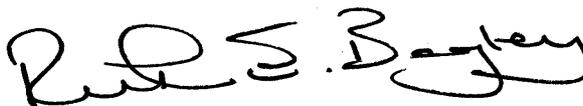


Date of issue: Friday, 30 January 2015

MEETING:	CABINET Councillor Anderson Councillor Carter Councillor Hussain Councillor Mann Councillor Munawar Councillor Parmar Councillor Sharif Councillor Swindlehurst	Leader of the Council - Finance & Strategy Community & Leisure Health & Wellbeing Education & Children Social & Economic Inclusion Environment & Open Spaces Performance and Accountability Neighbourhoods & Renewal
DATE AND TIME:	MONDAY, 9TH FEBRUARY, 2015 AT 6.30 PM	
VENUE:	MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART I



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 19th January 2015	1 - 12	
3.	Financial & Performance Report – Quarter 3 2014-15	13 - 92	All
4.	Medium Term Financial Strategy 2015-19	93 - 116	All
5.	Revenue Budget 2015-16	117 - 172	All
6.	Trelawney Avenue Redevelopment Plan Interim Update Report	173 - 180	Langley Kedermister
7.	References from Overview & Scrutiny	To Follow	All
8.	Notification of Forthcoming Decisions	181 - 190	

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

Cabinet – Meeting held on Monday, 19th January, 2015.

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

Also present under Rule 30:- Councillors Ajaib, Bains and Smith

PART 1

70. Declarations of Interest

No declarations were made.

71. Minutes of the Meeting held on 15th December 2014

Resolved –

- (a) That the minutes of the meeting of the Cabinet held on 15th December 2014 be approved as a correct record.
- (b) That the Part II minutes of the meeting of the Cabinet held on 15th December 2014 be approved as a correct record.

72. Five-Year Plan 2015-2020

The Strategic Director, Regeneration, Housing & Resources introduced a report seeking approval to recommend to Council the draft Five-Year Plan which set out the focus of the Council's work between 2015 and 2020.

The plan provided a high level vision for the borough against which the Council would prioritise its resources and was a new approach to forward planning over the medium term, replacing the existing Corporate Plan. The following eight outcomes were proposed under the main themes of 'changing, retaining and growing'; 'enabling and preventing'; and 'using resources wisely':

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay.
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough.
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities.
- Slough will be one of the safest places in the Thames Valley.
- More people will take responsibility and manage their own health, care and support needs.
- Children and young people in Slough will be healthy, resilient and have positive life chances.
- The Council's income and the value of its assets will be maximised.
- The Council will be a leading digital transformation organisation.

Detailed outcome plans would be developed containing actions and a performance framework to account for progress. The plan would be used to drive budget decisions in the future and provide the basis of discussions with partners about the services they provided.

Commissioners discussed a range of issues including the need to ensure the Council had clearly defined its priorities to ensure that it could deliver the high quality services wanted by residents during a period when financial resources would continue to be reduced. In response to a question, it was confirmed that the delivery plans would break down actions to be undertaken in each year and that the plan would be reviewed on an annual basis. After discussion, the Cabinet approved the plan and agreed to recommend it to Council at the meeting to be held on 27th January 2015.

Recommended – That the Five Year Plan, as set out in Appendix 'A' to the report, be approved.

73. Response to Airports Commission Consultation

The Cabinet considered a draft response to the Airports Commission consultation on the shortlisted options for new runway capacity. The consultation deadline was 3rd February 2015 and the options were a second runway at Gatwick; an extended northern runway at Heathrow, known as Heathrow Hub; and a new north west runway proposed by Heathrow Airport Ltd. Members were asked to confirm that the draft response adequately represented the Council's position and agree to delegate amendments and submission of the final response.

The draft response, as set out in Appendix A of the supplementary agenda, focused primarily on the two Heathrow options given the impacts they would have on Slough. Commissioners agreed that the draft adequately reflected the importance of Heathrow to the town and local economy. It was felt that the consultation and possible expansion provided an opportunity to develop a 'better Heathrow' by addressing long standing problems with noise, air pollution and traffic and proposing a series of further mitigations to secure jobs, apprenticeships and infrastructure improvements.

