This report sets out the current Council Tax Support scheme with the financial information and proposals for the 2015-16.

## **6. Background**

- 6.1 In November 2012, the Government passed legislation to abolish the Council Tax Benefit Scheme and offered Local Authorities the option to develop their own Council Tax Support Scheme or adopt the Governments default scheme.
- 6.2 Slough Borough Council decided to develop its own scheme and at the meeting of 27<sup>th</sup> November 2012 Council delegated to Cabinet the approval of the scheme. In December 2012 Cabinet approved the current scheme which has been in operation since April 2013.
- 6.3 As the scheme has to be reviewed and approved each year by members for the new financial year members agreed that as there was limited information available about the effects of the scheme and the financial implications as a full year of the scheme had not elapsed, the 2012-13

scheme with upratings would be used in 2013-14, this was approved by cabinet on 16<sup>th</sup> December 2013.

## **7 The Current Scheme**

7.1 The Council Tax Support legislation stated that all pensioners should be protected from the changes and therefore the current scheme made no changes to the calculation of Council Tax Support for pensioners from the original benefits legislation.

7.2 The legislation also stated that

**• Local authorities should also ensure support for vulnerable groups;**

Slough Borough Council defined vulnerable groups as those who had a member of their household receiving a disability premium and protected all these households from the changes in the legislation

We also continued to protect those in receipt of War Widows and War Disablement Benefit

**• Local schemes should support work incentives, and in particular avoid disincentives to move into work.**

The current scheme ensures that we support people into work by providing a “run on” (where we continue to pay benefit at the same rate for four weeks after they start work) of their benefits when they first start work.

7.3 The principals of the current scheme were defined as follows

- The maximum Council Tax Support to be awarded would be 80% of the charge
- The maximum amount of charge to be used in the calculation would be band C
- Child Benefit would be taken into account in the calculation
- Removal of Second Adult Rebate where the Claimant is of working age

7.4 In addition two changes were made to Council Tax Discounts and Exemptions

- Removal of discounts for second homes
- Removal of exemptions for empty properties and those undergoing repair



A third change was suggested and agreed by members, of removing the discount for mortgagee's in possession , however DCLG did not have the legislation approved and this could not be implemented.

7.5 The cabinet report also set out the income and expenditure expected to be achieved in 2014-15 scheme

## 8 Council Tax Support 2015-16

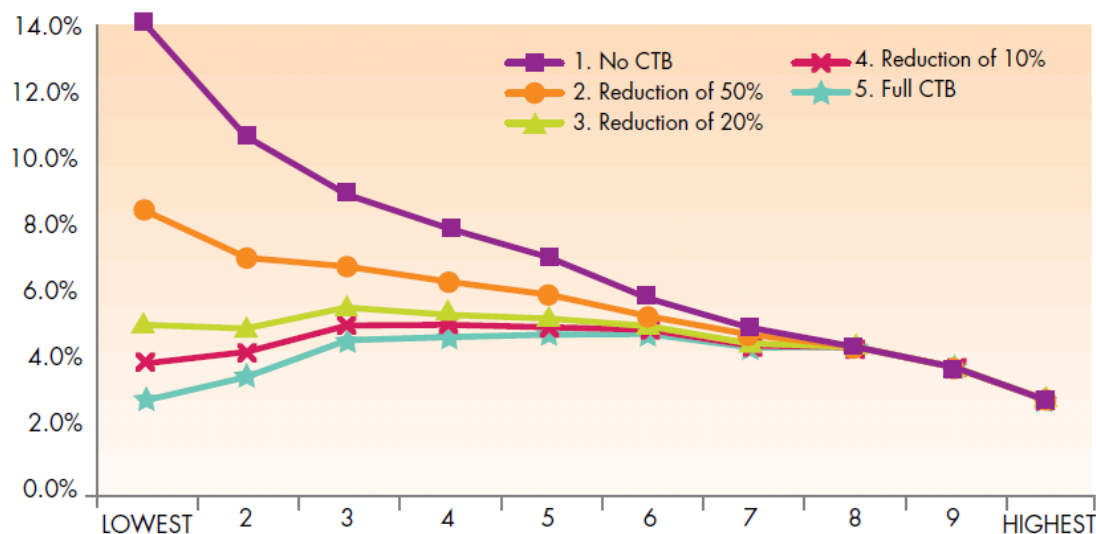
8.1 The time has come to review the scheme that has been in operation since April 2012 and decide on the scheme that SBC will want to operate in 2015-16.

8.2 The legislation states that changes to the scheme must be subject to consultation, DCLG have refused to comment on what level of changes should be subject to consultation but many authorities are taking the view that if there are no changes to the scheme apart from the uprating of premiums and applicable amounts, then consultation is not necessary. For any other changes consultation is compulsory. Some authorities where they have made minor “tweaks” have only put the consultation on their website.

8.3 The Local Government Association completed an analysis of the CTS schemes in January 2014 and shows that, with no support measures in place, the percentage of income that Council Tax represents varies significantly. The current scheme with a 20% reduction can be seen, in light of the below, as the scheme which promotes probably the most equity within the limits of equitability of the current Council Tax arrangements.

### Chart 1.1: LGA analysis of Council Tax

**Council tax as a proportion of net household income after housing costs by income decile, under different council tax support schemes**



- 8.4 There are a number of options available for 2015-16 and beyond if we wish to do anything apart from maintain the current scheme with the upratings we need to make decisions now in order to meet the consultation requirements as set out below:
- A full consultation. The recommended time is a minimum of six weeks but for larger changes to the scheme good practice would suggest that this should be longer. This would mean that a consultation would need to be available from September 2014
  - Depending on the changes Capita our software supplier would need to be notified and the system amended to take into account the changes
  - The full report on the changes including the outcome of the consultation would need to be approved by CMT and further approved by Cabinet in December 2014 to meet the deadline of the end of January 2015.
  - Staff would need to be trained
  - There would need to be a full publicity campaign to make Customers aware of the changes
  - This would all need to be in place before the annual Council Tax bills are produced at the beginning of March 2015

## **9 Options for 2015-16**

- 9.1 There are a number of options available for 2015-16 and going forward into 2016-17 and beyond.
- 9.2 Consultation would be required for Options 2 and 3
- Option 1 - Uprate standard percentages as for 2014-15
- Option 2 - Uprate the standard percentages and make additional changes to ensure that the budget was met
- Option 3 - Change the scheme to an income band scheme
- 9.3 Pensioners remain a mandatory protected group and DCLG continue to prescribe the criteria and allowances for them via regulations. This applies to both existing customers of pensionable age and new customers of pensionable age as defined in the pension credit regulations'.
- 9.4 CTS is a Council Tax discount as opposed to a benefit and as such will impact on SBC's tax base.

## **9.5 Option 1 - Uprate standard percentages as for 2014-15**

This option is the most simple and straightforward and would require no consultation. SBC would uprate all the applicable amounts and premiums used in the calculation in line with the Housing Benefits and CTS uprating figures provided by the government in the same way that the uprating was carried out for 2014-15

There would be no need for system changes

The expenditure would be similar to 2014-15 if we assume that there is no increase to Council Tax or the number of recipients of CTS.

## **9.6 Option 2 – Uprate the standard percentages and make additional changes to improve the financial position**

This will require a review of the expenditure of the CTS scheme, SBC could model the various scenarios and project expenditure and use the various models for the consultation exercise.

The Council would need to uprate the applicable amounts and premiums as per option 1 and then review what additional changes could be made to the current scheme.

There are a number of possible options/ scenarios that can be taken into consideration when reviewing the scheme for 2015-16 these are attached at Appendix A.

It must be noted that any reduction on the CTS scheme will increase the amount of cash that Arvato will need to collect on behalf of SBC to make these changes viable.

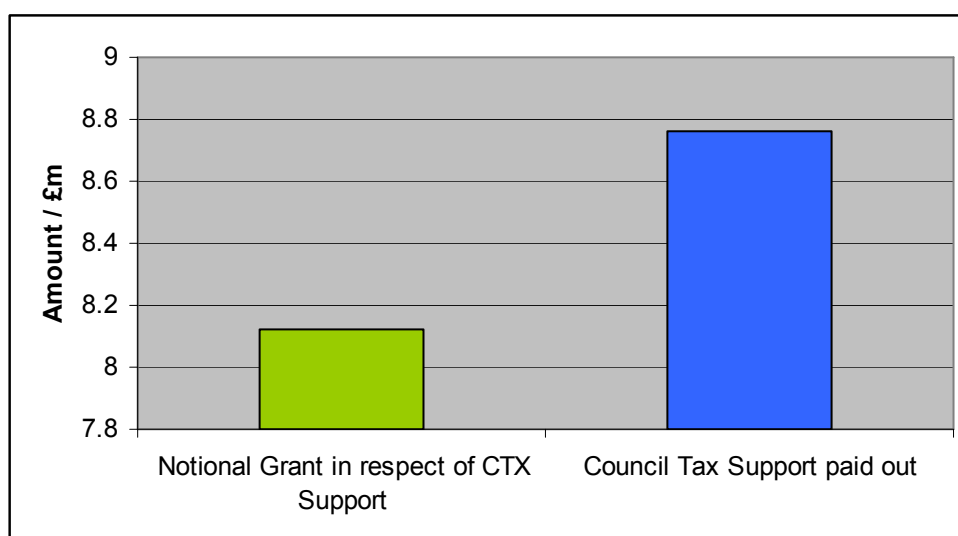
## **9.7 Option 3 – Change the Scheme to an income band scheme for 2016-17**

Another Council has changed their scheme to an income band scheme. Assuming Cabinet approval, officers will investigate the possibility of implanting a scheme like this for Slough and will review any other variations of CTS schemes and their implications for Slough. This work will be brought to members in the next financial year.

## **10 Financial outturn 2013-14**

10.1 The 2013-14 financial year was the first full year of the Council Tax Support Scheme. For 2013-14 the Council was fully responsible for the Council Tax Support paid out, and Government provided, as part of the overall Revenue Support Grant and Retained Business Rates, a notional element of funding in respect of CTX Support. This was reduced nationally by 10% compared to the previous Council Tax Benefit provided.