The Cabinet made a number of specific comments and proposed mitigations and it was agreed these would be incorporated into the draft response and taken forward in discussion with scheme promoters. These are summarised as follows:

- Impact on borough boundary – the response should be strengthened to emphasise that Slough would strongly oppose any proposal to redraw the boundaries which transferred any Slough land to Hillingdon.
- Income – the potential loss of income to the Council via Business Rates and Council Tax was substantial and this was a critical issue in view of the changes to local government finance which made councils

more reliant on such funding streams. The Council would expect to be adequately compensated for lost revenue.

- Apprenticeships and Jobs – scheme promoters should provide job, training or apprenticeship opportunities to all Slough residents who were out of work or education following expansion. There should also be a commitment to increase the employment of Slough residents at the airport to 6,000 (an increase of circa 25%) within a specific timeframe.
- Partnerships – a properly structured long term partnership, at Leader and Chief Executive level, should be established between the airport and Council to address issues relating to the operation of the airport and allocate a substantial, long term pot of dedicated funds. Heathrow should also take a more proactive role in other partnerships across the borough including with schools and Aspire.
- Surface access – action should be taken prior to airport expansion to reduce the negative impacts of airport related HGV traffic in communities, particularly Colnbrook, arising from additional freight operations and scheme promoters should ensure that expansion did not result in any net increase in road traffic locally. Investment from the airport would be required to support to public transport links between Slough and the airport to increase the number of workers using public transport and the Council would seek a commitment to support Phase 2 of SMART and request an expansion of the free travel zone.
- Noise – a package of measures on noise insulation would be required in recognition of the new noise following expansion and a commitment should be sought to reduce noise over and above legal requirements. Respite should be provided with no flights scheduled for at least a five hour period each night.
- Air quality – a project to improve air quality, primarily caused by surface access including on the M4 and M25 would need to be agreed, with monitoring to ensure improvements were secured.
- Community wellbeing and landscaping – a wide range of specific proposals were made including mature planting and landscaping in Colne Valley Park; wider promotion of the Heathrow Community Fund; new Multi-Use Games Areas and other facilities; and improving community access to Heathrow facilities such as meeting space at business centres.

Commissioners stated that they would not be in a position to support either of the Heathrow options unless an acceptable package of mitigations could be secured. Speaking under Rule 30, Councillor Smith highlighted a wide range of concerns about the impacts of the airport in terms of its current operation and both options for expansion. These included housing, traffic and flood risk which would have a detrimental impact on the viability of the community and

Cabinet - 19.01.15

its public services. He felt that the potential loss of homes and businesses should be more clearly stated and asked the Cabinet to explicitly oppose the Heathrow Hub option given the loss of 250 homes and at least a third of the Poyle Industrial Estate. The Cabinet noted the comments, fully recognised the concerns about the Heathrow Hub proposal and asked that further work be done by officers to model the specific impacts.

Councillor Peter Hood, Chair of Colnbrook with Poyle Parish Council was also invited to address the Cabinet. He expressed disappointment that the Cabinet was not supporting Gatwick expansion as he believed that this was the best mitigation against the negative impacts of Heathrow. Commissioners recognised the specific impacts in Colnbrook with Poyle and would seek measures to directly address them, however, taking all factors into account they stated that their duty as a Cabinet was to secure the best possible outcome for the whole Borough. This meant capturing the benefits of Heathrow in terms of jobs and business growth as well as securing a firm commitment to a series of mitigations which would address long standing problems associated with proximity to a major airport as well as the specific issues with expansion.

After discussion, the Cabinet agreed that the draft response adequately represented the council's position, subject to the incorporation of comments made during the meeting and the outcome of the ongoing discussions with scheme promoters. The Assistant Director, Assets, Infrastructure and Regeneration was given delegated authority to amend and submit the response, following consultation with the Commissioner for Social & Economic Inclusion, prior to the consultation deadline of 3rd February 2015.

Resolved –

- (a) That the draft response, at Appendix A to the report, adequately represented the council's position in responding to the Airports Commission consultation on shortlisted options for a new runway, subject to the incorporation of comments and further mitigations specified at the meeting.
- (b) That the revised response be submitted to the Airports Commission before the 3rd February 2015 closing date.
- (c) That any amendments to the response be delegated to the Assistant Director, Assets, Infrastructure and Regeneration, following consultation with the Commissioner for Social and Economic Inclusion.

74. Subsidiary Housing Company Update

The Head of Asset Management introduced a report updating the Cabinet on proposals to establish a commercial Subsidiary Housing Company to develop high quality houses. The Cabinet noted the contents of the Part II appendices during Part I of the meeting without disclosing any of the exempt information.

Cabinet - 19.01.15

It was proposed that approval in principle be given to establish the company as a wholly owned subsidiary, to be known as Herschel Homes Limited, with a further report including the business plan being considered by Cabinet in April 2015. Four sites had initially been identified – the former Gurney House site on Upton Road, Alpha Street, 150-160 Bath Road and 83 Elliman Avenue – which fitted the brief of using the company to develop housing on smaller sites. Such development would deliver much needed new housing in the Borough as well as maximise short term development receipts assisting the Council's financial position. The Cabinet were informed that discussions were underway with Slough Regeneration Partnership about their potential future interest in developing smaller sites and the outcome of these discussions would be included in the April report to Cabinet.

Commissioners discussed the models other local authorities had adopted in establishing similar companies; procurement issues; and considered the relative merits of developing housing for sale or rent. Both options were projected to deliver strong investment returns although the payback on the sale option was significantly shorter. Market sale was therefore recommended as the most commercially beneficial approach, however, opportunities to develop or acquire properties for market rent could be considered as the company evolved, subject to the business case of each site.

At the conclusion of the discussion, the Cabinet welcomed the progress that had been made and agreed that further work be undertaken on the business case and discussions with the SRP with a report coming back to Cabinet for consideration in April 2015.

Resolved –

- (a) That it be agreed in principle to implement the proposal to form a company (referred to as 'Herschel Homes' and 'HHL') as a business to be owned by the Council.

That the aims of the company be:

- (i) To acquire land, construct, sell and/or manage high quality housing.
- (ii) Efficiently manage its assets in a manner that reflects the organisational principles of its parent organisation.

That the objectives of the company be to:

- (i) Construct/acquire high quality properties for sale or rent in locations that provide the maximum financial return to the company,
- (ii) Provide excellent customer focussed services at a competitive price,
- (iii) Explore the potential for a programme of land acquisitions and site developments within Slough to maximise the business opportunities and profitability of the company; and

Cabinet - 19.01.15

- (iv) Promote an organisational culture that balances business acumen and entrepreneurial flair with the requirement to operate within the policies adopted by the parent company.
- (b) That Herschel Homes be agreed as a company limited by shares with the Council being the sole shareholder.
- (c) That the commercial procurement strategy for Herschel Homes, in a structure that is not subject to public procurement requirements, be approved.
- (d) That a further report on Herschel Homes be made to Cabinet by April 2015 in order for the Cabinet to consider matters which it has resolved to be delegated to officers to develop and/or progress set out below:

Delegate to the Strategic Director Regeneration, Housing and Resources:

- The development of a detailed business plan for Herschel Homes to be submitted to Cabinet.
 - Following consultation with the Head of Legal Services, the development of a Shareholder's Agreement for Herschel Homes which shall protect the interests of the Council as shareholder and also to enable Herschel Homes to operate commercially as a business,
 - Following consultation with the Head of Legal Services, the development of a draft Memorandum and Articles for Herschel Homes; and
 - Following consultation with the Head of Legal Services and the Assistant Director, Finance & Audit, the development of state aid compliant funding precedent agreements between the Council and Herschel Homes.
- (e) That the Assistant Director Finance & Audit, following consultation with the Strategic Director Regeneration, Housing and Resources, shall make proposals in the Council's next draft budget/capital programme a range of allocations of expenditure which takes into account: Herschel Homes' draft business plan (and its assumptions concerning Council funding to it) and also provides the Council with appropriate options to adopt those assumptions or agree a different allocation.
 - (f) That the Head of Legal Services, following consultation with the Strategic Director Regeneration, Housing and Resources, be delegated to develop a protocol which shall set out how to manage and avoid potential conflicts of interests and commercial tensions due to:
 - The Council's interests in Herschel Homes and similar organisations in which it has an interest;
 - Members and/or Officers sitting on the Board of Herschel and also as Council nominated Directors/representatives on other entities in which the Council has an ownership interest.