**Chart 1.2: CTX Support paid vs. notional CTX Support Grant**



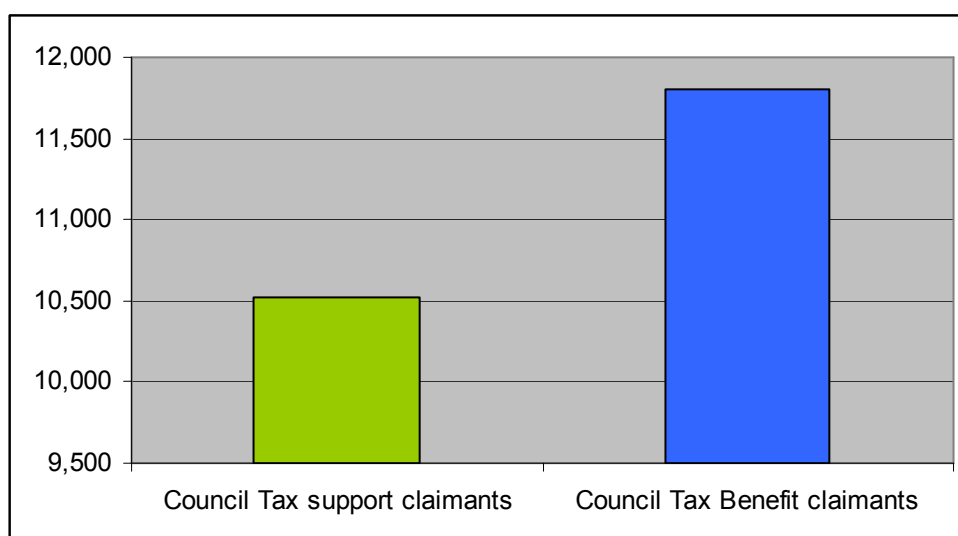
10.2 The percentage collection rate at the end of 2013-14 was 94.8%, this was down by 0.5% compared to the 2012-13 position. The average decrease in collection rate for unitary authorities was 0.6% year on year. It should be noted though that Slough's collection was starting from a comparatively lower base than others (48<sup>th</sup> out of 56 nationally for 2013-14). More detailed analysis from the LGA has been provided below:

**Table 2.1: Council Tax collection rate changes by type of scheme**

Collection rate for council tax base purposes	2012/13	2013/14	Drop in collection rate
default scheme	97.4%	97.1%	0.3%
no cut	98.6%	98.2%	0.4%
cut of 8.5% or less	99.0%	98.2%	0.8%
cut of more than 8.5%	98.6%	97.9%	0.7%

10.3 The position above was also complicated by a collection fund surplus i.e. the Council collected more Council Tax than anticipated when the budget was set for 2013-14. Much of this can be attributed to a rise in the Council Tax base, which for 2013-14 was not driven solely by increased properties but also a decrease in the number of people claiming Council Tax Support compared to Council Tax Benefit.

**Chart 1.3: Council Tax Support vs. Benefit claimants**



## **11. Financial Implications 2015-16 and beyond**

11.1 As Cabinet are fully aware, the Council faces significant funding reductions going forward. Option 1 would do nothing to alleviate these problems, though if approved would maintain the status quo. Option 2 could improve the Council's financial standing potentially and this will be investigated. Option 3 could also have a significant financial benefit but is not achievable until 2016-17.

11.2 **Option 1** – the financial implications for this option would be negligible as there would be no need to consult, the Capita system is already set up for this scheme and the uprating is a normal part of the year-end process.

11.3 The actual costs of the scheme would remain as now, just under £9m on the assumption that there is no increase in the Council Tax charge and the economic climate remains as now. This is a key risk and opportunity to the Council, but one broadly out the Council's control. The taxbase will rise with the fewer CTX claimants there are, which would be because of better economic opportunities and jobs created locally.

11.4 It would be good practice to do a small amount of publicity reminding Customers about the scheme and informing them that there will be no major changes

11.5 **Option 2** – The financial implications would include the costs of a full consultation exercise, the costs of a small amount of training, and publicity regarding the changes.

11.6 The Capita system is already set up for these types of changes and would not involve a cost

- 11.7 The actual costs of the scheme can be reviewed as modelling takes place on the types of changes that customers may wish to see from the consultation exercise and that Slough wish to consider.
- 11.8 The costs of the scheme can be reduced by making changes outlined in Appendix A.
- 11.9 However any changes made which reduce the costs of the scheme will only be effective if there is a corresponding increase in collection of Council Tax otherwise there will be no benefit to the Council

**12 Recommendations**

- 12.1 To approve items 1-6 in appendix A (depending on further points, item 5 might be redundant)
- 12.2 To approve a revised scheme in line with section 2 *if* there is a financial benefit of doing once the modelling has been completed
- 12.3 To approve for officers to put in steps place to work up option 3 for 2016-17 and understand the implications of this.

**13 Comments of Other Committees**

n/a

**14 Conclusion**

Subject to outcome of the financial modelling, members are requested to approve option 1, uprating the scheme, and some of the options in option 2 which could yield additional Council Tax.

**15 Appendices Attached**

'A' - Scenarios for uprating and changing the scheme

**16 Background Papers**

- '1' - Slough BC Council Tax Support scheme 2014-15
- '2' - Council Tax Support legislation
- '3' - Council Tax collection statistics
- '4' - LGA Council Tax Support paper

## Appendix A

There are a number of possible options/ scenarios that can be taken into consideration when reviewing the scheme for 2015-16 these are attached at Appendix A

	Change	Comments / Consultation	Financial Implications
1.	<b>Annual uprating of applicable amounts and premiums</b>	It is the choice of the LA whether any uprating is implemented, however not uprating the applicable amounts and premiums will increase the costs of the scheme to the LA and increase the costs of Council Tax to working age Customers. (Pensioners will be automatically uprated under the protection they currently have)	To uprate – Costs Neutral  To chose not to uprate could increase the costs of the scheme to the LA
2.	<b>Annual uprating of non dependant deductions</b>	It is the choice of the LA whether any uprating is implemented, however not uprating the non dependant deductions will increase the costs of the scheme as the customers with non dependants in their households will have less to pay against the charge.	To uprate – Costs Neutral  To chose not to uprate could increase the costs of the scheme to the LA
3.	Including <b>mid year changes to the Housing Benefit legislation e.g.</b> EEA workseekers and permitted earnings disregard etc	It is the choice of the LA whether this is included but keeping the scheme generally in line with the Housing Benefit legislation means that it is easier to administer and easier for the Customers to understand	This will keep the scheme in line with Housing Benefits.  Costs minimal
4.	<b>Backdating rules should we equalise these for pensioners and non pensioners</b>	Currently pensioners can have their benefit backdated up to three months and non pensioners up to six months and we carried this over from the Council Tax Benefit scheme, should we consider ensuring that all backdated is a maximum of six months?  We would need to consult on this change	If this was equalised at three months this could save the LA £10-15k per annum

5.	The legislation states we should consider a <b>transitional protection scheme</b> if we make any amendments to the scheme	This would be necessary if we made any major changes to the scheme - the transitional protection scheme would be devised by SBC including the timescales for transitional protection.	
6.	Do we continue with the <b>Hardship Fund</b>	We chose to develop a Hardship Fund which was seen as good practice and a sum was allocated to the fund, very little has been used at this time but it would be good practice to maintain the fund  Currently the budget is £10k  Recent Case law states that one should ensure that a hardship fund is available.	£10k is put into the Hardship Fund

The following options could be considered to reduce the costs of the scheme

	Change	Comments / Consultation
7.	<p><b>Vulnerable Groups</b> - currently SBC protect all households who have a member who receives a disability premium</p> <p>It is not defined in law who the government believe to be in a vulnerable group and each LA has to make its own decisions</p> <p>SBC could amend the Vulnerable Groups to only protect those households who have a member who receive Employment Support Allowance (ESA) (previously known as Severe Disablement Allowance)</p>	<p>This will reduce the number or vulnerable households who are protected considerably as only very few will receive ESA.</p> <p>Many Local Authorities set up their initial scheme to protect those who received ESA.</p>
8.	<b>Decrease the Capital allowance</b>	<p>The current scheme allows for customers to receive CTS if they have capital below £16,000. Capital below £6,000 is disregarded completely and capital between £6,000 and £16,000 has a notional income applied of £1 for every £250 of capital.</p> <p>Decreasing the Capital allowance will mean that less working age people with savings can claim CTS</p>



		and if the notional income was increased the amount of support received would be reduced.
9.	<b>Increase non dependant deductions</b>	<p>The current non dependant deductions for customers are £3.70 if the non dependant is on Income Support and £7.25 if they are on a low income then £9.40 and £11.25 depending on their income.</p> <p>These could be increased or changed for example one local LA has a non dependant deduction of £3.70 for a non dependant on income Support and £14.00 for a non dependant who is working with no tapering in between</p>
10.	<b>Remove temporary absence from home rule.</b>	<p>The current scheme allows for the householder to be absent from home for up to 13 weeks if they can show that they intend to return to the property in that time. CTS will then be paid for this period.</p> <p>This is used for all types of Customers, from those on a long vacation to prisoners who have been given a short sentence.</p> <p>This could be removed or changed to only cover those most in need.</p>

All of the above can be used to reduce the costs of the current scheme and modelling can take place on each of the options to establish the financial benefit, if any options are identified as potential changes.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> September 2014

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**WARD(S):** All

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

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

**TREASURY MANAGEMENT ANNUAL REPORT****1 Purpose of Report**

This report fulfils the Authority's legal obligation under the [Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Investment Guidance. Members are requested to note the report which summarises treasury activity in 2013-14 and the first part of 2014-15.

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

The Cabinet is requested to resolve that the Treasury Management activities for 2013/14 and the beginning of 2014/15, as set out in the body of this report, be noted.

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

The report indirectly supports all of the Joint Wellbeing Strategy priorities and cross cutting themes. The maintenance of good 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 Other Implications**

Financial . The Financial Implications are contained within this report.

**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	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	None	None
Project Capacity	None	None
Other	None	None

### Human Rights Act and Other Legal Implications

None identified

### Equalities Impact Assessment

No identified need for the completion of an EIA.

## 5 **Supporting Information**

### 1. **Background**

The Treasury Management Strategy for 2013/14 has been underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2011, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year.

The Code also recommends that members are informed of Treasury Management activities at least twice a year. This report therefore ensures this authority is embracing best practice in accordance with CIPFA's recommendations.

Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

In addition to reporting on risk management related to treasury activities, the Treasury Management Code also requires the Authority to report on any financial instruments entered into to manage treasury risks. This report summarises treasury activity in 2013-14 and the first part of 2014-15.

### 2. **External Context**

**Growth:** The recent strong performance of the UK economy continued with output growing at 0.8% in Q1 2014. Although confirming that the UK has one of the fastest rates of economic growth in the western world, the breakdown did not provide any support towards the rebalancing of the economy, which remains a key plank of the Government's economic strategy. House prices continued on their upward trend but there were some signs of cooling in the housing market evident from the fall in the number of housing transactions and new mortgage lending due to tighter lending standards following the introduction of the Mortgage Market Review in March.

**Unemployment:** The labour market continued to improve, with job growth strong and the headline unemployment rate falling to 6.6%. However, earnings growth weakened with total pay slowing to just 0.7% yearly growth in the three months to April and employment growth was masked by a large number on zero-hour contracts and working part-time involuntarily.

**Inflation:** CPI inflation for May fell to 1.5% year-on-year from 1.8% which was lower than market expectations. Even though inflation was expected to tick marginally higher in coming months, it was still expected to remain just below the Bank's 2% target.

**UK Monetary Policy:** The MPC made no change to the Bank Rate of 0.5% and maintained asset purchases at £375bn. However, there was a marked shift in tone from the Bank of England's Governor and other MPC members. In his Mansion House speech in June Governor Mark Carney warned that interest rates might rise sooner than financial markets were expecting. The minutes of the MPC's June meeting outlined the Bank's central view that whilst wage growth and inflation had been weak, economic activity had been stronger than expected and the policy decision had therefore become more 'balanced' for some members on the Committee than earlier in the year.

The Bank's Financial Policy Committee also announced a range of measures to cool the UK's housing market to avert the potential of spiralling house prices derailing a sustainable economic recovery. Key recommendations included lenders stress-testing mortgage applicants can cope with a 3% rise in interest rates; putting a 15% cap on the number of mortgages at more than 4.5 times the borrower's income; and a separate Treasury pledge banning anyone applying for a loan through the Help to Buy scheme borrowing more than 4.5 times their income. The Prudential Regulation Authority also announced that it intends to consult on capital requirements for mortgages.

In June the European Central Bank announced interest rate cuts along with a raft of non-conventional measures to head off the growing threat of deflation in the Euro zone. The ECB cut main policy rates (refinancing rate) from 0.25% to 0.15% and, to encourage banks to lend to businesses and generate economic growth, it also cut the deposit rate to -0.10% which in effect means that commercial banks must pay for the privilege of depositing their funds at the central bank.

There was no change from the US Federal Reserve as the central bank kept policy on its current track with a reduction in asset purchases by \$10 billion to \$35 billion per month. The sharp downward revision to US GDP in Q1 to -2.9% annualised was strongly influenced by severe weather deterring consumers from going out and spending. GDP in Q2 of 2014 is expected to rebound, taking the annual average rate of growth over the last four quarters ending in Q2 to a more sustainable level of 2%.

**Market reaction:** 2- and 3-year gilt yields rose by 0.15% over the quarter to 0.86% and 1.25% respectively, 5-year yields rose by a more muted 0.06% to 2.03%, 10- year and 20-year yields fell by 0.06% to 2.67% and 2.28% respectively whilst the 20-year gilt yield was down 0.1% to 3.35%.

### 3. Debt Management

	Balance on 01/04/2013 £m	Maturing Debt £m	Debt Prematurely Repaid £m	New Borrowing £m	Balance on 31/03/2014 £m	Increase/ Decrease in Borrowing
CFR	282.465				287.312	
Short Term Borrowing <sup>1</sup>	10.004	10,004		0.001	1	-10.003
Long Term Borrowing	182.373	0.001			182.372	-0.001
<b>TOTAL BORROWING</b>	192.377				182.373	10.004
Other Long Term Liabilities	51.386				48.349	3.037
<b>TOTAL EXTERNAL DEBT</b>	243.763				230.722	13.041
Average Rate % / Life (yrs)	3.53% / 19.90yrs				3.53% / 18.90yrs	

The Authority's underlying need to borrow as measured by the Capital Financing Requirement (CFR) at 31/03/2014 was £287.312 million.

The Authority's chief objective when borrowing money has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

Given the significant cuts to public expenditure and in particular to local Government funding, the Authority's borrowing strategy continued to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

At 1<sup>st</sup> April 2013 the Authority held £192.377 million of loans, as part of its strategy for funding previous years' capital programmes.

In April 2013, the Council repaid a market Loan with Depfa ACS Bank for £10m. This loan was not replaced and the revenue saving from reduced interest costs is £607,000 per annum. The remaining reduction in external debt shown in the above table is a reduction in the liability of PFI and other Finance Leases.

With short-term interest rates having remained much lower than long-term rates, it was more cost effective in the short-term to use internal resources to fund capital expenditure. For the Council the use of internal resources in lieu of borrowing has, therefore, continued to be the most cost effective means of funding £8.7m of capital expenditure. This has lowered overall treasury risk by reducing both external debt and temporary investments. However, the Council acknowledges that this position will not be sustainable over the medium term and the Authority expects it will need to borrow in the medium to long term to finance and/or re-finance capital debt. Borrowing options and the timing of such borrowing will continue to be assessed in conjunction with the Authority's treasury advisor.

<sup>1</sup> Loans with maturities less than 1 year.

The PWLB remains an attractive source of borrowing for the Authority as it offers flexibility and control. Affordability and the “cost of carry” remained important influences on the Authority’s borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing.

There has been no new borrowing activity thus far in 2014-15.

### **PWLB Certainty Rate and Project Rate Update**

The Authority qualifies for borrowing at the ‘Certainty Rate’ (0.20% below the PWLB standard rate) for a 12 month period from 01/11/2013. In April the Authority submitted its application to the CLG along with the 2014-15 Capital Estimates Return to access this reduced rate for a further 12month period from 1<sup>st</sup> November 2014.

### **PWLB Borrowing**

#### **,Debt Rescheduling:**

The increase in PWLB repayment rates during the quarter lowered the premium that would apply on premature redemption of loans, but the premia was still relatively expensive for the loans in the Authority’s portfolio and therefore unattractive for debt rescheduling activity. No rescheduling activity was undertaken as a consequence.

A year after their commencement, the £125.8m of loans borrowed on 28<sup>th</sup> March 2012 for the HRA self-financing settlement became eligible for rescheduling. These loans were borrowed at one-off preferential rates made available specifically for the settlement. If the increases in gilt yields and PWLB redemption rates seen at the end of this quarter prevail in subsequent months, they may present early loan repayment opportunities at close to par. Early repayment or rescheduling will first be assessed against the requirements of the HRA business plan and any future borrowing requirements. Where rescheduling is appropriate, the Authority will consider alternative refinancing to achieve cost savings and a reduction in risk. (Conventional PWLB to PWLB debt restructuring is limited by the new borrowing and repayment spread.) The Authority is currently considering options for debt rescheduling in conjunction with its Treasury Management advisors.

#### 4. Investment Activity

The Guidance on Local Government Investments in England gives priority to security and liquidity and the Authority's aim is to achieve a yield commensurate with these principles.

<b>Investments</b>	Balance on 01/04/2013 £m	Investments Made £m	Maturities/ Investments Sold £m	Balance on 31/03/2014 £m	Avg Rate % and Avg Life (yrs)
Short Term Investments	81.655	323.400	-316.230	88.735	
Long Term Investments	0.507		-0.431	0.075	
Investments in Pooled Funds					
Bonds issued by Multilateral Development Banks					
Corporate Bonds					
Funds Managed Externally					
<b>TOTAL INVESTMENTS</b>	82.162	168.686	-159.32	88.810	0.59%/0.22 yrs

The £88.810m is broken down further below:

<b>Type of Investments</b>	<b>£000s</b>
Money Market Funds	20,035
Instant Access Call Accounts-Overseas Banks	10,000
Instant Access Call Accounts-UK Banks	1,600
Fixed Term Deposits Local Authorities	15,000
Fixed Term Deposits Building Societies	11,000
Fixed Term Deposits UK Banks	26,100
Fixed Term Deposits Overseas Banks	5,000
Heritable Bank Outstanding Balance	75
	88,810

Security of capital remained the Authority's main investment objective. This was maintained by following the Authority's counterparty policy as set out in its Treasury Management Strategy Statement for 2013/14 which defined "high credit quality" organisations as those having a long-term credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of [AA+ or higher.

Investments with banks and building societies were primarily instant access accounts and fixed-rate term deposits. The maximum duration of these investments was 12 months in line with the prevailing credit outlook during the year as well as market conditions.

The Council's budgeted investment income for the year was estimated at £0.550m and £0.542m was achieved. The average cash balances were £93.3m during the 2013-14. In



addition income of £0.332m was realised by making an upfront payment to the pension scheme for employers pension contributions.

### **Investment Activity in 2014/15**

<b>Investments</b>	Balance on 01/04/2014 £m	Investments Made £m	Maturities/ Investments Sold £m	Balance on 22/08/2014 £m	Avg Rate % and Avg Life (yrs)
Short Term Investments	88.810	157.395	-173.630	72.575	
Long Term Investments		12.00		12.00	
Investments in Pooled Funds					
Bonds issued by Multilateral Development Banks					
Corporate Bonds					
Funds Managed Externally		12.0		12.0	
<b>TOTAL INVESTMENTS</b>	88.810	181.395	-173.630	96.575	0.79%/0.64 yrs
Increase/ (Decrease) in Investments £m				7.765	

The £96.575m is broken down further below:

<b>Type of Investments</b>	<b>Short Term £000s</b>	<b>Long Term £000s</b>	<b>Total 000s</b>
Money Market Funds	2,950		2,950
Instant Access Call Accounts-Overseas Banks	3,100		3,100
Instant Access Call Accounts-UK Banks	1,100		1,100
Fixed Term Deposits Local Authorities	6,250	10,000	16,250
Fixed Term Deposits Building Societies	15,000		15,000
Fixed Term Deposits Unrated Building Societies	3,000		3,000
Fixed Term Deposits UK Banks	21,100		21,100
Certificates of Deposits UK Banks	5,000		5,000
Certificates of Deposits Overseas Banks	10,000		10,000
Fixed Term Deposits Overseas Banks	5,000		5,000
Pooled Funds Property		7,000	7,000
Pooled Funds Cash Plus	2,500		2,500
Pooled Fund Short Bond	2,500		2,500
Covered Floating Rate Note Bond		2,000	2,000
Heritable Bank Outstanding Balance	75		75
<b>Total</b>	<b>77,575</b>	<b>19,000</b>	<b>96,575</b>

**Specified Investments:** The CLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
  - the UK Government,
  - a UK local authority, parish council or community council, or
  - A body or investment scheme of “high credit quality”.

For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

**Non-specified Investments:** Any investment not meeting the definition of a specified investment is classed as non-specified. The Authority defines “high credit quality” organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. The Authority does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in the table below.

#### Non-Specified Investment Limits

	<b>Cash limit</b>
Total long-term investments	£30m
Total investments without credit ratings	£20m
Total investments in foreign countries rated below AA+	£10m
<b>Total non-specified investments</b>	<b>£60m</b>

The Council currently has £19m in long term investments and £3m in investments without credit ratings per the below

	£000s
CCLA Property Fund	7,000
Newcastle City Council	5,000
Northumberland County Council	5,000
Yorkshire Building Society Floating Rate Note	2,000
National Counties Building Society	3,000
<b>Total</b>	<b>22,000</b>

#### Budgeted Income and Outturn

The Authority’s budgeted investment income for the year has been estimated at £1.8m. The average cash balances were £108m during the first quarter of 2014-15.

The UK Bank Rate has been maintained at 0.5% since March 2009 and not expected to rise until 2016/2017. Short-term money market rates have remained at very low levels (see Table 1 in Appendix 2). New deposits were made at an average rate of 0.81%.