- (g) That the Head of Legal, following consultation with the Assistant Director Finance & Audit, be delegated the development of a protocol to set out good governance within the Council to avoid potential conflicts of interest between the functions of: making Council funding decisions to Herschel Homes; holding Herschel Homes financial performance to account; exercising the Council's rights as shareholder; and Members and/or Officers being a Council nominated Director of that company.
- (h) That the sites specified in section 6.5 of the report be held with the intention of a future disposal to Herschel Homes and that the Head of Asset Management should identify additional Council owned sites that could be incorporated into the update report by April 2015.
- (i) That the appendices A to D, which contained exempt information, be noted.

75. Capital Strategy 2015-20

The Assistant Director, Finance & Audit, introduced a report seeking approval of the Cabinet to recommend the Capital Strategy 2015-20 and Capital Programme 2015-16 to Council at its meeting on 19th February 2015.

The core principles of the Strategy were noted, particularly ensuring that plans were affordable; supported the Five Year Plan outcomes; and maximised the Council's assets to generate revenue savings or capital receipts. The new items in the capital programme included investment in LED street lighting to drive out revenue cost and sustained investment in education and transport schemes. The outcome of the Leisure Strategy would need to be incorporated once the outcome was agreed and the business case approved.

The Capital Strategy totalled £165m over the five year period with a borrowing requirement of £23m, which would be funded from internal balances rather than new borrowing. Commissioners considered the proposal to support the borrowing requirement in this way and it was noted that lost investment income would be significantly less than the revenue cost of new borrowing despite the low interest rates. The Cabinet noted that the notional cost of borrowing for the capital programme was £1.5m per annum and approved Minimum Revenue Provision statement detailed in paragraph 5.6 of the report.

A range of other issues were discussed including other invest to save projects which contributed to the Five Year Plan; the implications of the Community Infrastructure Levy; and the spending profile of the Community Investment Fund. The Cabinet then agreed to recommend the Capital Strategy 2015-20 to Council on 19th February 2015.

Recommended –

- (a) That the Capital Strategy of £165m be approved and Recommended to full Council on 19th February 2015.
- (b) That it be noted that the notional costs of borrowing for the capital programme to the revenue budget will be an increase of up to £1.5m per annum commencing during the period of the capital strategy to fund borrowing and / or the reduction of investments of £23m.
- (c) That the principles underpinning the capital programme in paragraph 5.1.2 of the report and the Minimum Revenue Provision principles be approved.
- (d) That the appendices A to C detailing the capital programmes be approved (subject to these having approved Final Business Cases by the Capital Strategy Board).

76. 5-16 Funding Formula Changes 2015-16

The Assistant Director, Finance & Audit, introduced a report regarding the school block funding formula for 2015-16. The Cabinet agreed to consider the report as a matter of urgency as the school block budget needed to be returned to the Department for Education by 20th January 2015.

The Cabinet were asked to agree to introduce a reception uplift and a cap on the increase school budgets could receive year on year to create a fairer, affordable formula for Slough. The proposals had been developed following consultation with schools and consideration by a Task & Finish Group consisting of headteachers, a governor and Council officers. After due consideration, the proposals were approved and the Chief Executive was given authorisation to submit the formula to the Department by 20th January, following consultation with the Leader and Commissioner for Education and Children. It was also agreed these could be implemented urgently to ensure compliance with the necessary deadlines.

Resolved –

- (a) That the 2015-16 School block funding formula changes to include the Reception uplift, which recognises reception children that start after the October census date, but would be included in the January census date and therefore would have been funded under the “old” funding rules, now be funded for 2015-16. Last year the number of children was 14.
- (b) That the gains on school block budget increase should be capped by a percentage rate determined by the Council. By limiting gains we will ensure funding is distributed fairly and maintain affordable within the formula.