Investments in CNAV Money Market Funds were at an average rate of 0.43%. The Authority anticipates an investment outturn of £1.85m / 0.85% for the whole year.

The 2014-15 Treasury Management Strategy was approved in February 2014. The council has invested in a number of different treasury instruments during 2014-15 with the purpose of increasing returns whilst still adhering to the important principles of security and liquidity. The following gives detail of some of the changes made in treasury investment strategy in 2014-15.

### **Safe Custody Arrangements**

The Council set up a custody account with King & Shaxson in February 2012. By opening a custody account with King & Shaxson, the Council now has the ability to use a number of approved investment instruments as outlined in the 2014/15 Treasury Strategy and diversify the investment portfolio. Investment instruments requiring a custodian facility include Treasury Bills, Certificates of Deposit, Gilts, Corporate Bonds and Supranational Bonds.

By establishing custody arrangements, the Council is better-placed to consider the use of alternative investment instruments in response to evolving credit conditions. During 2014-15 the council has been able to take advantage of these custody arrangements by placing Certificate of Deposits with Deutsche Bank and Standard Chartered Banks respectively. Both banks have strong credit rating but do not issue time deposits. The custody arrangements therefore give the council access to a larger range of suitable counterparties. Using the custody arrangement the council has also placed £2m in a Floating Rate Note Covered Bond with the Yorkshire Building Society. The bond is secured against mortgages and is exempt from bail-in risk. The current rating for YBS covered bonds is AA+, so there is little credit risk, and the rate the council receives is linked to the 3 month LIBOR rate that re-fixes every three months so there is very little interest rate risk also.

### **Externally Managed Funds:**

At the end of April 2014 the Council entered into a Property Fund. The Local Authorities' Property Fund is administered by CCLA Investment Management limited who are a company specialising in fund management on behalf of Churches, Charities and Local Authorities (CCLA). The Fund was launched in 1972, is currently valued at £142 million and has a track record of income distribution yield of over five per cent per annum paid quarterly. The distribution yield is after property management costs and CCLA's fund management fee of 0.65 per cent. The fund has outperformed the Investment Property Databank (IPD) Balanced Property Unit Trusts index which is their benchmark over the past 10 years. Due to high entry fees this is seen as a long term investment with at least a 5 years time horizon. Early indications are favourable as the Council received its first income distribution at the end of July of approximately £54,000 in respect of the months of April and May.

The council has also invested £2.5m each in the following funds:

- The Insight – ILF Liquidity Plus Fund which is a Cash Plus Fund. The Fund invests in a diverse range of securities, instruments and obligations that carry a minimum credit rating of A1 for short-term investments, to ensure a return in excess of the money markets with minimal risk.
- Payden & Rygel Sterling Reserve Fund. It is a Short Bond Fund, longer in duration than cash plus funds investing in sterling-denominated investments, including gilts,

supranationals, agencies, bank and corporate bonds and other money market securities.

Both funds are supported by our Treasury Advisors, are secure and offer reasonable liquidity. The values of the funds vary (Variable Net Asset Value) but are an excellent way of diversifying the council's investment portfolio.

### Long Term Local Authority Investments

In August 2014 the Council invested £5m each with two Local Authorities for a period of three years at rates of 1.40% and 1.50% respectively. These were seen as favourable rates for the credit risk the council was taking on. Reference was also made of the council's Treasury Advisors long term interest rate forecast. Arlingclose only see small upward increases in rates in the next few years.

### Credit Risk

Counterparty credit quality as measured by credit ratings is summarised below:

Date	Value Weighted Average – Credit Risk Score	Value Weighted Average – Credit Rating	Time Weighted Average – Credit Risk Score	Time Weighted Average – Credit Rating
31/03/2014	5.01	A+	5.61	A
30/06/2014	5.41	A+	5.89	A

#### Scoring:

- Value weighted average reflects the credit quality of investments according to the size of the deposit
- Time weighted average reflects the credit quality of investments according to the maturity of the deposit
- AAA = highest credit quality = 1
- D = lowest credit quality = 26
- Aim = A- or higher credit rating, with a score of 7 or lower, to reflect current investment approach with main focus on security

### Counterparty Update

The European Parliament approved the EU Bank Recovery and Resolution Directive (BRRD) on April 15, 2014. Taking the view that potential extraordinary Government support available to banks' senior unsecured bondholders will likely diminish within its two-year rating horizon for investment-grade entities, in April Standard & Poor's revised the Outlook of Barclays, Deutsche Bank, Credit Suisse and ING Bank from Stable to Negative. In May, Moody's also changed the outlook from stable to negative for 82 European banks and from positive to stable for two European banks. The institutions affected on the Authority's lending list are Nationwide Building Society and Svenska Handelsbanken.

The Council currently bank with the Cooperative Bank though this is due to change from 1st September 2014 when the council moves its banking to the Lloyds Bank. Moody's downgraded the long-term rating of Co-op Bank from Caa1 to Caa2 reflecting the agency's view that the ongoing deleveraging process at the Co-op will lead to a smaller and less systemically important institution, with the result there is a much reduced likelihood the UK Government would commit taxpayer's money to inject capital into the bank if required. The Authority does not use the Co-op Bank as investment counterparty and keeps its

overall exposure to the bank to a minimum each night. To mitigate against bail-in risk the council also utilises its £150,000 overdraft limit with the Coop on a Friday

### **Update on Investments with Icelandic Banks**

The Council had deposited £2.5M with Heritable Bank Plc on 22nd March 2007 for a fixed period maturing on 22nd March 2011 with interest payable annually. Heritable Bank was a UK registered bank and was placed in Administration on 7th October 2008. Ernst and Young LLP are the appointed Administrators and based on their report issued on 17th April 2009.

The Administrators latest report dated 11<sup>th</sup> February 2013 projects a base case return of between 84% and 95% and as a result the Council has reassessed the value of recoverable amount. The total dividend received as at 31st March 2013 is £1.993M. The Administrators latest report can be viewed at the following website:

<http://www.heritable.co.uk/abouttheritablebank/news/indexdb55.html%3FNewsID=90&CatID=3.html>

Investments included in the assets figures in the Balance Sheet include above impaired deposit. The details are as follows:

Date Invested	22nd March 2007
Maturity Date	22nd March 2011
Original Amount	£2,500,000
Interest rate	5.72%
Carrying Amount 31.3.2012	£861,273
Carrying Amount 31.3.2013	£507,135
Carrying Amount 31.3.2014	£75,529

The Council has now received confirmation that the remaining balance will be paid in 2014-15,

### **5. Compliance with Prudential Indicators**

The Authority confirms compliance with its Prudential Indicators for 2014/15, which was set in February 2014 as part of the Authority's Treasury Management Strategy Statement.

### **6. Outlook for Q2**

#### **Outlook for Q2 2014/15**

The stronger economic growth seen in the UK over the past six months is likely to use up spare capacity more quickly than previously assumed. Arlingclose has brought forward the timing for the first rise in Bank Rate to Q3 2015.

The rhetoric from MPC members has certainly become more hawkish, but the lack of inflationary signals is expected to allow policymakers to hold off monetary tightening for longer than the market currently expects. However, the near-term risk is that the Bank

Rate could rise sooner than anticipated, which is captured in the ‘upside risk’ range of our forecast table below.

The focus is now on the rate of increase and the medium-term peak and, in this respect, expects that rates will rise slowly and to a lower level than in the past.

	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
<b>Official Bank Rate</b>											
Upside risk	0.25	0.25	0.25	0.50	0.25	0.50	0.50	0.50	0.50	0.75	0.75
<b>Arlingclose Central Case</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.75</b>	<b>0.75</b>	<b>1.00</b>	<b>1.00</b>	<b>1.25</b>	<b>1.25</b>	<b>1.50</b>
Downside risk					0.25	0.25	0.50	0.50	0.75	0.75	1.00

**7 Comments of Other Committees**

Not Applicable

**8 Conclusion**

In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2013/14 and the first quarter of 2014/15. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taking in relation to investment activity with priority being given to security and liquidity over yield.

**9 Appendices Attached**

- A' - Prudential Indicators
- B' - Money Markets and PWLB Rates
- C'- Maturity Rates for New Investments

**10 Background Papers**

Financial detail provided from the Council’s Treasury Management System and General Ledger.

### Capital Financing Requirement

Estimates of the Authority's cumulative maximum external borrowing requirement for 2014/15 to 2016/17 are shown in the table below:

	31/03/2014 Actual £000s	31/03/2015 Estimate £000s	31/03/2016 Estimate £000s	31/03/2017 Estimate £000s
Gross CFR	287,312	284,773	299,353	304,145
Less: Other Long Term Liabilities	-48,349	-45,284	-42,201	-39,117
<b>Borrowing CFR</b>	<b>238,963</b>	<b>239,489</b>	<b>257,152</b>	<b>265,028</b>
Less: Existing Profile of Borrowing	-182,373	-182,372	-197,372	-202,372
<b>Gross Borrowing Requirement/Internal Borrowing</b>	<b>56,590</b>	<b>57,115</b>	<b>59,780</b>	<b>62,656</b>
Usable Reserves	-127,428	-117,428	-82,428	-77,428
<b>Net Borrowing Requirement/Investment Capacity</b>	<b>-70,838</b>	<b>-60,313</b>	<b>-22,648</b>	<b>-14,772</b>

In the Prudential Code Amendment (November 2012), it states that the chief finance officer should make arrangements for monitoring with respect to gross debt and the capital financing requirement such that any deviation is reported to him, since any such deviation may be significant and should lead to further investigation and action as appropriate.

	31/03/2014 Actual £000s	31/03/2015 Estimate £000s	31/03/2016 Estimate £000s	31/03/2017 Estimate £000s
CFR	287,312	284,773	299,353	304,145
Gross Debt	230,722	227,658	239,573	241,489
<b>Difference</b>	<b>56,590</b>	<b>57,115</b>	<b>59,780</b>	<b>62,656</b>
<b>Borrowed in excess of CFR? (Yes/No)</b>	<b>No</b>	<b>No</b>	<b>No</b>	<b>No</b>

### Usable Reserves

Estimates of the Authority's level of Usable Reserves for 2013/14 to 2015/16 are as follows:

	31/03/2014 Actual £000s	31/03/2015 Estimate £000s	31/03/2016 Estimate £000s	31/03/2017 Estimate £000s
Usable Reserves	-127,428	-117,428	-82,428	-77,428

## Prudential Indicator Compliance

### (a) Authorised Limit and Operational Boundary for External Debt

The Local Government Act 2003 requires the Authority to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit which should not be breached.

The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst case scenario without the additional headroom included within the Authorised Limit.

The Section 151 Officer confirms that there were no breaches to the Authorised Limit and the Operational Boundary during the year; borrowing at its peak in 2013-14 was £193m.

	Authorised Limit (Approved) as at 31/03/2014 £000s	Operational Boundary (Approved) as at 31/03/2014 £000s	Actual External Debt as at 06/08/2014 £000s
Borrowing	267	259	182
Other Long-term Liabilities	48	46	48
<b>Total</b>	<b>315</b>	<b>305</b>	<b>230</b>

### (b) Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

- These indicators allow the Authority to manage the extent to which it is exposed to changes in interest rates.
- The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on our portfolio of investments.

	Approved Limits for 2014/15 £/%	Maximum during Q1 2014/15 £/%
<b>Upper Limit for Fixed Rate Exposure</b>	100%	
Compliance with Limits:	87%	Yes
<b>Upper Limit for Variable Rate Exposure</b>	50%	
Compliance with Limits:	13%	Yes

### (c) Maturity Structure of Fixed Rate Borrowing

This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.



Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 06/08/2014 £000s	% Fixed Rate Borrowing as at 06/08/2014	Compliance with Set Limits?
under 12 months	50	0			Yes
12 months and within 24 months	50	0	5,000	2.74%	Yes
24 months and within 5 years	50	0	7,000	3.84%	Yes
5 years and within 10 years	75	0	14,000	7.68%	Yes
10 years and within 15 years	95	0	29,000	15.90%	Yes
15 years and within 20 years	95	0	25,522	14.00%	Yes
20 years and within 25 years	95	0	53,000	29.06%	Yes
25 years and above	95	0	48,840	26.78%	Yes

*(The 2011 revision to the CIPFA Treasury Management Code now requires the prudential indicator relating to Maturity of Fixed Rate Borrowing to reference the maturity of LOBO loans to the earliest date on which the lender can require payment, i.e. the next call date<sup>2</sup>)*

(d) **Total principal sums invested for periods longer than 364 days**

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.

Upper Limit for total principal sums invested over 364 days	2014/15 Approved £000s	15/8/20 Actual £000s	31/03/2015 Estimate £000s	31/03/16 Estimate £000s
	<b>30,000</b>	<b>19,000</b>	<b>26,000</b>	<b>29,000</b>

<sup>2</sup> Page 15 of the Guidance Notes to the 2011 CIPFA Treasury Management Code

**Money Market Data and PWLB Rates**

*The average, low and high rates correspond to the rates during the financial year rather than those in the tables below.*

*Please note that the PWLB rates below are Standard Rates. Authorities eligible for the Certainty Rate can borrow at a 0.20% reduction.*

**Table 1: Bank Rate, Money Market Rates**

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/04/2014	0.50	0.36	0.39	0.42	0.46	0.56	0.84	1.05	1.44	2.03
30/04/2014	0.50	0.36	0.40	0.42	0.47	0.57	0.85	1.09	1.47	2.02
31/05/2014	0.50	0.35	0.40	0.43	0.48	0.67	0.87	1.11	1.46	1.98
30/06/2014	0.50	0.36	0.40	0.43	0.50	0.71	0.94	1.33	1.70	2.17
<b>Average</b>	<b>0.50</b>	<b>0.35</b>	<b>0.39</b>	<b>0.43</b>	<b>0.48</b>	<b>0.63</b>	<b>0.87</b>	<b>1.14</b>	<b>1.52</b>	<b>2.05</b>
<b>Maximum</b>	<b>0.50</b>	<b>0.40</b>	<b>0.50</b>	<b>0.43</b>	<b>0.50</b>	<b>0.77</b>	<b>0.94</b>	<b>1.36</b>	<b>1.76</b>	<b>2.24</b>
<b>Minimum</b>	<b>0.50</b>	<b>0.31</b>	<b>0.36</b>	<b>0.42</b>	<b>0.46</b>	<b>0.56</b>	<b>0.84</b>	<b>1.00</b>	<b>1.36</b>	<b>1.91</b>
<b>Spread</b>	<b>--</b>	<b>0.09</b>	<b>0.14</b>	<b>0.01</b>	<b>0.04</b>	<b>0.21</b>	<b>0.10</b>	<b>0.37</b>	<b>0.40</b>	<b>0.33</b>

**Table 2: PWLB Borrowing Rates – Fixed Rate, Maturity Loans**

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2014	127/14	1.44	2.85	3.83	4.41	4.51	4.49	4.47
30/04/2014	166/14	1.45	2.86	3.79	4.37	4.46	4.43	4.41
31/05/2014	206/14	1.45	2.78	3.65	4.27	4.38	4.35	4.33
30/06/2014	248/14	1.63	2.95	3.74	4.30	4.40	4.36	4.34
	<b>Low</b>	1.40	2.70	3.62	4.24	4.34	4.30	4.28
	<b>Average</b>	1.49	2.86	3.76	4.34	4.43	4.40	4.38
	<b>High</b>	1.67	3.05	3.86	4.42	4.52	4.49	4.48

**Table 3: PWLB Borrowing Rates – Fixed Rate, Equal Instalment of Principal (EIP) Loans**

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2014	127/14	2.09	2.92	3.85	4.24	4.42	4.49
30/04/2014	166/14	2.12	2.93	3.82	4.20	4.38	4.45
31/05/2014	206/14	2.08	2.84	3.68	4.08	4.27	4.36
30/06/2014	248/14	2.29	3.01	3.76	4.12	4.30	4.38
	<b>Low</b>	1.99	2.77	3.65	4.05	4.25	4.33
	<b>Average</b>	2.14	2.92	3.79	4.17	4.35	4.42
	<b>High</b>	2.35	3.11	3.89	4.26	4.43	4.50

**Table 4: PWLB Variable Rates**

	<b>1-M Rate</b>	<b>3-M Rate</b>	<b>6-M Rate</b>	<b>1-M Rate</b>	<b>3-M Rate</b>	<b>6-M Rate</b>
	<b>Pre- CSR</b>	<b>Pre- CSR</b>	<b>Pre- CSR</b>	<b>Post- CSR</b>	<b>Post- CSR</b>	<b>Post- CSR</b>
01/04/2014	0.55	0.56	0.57	1.45	1.46	1.47
30/04/2014	0.55	0.56	0.57	1.45	1.46	1.47
31/05/2014	0.55	0.57	0.58	1.45	1.47	1.48
30/06/2014	0.59	0.61	0.67	1.49	1.51	1.57
<b>Low</b>	0.55	0.56	0.57	1.45	1.46	1.47
<b>Average</b>	0.56	0.57	0.60	1.46	1.47	1.50
<b>High</b>	0.60	0.63	0.70	1.50	1.53	1.60

**Approved Investment Counterparties**

Counterparty		Cash limit	Time limit †
Banks and other organisations and securities whose lowest published long-term credit rating from Fitch, Moody's and Standard & Poor's is:	AAA	£15m each	10 years*
	AA+		5 years*
	AA		4 years*
	AA-		3 years*
	A+		2 years
	A		1 year
	A-		
The Co-operative Bank		£0.5m	Next Day
Bank of Scotland (Lloyds banking Group)		£15m	6 Months
UK Central Government (irrespective of credit rating)		unlimited	50 years**
UK Local Authorities (irrespective of credit rating)		£20m each	50 years**
UK Registered Providers of Social Housing whose lowest published long-term credit rating is A- or higher		£10m each	10 years**
UK Registered Providers of Social Housing whose lowest published long-term credit rating is BBB- or higher and those without credit ratings		£5m each	5 years
UK Building Societies without credit ratings		£3m each	1 year
Money market funds and other pooled funds		£7m each	n/a
Any other organisation, subject to an external credit assessment and specific advice from the Authority's treasury management adviser		£5m each	3 months
		£1m each	1 year
		£100k each	5 years

† The time limit is doubled for investments that are secured on the borrower's assets

\* But no longer than 2 years in fixed-term deposits and other illiquid instruments

\*\* But no longer than 5 years in fixed-term deposits and other illiquid instruments

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> September 2014

**CONTACT OFFICER:** Ginny de Haan, Head of Consumer Protection & Business Compliance  
John Griffiths, Head of Neighbourhood Services

**(For all enquiries)** (01753) 477912

**WARD(S):** All

**PORTFOLIO:** Councillor Sohail Munawar, Commissioner for Social and Economic Inclusion  
Councillor James Swindlehurst, Commissioner for Neighbourhoods and Renewal

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

**ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 - NEW ANTI-SOCIAL BEHAVIOUR POWERS**

**1 Purpose of Report**

To provide Members with an overview of the important new measures for tackling anti-social behaviour contained within the Anti-Social Behaviour and Police Act 2014 (the Act). The local plans for its implementation and for Members to consider the implications for the Council, as a 'relevant body', for the purposes of the Act.

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

The Cabinet is requested to resolve that the ASB new powers are utilised by the Council with appropriate amendments to the Council's Scheme of Delegation, officer authorisations, policies and procedures for implementation.

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

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

Priorities:

- **Health** - The Act is designed to ensure that the council and its partners provide accountable support to the wellbeing of victims of anti-social behaviour and as such will contribute to reducing health inequalities particularly for the more vulnerable.
- **Housing and Safer Communities** - The Act is designed to reduce crime and disorder and the impact of crime and disorder on our communities. By responding to the requirements of the ACT, applying the principles and intervention framework clearly and consistently the Council will contribute together with partners to addressing anti-social behaviour in Slough.

Cross-Cutting themes:

**Civic responsibility** - the part that residents can play in delivering the Strategy and in improving Slough for the benefit of everyone. Application of the Act will provide clearer accountability of services in terms of the Council's response to anti-social behaviour particularly once arrangements are agreed and published for the Community Trigger and Community Remedy.

How does the report inform the theme of **Improving the image of the town** - The Act supports the statutory role of the Council as a housing provider, lead partner of the Safer Slough Partnership and in its role in environmental protection.

The **Slough JSNA** notes that, Crime and Anti Social Behaviour (ASB) rates are key factors for local residents in determining a good place to live. The impact of crime on wellbeing is significant and negatively affects new business start ups, ill-health, hospital admissions, and community cohesion. Residents living in areas of high deprivation tend to suffer disproportionately from the impacts of ASB. Co-ordinated partnership action based around the new powers in the Act may help to alleviate the impact of ASB and improve community cohesion and the health & wellbeing of those suffering the effects of ASB

#### 4 **Other Implications**

##### (a) Financial

It is anticipated that implementation will be resourced from within existing budgets. However, the future resource implications for dealing with for example, Community Trigger reviews and set up costs for Public space which require consultation are as yet unknown. There is an immediate need to provide training for officers and and it has been agreed that the the costs for initial training will shared between Slough Police and the Council.