Cabinet - 19.01.15

- (c) That apart from the above changes, Slough Borough Council should keep the existing factors the same as last year.
- (d) That the Chief Executive, following consultation with the Leader and the Commissioner responsible for schools, be authorised to submit the funding formula on the 20th January 2015.
- (e) That the review of funding allocations in 2015-16 be approved to ensure a fairer allocation between primary and secondary schools.
- (f) That the above decisions could be implemented urgently.

77. Treasury Management Strategy 2015-16

The Assistant Director, Finance & Audit, introduced a report which sought approval to recommend the Treasury Management Strategy 2015/16 to Council on 19th February 2015.

The Council had total investments of £96m and total borrowing £182m, of which £148m was HRA. The draft Treasury Management Strategy was set out in Appendix A to the report which detailed the key principles underpinning the proposals; the borrowing and investment strategies; Prudential Indicators and approach to risk management. Commissioners noted that significant changes to the strategy they had agreed for 2014/15, which increased the diversity of the investment portfolio, had successfully improved the investment returns. The proposals for 2015/16 did not include any major change to the investment strategy, although the limit for investments in pooled funds was proposed to increase from £7m to £10m.

The Cabinet discussed a number of issues including the outlook for interest rates and the Approved Investment Counterparties and Limits in Table 3 and agreed to recommend the Treasury Management Strategy 2015/16 to Council on 19th February 2015.

Recommended – That the Treasury Management Strategy for 2015/16 be approved.

78. Slough Mass Rapid Transit Detailed Design and Consultation Update

The Acting Head of Transport introduced a report which updated the Cabinet on the progress of the Slough Mass Rapid Transit (SMaRT) scheme which aimed to reduce congestion and improve public transport links between the Trading Estate, town centre, Junction 5 of the M4 and eventually Heathrow. A drive-through simulation of the Trading Estate to town centre section of the scheme was shown to Cabinet and it was agreed that this would be made available on the Council's website.

The benefits to residents and local businesses were discussed. By widening the A4 at key points, and by utilising service roads as bus lanes, SMaRT aimed to provide bus services that were quicker, more frequent, and more

reliable. The majority of the £8.7m funding for the scheme would be provided by Thames Valley Berkshire Local Enterprise Partnership with a funding contribution from the Council of £2.3m, subject to approval of the Capital Strategy by Council in February. The Compulsory Purchase Order process approved at the Cabinet meeting on 15th September 2014 was progressing well and a major public consultation exercise had been conducted. The feedback was being incorporated into the detailed design and it was proposed that experimental orders be used to enable the scheme to be adjusted where appropriate.

The Cabinet requested clarification on several aspects of the design of the dedicated bus lanes and proposed junction improvements. A range of issues were discussed including the potential for MRT to offer an alternative to shuttle bus services provided by companies on the Trading Estate; enforcement of the new bus lanes; and the timetable for implementation of the scheme. Following completion of the detailed designs and financial approval, the scheme would be tendered in spring 2015 with work commencing in the summer and completion in 2016. The Cabinet welcomed the overall aims and agreed that the scheme be implemented as proposed.

Resolved – That the progress made on the project, as set out below, be noted:

- (a) That the detailed designs for the SMaRT scheme were underway.
- (b) That the public consultation into the SMaRT scheme had been completed.
- (c) That the results of the public consultation into the SMaRT scheme be noted as outlined in Section 5 of the report.
- (d) That the consultation results be accepted and that the designs be amended to reflect the points raised during the consultation.
- (e) That the conclusions of the Cabinet meeting be accepted and implemented in line with the Council's procurement policy.

79. Public Outdoor Events Policy

The Communications Manager introduced a report which sought approval for a revised Public Outdoor Events Policy for the Council, which governed all outdoor events in the town centre, parks and open spaces.