##### (b) Risk Management

*This section should set out whether there are any risks under the headings on the table below. Describe the risk and explain any mitigating action that has or will be taken (write 'none' in this column if the risk does not apply). Please also describe any positives or potential opportunities under each heading.*

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	Adaptation to meet new statutory duties	Simpler processes
Property	None	
Human Rights	None the Act supports human rights	Increased transparency
Health and Safety	None. Risk assements will be reviewed	
Employment Issues	None	None
Equalities Issues	Equality impact assessments will be completed for all new policies	
Community Support	None.The Act puts victims at the heart of the response	Potential improvement in community cohesion and

	to ASB	the health & wellbeing of those suffering the effects of ASB
Communications	Communications plan particularly around the Community Trigger will be agreed.	National publicity will support local awareness
Community Safety	The Act supports and enhances the councils ability to deal effectively with	The Act provides victims with the clearer accountability
Financial	Please see 'Finance' section above	
Timetable for delivery	End of September 2014 and quarterly reviews on implementation thereafter,	
Project Capacity	From existing partnership teams	
Other	None	

(c) Human Rights Act and Other Legal Implications

The Act does give due consideration to human rights in terms of reinforcing the councils duties and that if it's partners (responsible bodies) to respect and support the rights of individuals to private and family life.

(d) Equalities Impact Assessment

Assessments will be completed for all amended and new policies resulting from the implementation of the Act.

(e) Workforce

Training will be required for officers and it is possible that there may be a need to review job descriptions for example with the management of Community Trigger reviews.

## 5 Supporting Information

**5.1** The Council and partners through the Safer Slough Partnership (SSP) already provide a robust response to anti-social behaviour (ASB) issues in Slough and the council is committed to meeting it's responsibilities as a lead partner in the SSP, as a housing provider and in protecting the local environment. The council has a legal duty under the Crime & Disorder Act 1998 to work in partnership to tackle crime and disorder.

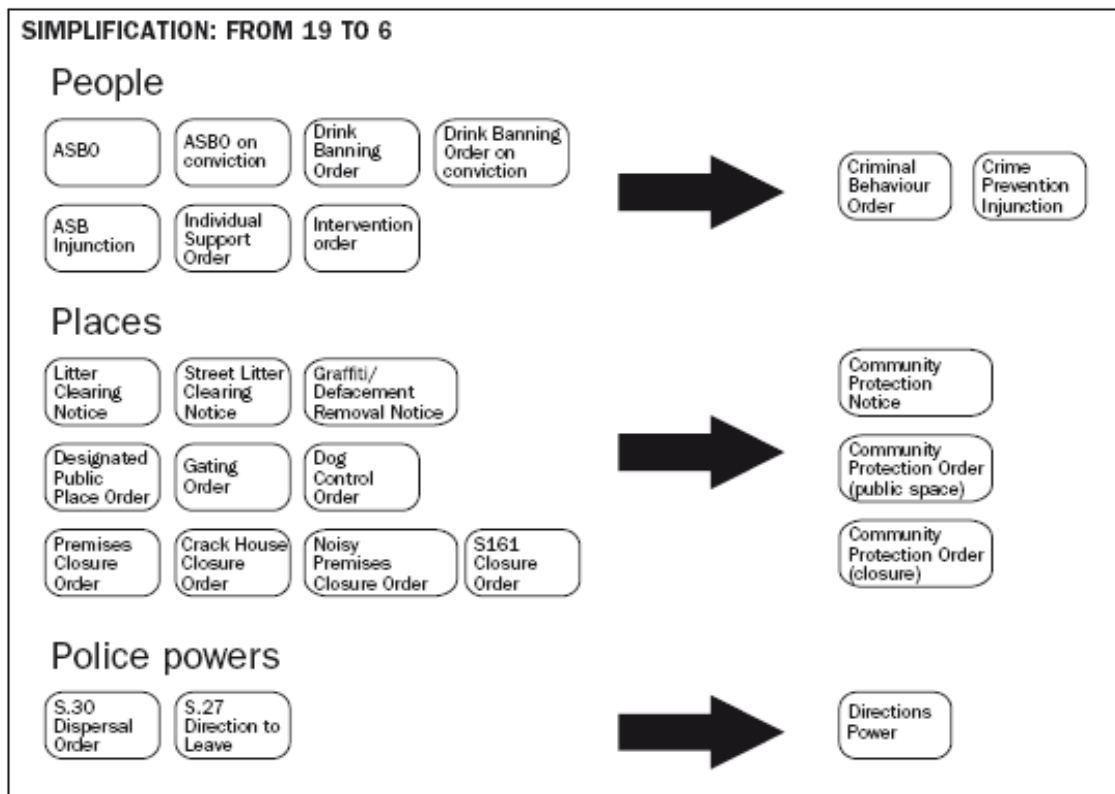
**5.2** During 2013 the council teams dealt with 1,738 reports of antisocial behaviour; a reduction of 15.5 % on 2012 figures and in the same period Slough Police received 3,337 ASB reports, a reduction of 21.7%. Analysis of the reports made to the council shows that during 2013, fly-tipping accounted for 33.4% of ASB reports and noise nuisance for 29.1%.

During 2012 and 2013, the ASB Caseworker, together with the relevant crime reduction partners, used the following ASB tools and powers to tackle anti-social behaviour in Slough:

	2012	2013	2104 to date
Anti-social behaviour orders (ASBOs)	<b>2</b>	<b>2</b>	<b>0</b>
Anti-social behaviour injunctions (ASBIs)	<b>1 ASBI</b> <b>4 interim gang injunctions</b>	<b>2</b>	<b>0</b>
Acceptable Behaviour Contracts (ABCs)	<b>13</b> (11 signed & 2 refused)	<b>13</b> (9 signed & 4 refused)	<b>7</b> (6 signed and 1 failed to attend)
Parenting Contracts (PCAs)	<b>3</b> (3 offered & 3 signed)	<b>3</b> (3 offered & 3 signed)	<b>4</b> (3 signed and 1 failed to attend)

Currently, there are 4 ASBOs, 7 injunctions (incl. 4 gang injunctions), 8 ABCs and 2 PCAs in place in Slough.

**5.3** The Act is designed to place the victim of ASB at the heart of the response and provide great flexibility for local authorities and their partners to deal with any given situation. The Act has stream-lined the current ASB toolkit reducing the number of orders from 19 to 6 (as illustrated below), so that the remedies are more flexible and faster at stopping ASB. The Act also focuses on giving better witness satisfaction and making agencies more accountable to witnesses and communities when agencies fail to act. The Act will come into enactment in October 2014.





## **5.4 Key changes as a result of the Act:**

- 5.4.1** To replace the Anti-Social Behaviour Orders and a range of other court orders targeted at anti-social individuals with two new tools; a Criminal Behaviour Order and a Civil Injunction. The new orders will have positive requirements attached to them to support the perpetrators and address their offending behaviour.
- 5.4.2** The introduction of a new 'Community Remedy' which uses a restorative justice approach to deal with low level crime and antisocial behaviour. The Police and Crime Commissioner will be required to publish a Community Remedy Document based on evidence of consultation.
- 5.4.3** The introduction of a new 'Community Trigger' which will impose a duty on the statutory partners in the Safer Slough Partnership to take action in cases where victims or communities have complained about ASB on a number of occasions or when a number of people report the same ASB and it is perceived that local agencies have failed to respond.
- 5.4.4** To consolidate the tools to deal with place specific anti-social behaviour into a Community Protection Notice and a simplified police power to direct people away from an area on grounds of anti-social behaviour.

## **5.5 The Anti-Social Behaviour, Crime and Policing Act 2014 sets out the following 6 tools:**

- 5.5.1 Criminal Behaviour Orders** — issued by the courts after conviction, the order will ban an individual from certain activities or places and require them to address their behaviour for example attending drug treatment programmes - a combination of prohibitions and positive activities, designed to be preventative and not punitive. A breach would see an individual face a maximum five year prison term.
- 5.5.2 Civil injunctions** – a purely civil injunction available in the county court for adults and the youth court for 10 to 17 year olds. Designed to nip bad behaviour in the bud before it escalates. The injunction would carry a civil burden of proof, making it quicker and easier to obtain than previous tools. For adults, breach of the injunction could see you imprisoned or fined. For under-18's, a breach could be dealt with through curfews, supervision or detention.
- 5.5.3 Community Protection Notices**— one order for local authorities to stop persistent environmental ASB like graffiti, neighbour noise or dog fouling; and for police, social landlords and local authorities to deal with more serious disorder and criminality in a specific place such as closing a property used for drug dealing (level 2). Designated powers will need to be given to police and social landlords to issue the notices.
- 5.5.4 Police Dispersal Power** – a Police power to direct any individual causing or likely to cause ASB, crime and disorder away from a particular place and to confiscate related items. A person can be removed from an area for up to 48hrs, if authorized by a Police Inspector or above. PCSO's will be given designated power to use the directions power.

**5.5.5 Public spaces protection orders (PSPO's)** – intended to deal with a particular nuisance or problem in a particular area that is detrimental to the local community's quality of life, by imposing conditions on the use of that area which apply to everyone. They are designed to ensure the law-abiding majority can enjoy public spaces, safe from ASB. This will replace the DPPO, Gating Order and dog control orders. PCSO's will be able to confiscate and dispose of alcohol.

**5.5.6 Closure Powers** – this power is a fast, flexible power that can be used to protect victims and communities by quickly closing premises that are causing nuisance or disorder. Both local authority and police can use this power to close residential or business premises. The notice is for a 48hr period, and the closure is for a period up to 6 months.

**5.5.7 Absolute grounds for possession** – to speed up the possession of secure and assured tenancies in cases where ASB or criminality has already been proven by another court. Local authorities, social and private landlords will no longer need to prove that it is reasonable to grant possession, the court will be more likely to determine cases in a single, short hearing. The new absolute ground is intended for the most serious cases of anti-social behaviour and landlords should ensure that the ground is used selectively.

**5.6** To enable **local involvement and accountability**, the Act also includes the following 2 measures:

- **Community Remedies** – this tool gives victims a say in the out-of-court punishment of offenders for low level crime and ASB. The Act places a duty on the PCC to consult with members of the public and community representatives on what punitive, restorative or rehabilitative actions they would consider appropriate to be on the Community Remedy document. This could include
  - The offender signing an acceptable behaviour contract – where they agree not to behave anti-socially in the future, or face more formal consequences
  - Reparation for the victim (e.g. repairing damage or scrubbing graffiti off a wall)
  - Reparation for the Community (e.g. going local unpaid work for up to 10 hours)
- **Community Trigger (Response to Complaints)** – To give victims and communities the right to request a review of their case and bring agencies together to take a joined up, problem-solving review of the situation and agree an approach to find a solution. For the Slough Community Trigger it has been agreed that the trigger will be at least 3 reports from one person within a 6 month period or 5 reports from different people within a 6 month period are made either to the Council, Slough Police or a registered social landlord. Gatekeepers have been identified as the Neighbourhood Inspectors (TVP) and Neighbourhood Managers (SBC) and the procedure will be published at the end of September 2014. Appeals will go to the SBC Community Safety Manager in consultation with the DCI at Slough Police responsible for the Police Neighbourhood Teams and the SBC Head of Consumer Protection & Business Compliance

## 5.6 Local Implementation

- 5.6.1** The Act recognise that dealing with ASB is rarely simple and that the new powers are likely to work best when complimented by working in partnership, sharing information and using early and informal interventions. The SSP already has an Information Sharing protocol in place and signatures to that protocol will be updated during September 2014
- 5.6.2** Collaborative working across teams and services will be essential and the existing system of ASB case reviews will support the sharing of information to ensure that the best remedies for a situation are identified collectively and any safeguarding issues are flagged.
- 5.6.3** Detailed statutory guidance was issued in July 2014 and ca be accessed at and can be found via:-<https://www.gov.uk/government/publications/anti-social-behaviour-crime-and-policing-bill-anti-social-behaviour>
- 5.6.4** The Council, with partners, will initially seek restorative and informal solutions to ASB reports and use the new powers as a last resort unless the severity of the incident or issue warrants earlier use of the powers.
- 5.6.5** An ASB Implementation Meeting was held on 15/07/2014, made up of representatives from Thames Valley Police, Slough Borough Council, Social Landlords and Legal Services. The group discussed and considered:-
- what the changes will mean in practice for our services and how we should prepare for them
  - a review of current policies and procedures to ensure they remain fit for purpose
  - agreeing the local threshold publicising the Community Trigger procedure
  - training requirements for all staff and associated costs
  - reviewing the current DPPO and identifying potential new areas based on evidence
  - ensuring a multi-agency communication across Slough that will inform residents about the changes and impact of the new legislation on them.

Progress on the action plan and any shared learning from pilot areas will be covered at the next implementation meeting on 19 September 2014 and preparations are well under way to ensure that Slough is prepared for the implementation of the changes for 1st October 2014, when the new Act comes into force.

**5.7 Consideration of other options.** No alternative options are available as the Act sets out specific significant changes which will require review and adaptation of existing policies and procedures and a new procedure to be in place for the Community Trigger.

A further report will be available to members on the roll out of the changes, together with a review of the impact upon services. At present it is difficult to fully assess the impact of the changes; particularly the likely resources need to respond to Community Trigger review.

## **6 Comments of Other Committees**

The Safer Slough Partnership is aware of the work being done to prepare for the implementation of the Act in Slough and quarterly progress reports will be given to the SSP. Governance around delivery will rest with the SSP

## **7 Conclusion**

The Anti –social Behaviour, Crime and Policing Act 2014 requires the Council to adopt provisions of the Act which will entail the Councils Scheme of Delegation to be amended.

The Act provides for effective powers to deal with ASB that are quicker and more practical than previous powers to help provide better protection to victims and our communities whilst acting as a deterrent to perpetrators

Implementation will require the continuation of effective and co-ordinated working and information sharing across services and teams as supported by the Safer Slough Partnership to deliver the best remedies.

It is as yet difficult to fully assess the impact of upon services

## **8 Background Papers**

‘1’ Home Office: Anti-social Behaviour, Crime and Policing Act: Reform of anti-social behaviour powers. Statutory Guidance for frontline professionals  
<https://www.gov.uk/government/publications/anti-social-behaviour-crime-and-policing-bill-anti-social-behaviour>

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 September 2014

**CONTACT OFFICER:** Jackie Pape, Acting Head of Service for Placements & Resources, 01753 690701

**WARD(S):** All

**PORTFOLIO:** Education & Children, Councillor Mann

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

**CHANGE TO POLICY – FAMILY PLACEMENT ALLOWANCE SCHEME**

1. **Purpose of Report**

The purpose of this report is to inform Cabinet of proposed changes to the Slough Special Guardian's Allowance policy following a ruling from the Local Government Ombudsman (LGO).

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

Cabinet is asked to make a decision and agree the proposed changes to the Special Guardianship Allowance Policy. The Cabinet is requested to resolve:

- (a) That the maximum allowance payable to be the same as for Adoption and Residence Order Allowances.
- (b) That any annual up-rating to be consistent with the up-rating of fostering allowances and to form the basis for the required means test.
- (c) That all allowances that have been in place since 1<sup>st</sup> April 2012 be adjusted to the current Fostering Network rate.

This will bring Slough in line with the LGOs ruling.

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

The proposed change to the Special Guardianship Allowance Policy is consistent with the Health and Safer Communities priorities within the Joint Wellbeing Strategy. The policy will ensure that vulnerable children achieve good outcomes when cared for by Special Guardians.

**Corporate Plan**

The proposed changes to the Special Guardianship Policy will contribute to Slough's operational priority 'Improving Children's Social Care' as set out in the Corporate Plan 2014/15. In particular, the policy change will contribute to 'delivering local and national change and improvement' and the intention to 'develop and implement a new permanency strategy for children in care that provides increased opportunities for permanency'.

#### 4. **Other Implications**

##### (a) Financial

The proposed policy change will cost an additional £14,241. This will be managed within current budgets.

##### (b) Risk Management

The risk is that if this change to policy is not agreed Slough will not be meeting the legal requirements in respect of payments to Special Guardians. This would leave the Council open to legal challenge.

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

The proposed policy change is consistent with the right to family life.

##### (d) Equalities Impact Assessment

There are no issues in this report that relate to a new or substantially revised policy, procedure or function needing an equalities impact assessment.

#### 5. **Supporting Information**

5.1 The LGO investigated a complaint brought by a Special Guardian. The subject of the complaint was two-fold:

- That Special Guardianship Allowances should be up-rated in line with the up-rating of fostering allowances
- That state benefits should not be taken into account (discounted) in the means test calculation.

5.2 Following investigation, the LGO recommended that Special Guardianship Allowances should be subject to the same up-rating as fostering allowances but concluded that it was correct to discount any state benefits payable to a Special Guardian in respect of the cared for child from the means test calculation.

5.3 These recommendations from the LGO led the Family Placement Service to review its policy in respect of Special Guardianship Allowances in line with the recommendations.

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

No other committees were consulted for this report.

#### 7. **Conclusion**

This report follows a review of allowances paid to those with Special Guardianship Orders and Residence Orders. It makes a recommendation for a change to the way we pay Special Guardianship Allowances that is consistent with recent recommendations from the LGO.

#### 8. **Appendices Attached**

‘A’ Family Placement Service Allowance Scheme 2014

**Wellbeing, Children and Families Services, Slough Borough Council**  
**Family Placements Service Schedule of Payments to Carers of all Types**

The payment rates are based on the fostering allowance rates recommended by the national Fostering Network for 2014-15. Payment rates are effective from 1<sup>st</sup> April 2014 and have no retrospective effect on Adoption, Special Guardianship or Residence Order support plans commencing before the 1<sup>st</sup> April 2014. All new allowances are subject to an annual means test review. Existing support packages will continue to be means tested against any allowances payable .

**Detailed explanation of each allowance type.**

**Fostering Allowances**

In accordance with the Fostering Regulations 2011, Regulation 28 (7), Slough Borough Councils Criteria for calculating fees and allowances; these are applied equally to all foster carers, whether the foster carer is connected or unconnected to the child, and regardless of whether the placement is short or long term.

**Foster Carers Remuneration**

In addition to the fostering allowance for the child which is based on age of child. Foster carers can also receive a remuneration payment in addition to the fostering allowance where they meet one or more of the criteria as follows:

- 1 When the child has *exceptional* and significant on-going additional physical, learning or emotional needs
- 2 The foster carer has attended all of the following:
  - a. A fostering preparation group run by Slough Borough Council,
  - b. Completed the CWDC Standards test,
  - c. A first aid course,
  - d. Safeguarding training for foster carers,
  - e. Attends Slough Borough Council foster carer support evenings
  - f. Attends the Slough Borough Council annual fostering conference
- 3 The foster carer has met all the competencies necessary to be approved for caring for children and young people who are unconnected with them, who have a range of needs and the foster carers are available at short notice

## **Home from Home foster carers**

Home from Home carers offer a flexible service to children and young people and their families. The care they provide can be for a few hours at a time or for overnights. In order to meet the need for this flexibility of care, the payment scheme also needs to be flexible. For this reason an hourly rate is payable between 7am and 8pm and an overnight rate from 8pm to 7am. The overnight rate is 1/7<sup>th</sup> of the remuneration rate for foster carers

## **Supported Lodgings**

The rates payable to supported lodgings carers, takes into account that the young person will be receiving their subsistence directly from the service in addition to the amount paid to the carer. Where a child is over 18 they should also claim housing benefit which they should pay to the supported lodgings carer.

## **Staying Put**

When young people who are Looked After turn 18 they sometimes want to remain with their foster carers for a bit longer before living independently. Provided the foster carer is agreeable, and the fostering standards continue to be met by the carers, then the foster home will become a supported lodgings placement for that same young person.

## **Adoption, Special Guardianship or Residence Order Allowances as part of Support Plans - for children and young people who are Looked After by Slough Borough Council at the time when the order is made**

The proposed maximum allowances payable for Adoption, Special Guardianship and Residence Orders are based on the current fostering allowance which is payable by Slough Borough Council and any increase in this allowance will be at the same rate as that paid to Slough Borough Council foster carers. All support plans are signed off by the Head of Service for Placements and Resources. Allowances are subject to an annual means test review. Any enhanced support packages must be presented to and agreed by the Slough Borough Council Resource Panel.

## **Adoption, Special Guardianship and Residence Order allowances - for children who are not Looked After by Slough Borough Council at the time when the Order is made**



Allowances for children and young people who are not Looked After by Slough, can only be paid when the order is made as a result of care proceedings or as a direct alternative to care proceedings, which would otherwise lead to the child, becoming looked after long term. Agreement to such an allowance is at the discretion of the Head of Service for Placements and Resources or the Assistant Director for Children, Young People and Families. All support plans are signed off by the Head of Service for Placements and Resources. Allowances are subject to an annual means test review.

### **Foster Carers becoming Adopters or Special Guardians**

Where existing foster carers are granted a Special Guardianship Order or their foster child becomes a child placed under Adoption regulations with them, then any fee element paid to them as foster carers for the same child, will continue to be paid for 2 years. in addition to any means tested allowance agreed.

### **Enhanced Special Guardianship and Adoption Allowances**

In exceptional circumstances where the LA is of the view that it is essential in order to secure the child's future, an Enhanced SGO or Adoption financial package may be agreed, as part of the Support Plan. This will only be possible where one or more of the following criteria are met

1. When the child has *exceptional* and significant ongoing additional physical, learning or emotional needs or
2. There are significant challenges to family finding evidenced by extensive searching on behalf of the child.
3. Where there is a need to pay an enhanced allowance in order to make possible the placement of a subsequent sibling with an existing adopted child.
4. The adoption is by an existing foster carer who already meets the criteria for fostering remuneration and has cared for the child for at least 18 months prior to the SGO or placement for Adoption

### **Support Plans.**

All Adoption, Special Guardianship and Residence Order Support Packages will be based on a means tested allowance where the maximum payable is equivalent to the Slough Borough Council current fostering allowance for that child at the time the Special Guardianship or Residence Order is made, or the child is placed for Adoption, and any increase in this allowance will be at the same rate as that paid to Slough Borough Council foster carers. This sum will be used each year as the amount, against which the means test will be done.