The policy had last been approved by Cabinet in October 2013 and assisted event organisers by providing clarity to ensure health and safety and other obligations were met. The proposed amendments included a more detailed definition of an event; clarified responsibility and authority for approving an

Cabinet - 19.01.15

event; specified that circuses that involved animals would not be permitted; altered some of the financial arrangements; and opened up MacKenzie Square as a site for town centre promotional events. Commissioners welcomed the proposed changes and discussed a number of matters including the enforcement of leafleting and further options to take action against street sellers and spitting in the street. The legal position was noted in relation to enforcement and further consideration would be given to how these issues could be addressed.

The Cabinet approved the revised Policy and noted that an event template was being produced to further assist organisers.

Resolved – That the amendments to the public outdoor events policy, at appendix A to report with amendments detailed in paragraph 5.5, be approved.

80. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

81. Notification of Forthcoming Decisions

The Cabinet considered the published Notification of Key Decisions for the forthcoming three month period to the end of March 2015. It was agreed to add a report on the progress of the Children's Services Organisation to the plan for the meeting to be held on 9th March.

Resolved – That the published Notification of Key Decisions for the period between January and March 2015 be endorsed.

Chair

(Note: The Meeting opened at 6.32 pm and closed at 9.33 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 9th February 2015

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 – Q3 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 approve the write offs contained within this report (paragraph 10).
- To approve the virements contained within this report (paragraph 11).

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the current financial forecast position, balanced scorecard and update on Gold projects be noted.
- (b) That the write offs and virements contained within sections 10 and 11 of this report be approved.

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

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

Five Year Plan 2014/15

The report helps achieve the Five Year 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 budgets.

4 Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial		
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

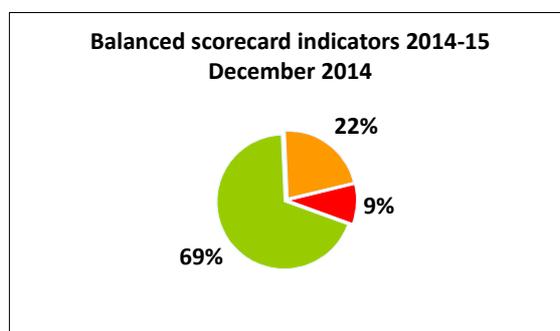
There is no identified need for the completion of an EIA

5 Supporting Information

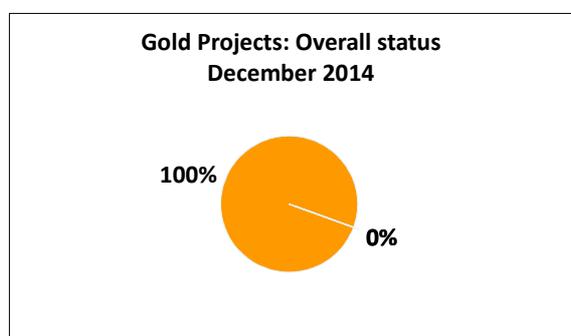
- 5.1 The Council is forecasting to over spend by £0.69m as at month 9. Remedial action has managed to reduce the over spend by £270k compared to the previous month. The Council continues to work towards decreasing the over spend by the end of the financial year as the current position will have a significant impact on the Council's General Reserves. The Council has developed a recovery plan in Children's Social Care to reduce in year pressures and ensure the service lives within its financial means into the next financial year, and at the same time, all other Council service areas will continue to review all budget areas to drive out further underspends.
- 5.2 The main area showing an over spend continues to be the children's and families' service area with a forecast overspend of £1.38M. This area's overspend has increased by £160k during period 9 although this has been more than offset by an

improved position within the Education (Non Schools) service area. The Budget Monitoring report for December 2014 is shown in appendix A.

- 5.3 The latest position for the Council's balanced scorecard demonstrates that at the end of December 2014 the Council's performance is as below:



- 5.4 Key areas of noteworthy concerns flagged as 'Red' status are:
- Average staff sickness rate (days lost per FTE);
 - Number of families placed in Bed & Breakfasts (B & B's);
 - Percentage of Single Assessments completed and authorised within 45 working days (in month) [although this has seen **significant** improvement, see below].
- 5.5 The summary of the six Gold projects updates submitted as at December 2014 indicates that the overall status of all six projects have been assessed as **Amber**. None have been assessed as 'Green' or 'Red'.