### **The tables below set out the actual figures applicable from 1<sup>st</sup> April 2013**

Type	Allowance Per Child per week unless otherwise stated *		Allowance Means Tested	Deductions	Fee Per Child	Child Benefit Claimable	Criteria
4. Fostering payments. Regulation 24/25 Carers	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	No	None	None	No	Subject to viability assessment presented to Family Placements Panel
Foster carers who do not meet the criteria for remuneration	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	No	None	None	No	Subject to approval by Family Placements Panel as I Foster Carers
Foster carers who meet the criteria to receive remuneration	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	No	None	£200	No	Subject to approval by Family Placements Panel as Foster Carers
Home from Home carers	Receive an hourly rate between 7am and 8pm plus overnight rate	6.83 per hour *  33.81 * per overnight	No	None	None	No	Subject to approval by Family Placements Panel as Home from Home Carers
5. Supported Lodgings Allowance	16&17 18+	204 204	No	None	None	No	Subject to approval by Family Placements Panel as Supported Lodgings Carers
6. Staying Put with foster carers post 18	18+	204	No	None	None	No	Subject to agreement from the Placement and Care Planning Panel

Type	Allowance Per Child based on age of child at start of support plan		Allowance Means Tested	Deductions	Fee Per Child not means tested	Child Benefit Claimable	Enhancements/Reductions	Criteria
1. Adoption Basic Adoption Allowance.	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	Yes	Child benefit and Child tax credits payable in respect of this child	None	Yes	Subject to means test and annual financial review	All children are eligible and all adopters will be assessed for an allowance.
Adoption with existing unconnected foster carers	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	Yes	Child benefit and Child tax credits payable in respect of this child	£200 Remuneration remains for 2 years from date of placement under adoption regulations	Yes	After 2 years payments change to Adoption Allowance only which is subject to means test and annual financial review	All children when a child is adopted by their existing unconnected foster carer.
Adoption Enhanced allowance	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	Yes	Child benefit and Child tax credits payable in respect of this child	£200 remuneration remains until the child is 18 years old	Yes	These packages are only for exceptional circumstances The allowance is subject to annual financial review and means test The fee element is not means tested.	Must meet at least one of the four specified criteria and be agreed by the Head of Service for Placements and Resources or Assistant Director as part of the adoption support plan at the time of the placement under Adoption Regulations.

Type	Allowance Per Child		Allowance Means Tested	Deductions	Fee Per Child	Child Benefit Claimable	Enhancements/Reductions	Criteria
Special Guardianship Allowance	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	Yes	Child benefit and Child tax credits payable in respect of this child	None	Yes	Subject to annual financial review and means test	An SGO allowance is only payable if the child would otherwise be Looked After long term by the Local Authority
Special Guardianship with Foster Carers who receive remuneration for this child prior to order	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	Yes	Child benefit and Child tax credits payable in respect of this child	£200 Fee remains for 2 years from date of placement under adoption regulations	Yes	After 2 years payments change to Basic SGO Allowance which is subject to financial review and means test and no fee will be payable	All children when a foster carer is eligible for foster carer remuneration prior to their Special Guardianship Order
Enhanced Special Guardianship Allowance	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	Yes	Child benefit and Child tax credits payable in respect of this child	£200 Fee remains until the child is 18 years old	Yes	These packages are only for exceptional circumstances The allowance is subject to annual financial review and means test The fee is not means tested.	Must meet at least one of the four specified criteria and be agreed by the HOS Placements and Resources or Assistant Director as part of the SGO support plan at the time of the Order
Residence Order Allowance	0-4 5-10 11-15 16&17	140.33 159.85 199.00 242.00	Yes	Child benefit and Child tax credits payable in respect of this child	None	Yes	Subject to annual financial review and means test	An RO allowance is only payable if the child would otherwise be Looked After long term by the Local Authority

**Holiday Allowance** Foster carers who are receiving the remuneration element in addition to the allowance, will receive up to £400 holiday remuneration per annum

**One-off payments** such as setting up grants up to £500 are paid at the discretion of Family Placement Practice Manager (Adoption)

**Legal expenses** may only be paid, subject to prior agreement by the Head of Service for Placements and Resources or Assistant Director,

Criteria must be met in any of the 3 following circumstances;

1. To provide carer applicants with one-off legal advice session to consider Adoption, Special Guardianship or Residence Order.
2. Where applications are made for SGO, RO or Adoption Orders and these are supported by Slough Borough Council the department may pay for the court application fee only.
3. For contested Special Guardianship and Adoption applications outside of care proceedings, where the LA is supporting the application and where the child would otherwise be Looked After, the LA may pay the applicants legal fees, subject to prior agreement, at the discretion of the Assistant Director

**Legal expenses will not be paid for the following:**

1. For SGO or Residence Order applications within care proceedings the LA will not pay the legal costs of the applicants to be separately represented in court. This is because the Local Authority is in support of their application, and will therefore be recommending this to the court on their behalf in any event.
2. Where the Local Authority is not supporting an application for Adoption, Special Guardianship or Residence Order. SBC will not pay the legal costs or the court application costs of the applicants.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> September 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 SEPTEMBER 2014 TO 30 NOVEMBER 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.

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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 Carter       |
| • Commissioner for Education & Children                       | Councillor Mann         |
| • Commissioner for Environment & Open Spaces                  | Councillor Parmar       |
| • Commissioner for Health & Wellbeing                         | Councillor Hussain      |
| • 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 - 15th September 2014

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>Quarterly Finance &amp; Performance Report to June 2014</u></b>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny	None		
<b><u>Treasury Management Annual Report</u></b>  To consider the Treasury Management activities for 2013/14 in compliance with the requirements of the CIPFA Code of Practice.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<b><u>Council Tax Support</u></b>  To consider the implications and proposals for the Council Tax Support Scheme.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<b><u>School Places Strategy</u></b>  To agree further steps to progress the School Places Strategy.	E&C	All	All	Ruth Bagley, Chief Executive, Slough Borough Council	-	None		Yes, p3 LGA
<b><u>Family Placement Allowance Scheme</u></b>  Request for agreement to a change in policy in respect of payments to carers in receipt of a Special Guardianship Allowance (SGA).	H&W	All	All	Jackie Pape, Acting Head of Service, Placement and Resources Tel: 01753 690701	-	None	√	

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

<b><u>Children's Services Improvement Transition</u></b>	E&C	All	All	Ruth Bagley, Chief Executive, Slough Borough Council	-	None	√	
<b><u>Northborough Road Landfill Site</u></b> To consider a report on the current position and options relating to the lease for the Northborough Road Landfill Site.	N&R	Britwell and Northborough	Regeneration & Environment	Stuart Aislabie, Principal Asset Manager Tel: 01753 477226	-	None	√	
<b><u>Changes to Anti-Social Behaviour Tools &amp; Powers</u></b> The Anti-Social Behaviour, Crime and Policing Act 2014 brings a number of changes to the tools and powers available to the Council, Thames Valley Police and other agencies. There will no be available 6 key tools which will come into effect from October 2014. This report outlines the new powers, details our partnership preparations for their delivery and seeks Cabinet endorsement.	E&C, H&W, S&E, C&L, N&R, E&O	All	Health & Wellbeing; Housing; Regeneration & Environment; Safer Communities	Louise Asby, Community Safety Manager, Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 875146, Tel: 01753 477912	Safer Slough Partnership	Final Guidance on the new powers will be available from end June 2014		
<b><u>Improving Connectivity - Slough Mass Rapid Transit Programme</u></b> To inform and seek Cabinet approval to commence the Slough Mass Rapid Transit Scheme.	S&E	All Wards	All	Savio DeCruz, Head of Transport Tel: 01753 875640	-	None	√	
<b><u>Windsor Road Regeneration Scheme</u></b> To consider a further report on the progress of the Windsor Road Regeneration scheme.	N&R	Central	All	Stephen Gibson, Interim Head of Asset Management Tel: 01753 875852	Cabinet, 14/4/14	None		Yes, p3 LGA

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**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

<b><u>Chalvey Regeneration Strategy</u></b> To consider a report on the progress made in relation to the Chalvey Regeneration Strategy.	N&R	Chalvey	All	Stephen Gibson, Interim Head of Asset Management Tel: 01753 875852	Cabinet, 10/3/14	None		
<b><u>Arbour Park</u></b> To consider a report on the latest position regarding Arbour Park.		Elliman	All	Stephen Gibson, Interim Head of Asset Management Tel: 01753 875852	-	None	√	Yes, para 3 LGA
<b><u>References from Overview &amp; Scrutiny</u></b> <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<b><u>Notification of Forthcoming Decisions</u></b> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

## Cabinet - 13th October 2014

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>Options Appraisal - Subsidiary Housing Company</u></b> To consider a report on the progress of the Options Appraisal for a Subsidiary Housing Company.	N&R	All	All	Neil Aves, Assistant Director of Housing Tel: (01753) 875527	-	None		

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

<b><u>Future use of Gurney House site</u></b> To consider a further report on the redevelopment of the Gurney House site, including planning and delivery issues.	N&R	Upton	All	Neil Aves, Assistant Director of Housing Tel: (01753) 875527	Cabinet, 14/4/14	None		
<b><u>Leisure Strategy</u></b> To consider a report on the next stage of the Leisure Strategy.	C&L	All	All	Andrew Stevens, Assistant Director, Community & Skills Tel: 01753 875507	-	None		
<b><u>Trelawney Avenue Redevelopment Plan</u></b> Further to the Cabinet report of 14 <sup>th</sup> April 2014, to consider a report detailing the progress of the Trelawney Avenue Redevelopment Plan.	N&R	Langley Kedermister	All	Stephen Gibson, Interim Head of Asset Management Tel: 01753 875852	Cabinet, 14/4/14	None		
<b><u>References from Overview &amp; Scrutiny</u></b> <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<b><u>Notification of Forthcoming Decisions</u></b> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

## Cabinet - 17th November 2014

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
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**Bold** – Key Decision      Non-Bold – Non-Key Decision      *Italics* – Performance/Monitoring Report



<b><u>Quarterly Finance &amp; Performance Report to September 2014</u></b>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny Committee	None	√	
<b><u>Medium Term Financial Strategy</u></b>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<b><u>Slough Road Safety Strategy</u></b>  This report will introduce the new Slough Road Safety Strategy which aims to provide the Transport team with a new purpose and direction in improving road safety in Slough in the coming years.	S&E	All	Regeneration & Environment	Lynsey Brookfield, Team Leader (Road Safety and Integrated Transport) Tel: 01753 875622	Neighbourhoods & Community Services Scrutiny Panel	None	√	
<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	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<u>Notification of Forthcoming Decisions</u>  <i>To present to Cabinet the latest published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-		√	

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