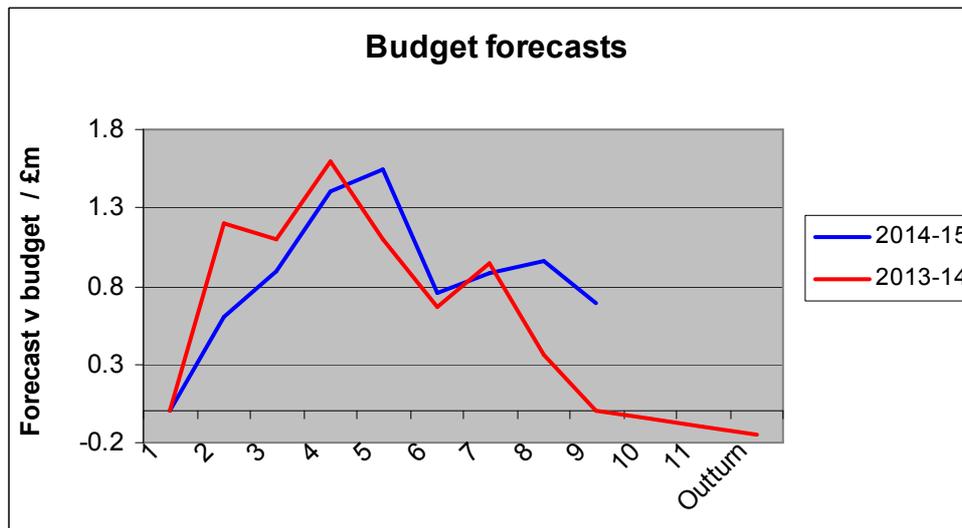
Executive Report

6 Introduction

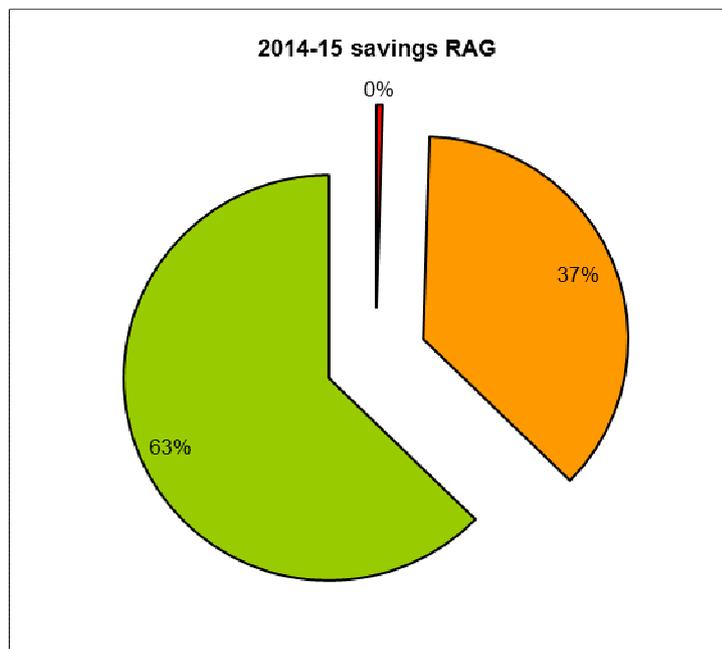
- 6.1 This is the month 9 report to Cabinet for the 2014-15 financial year in respect of the financial and performance position of the Council

7 Financial Performance

- 7.1 The Council is forecasting an over spend of £0.69m as at month 9. The main service area showing variation from budget is the Children and families services within the Wellbeing directorate.



- 7.2 Although the bottom line is largely unchanged the pressure on Children Social Care (CSC) services has risen again to £1.4m, an increase of £160k as a result of increased pressure on the LAC Placement and Legal Fees budgets. There were 12 new LAC residential clients including 1 mother & baby placement and 2 secure clients who had their placements substantially extended. The net cost of all changes including other placement closures and changes is approximately £180k. This is £110k more than we allowed for in our forecast. In addition to this there was a substantial increase in the number of legal new cases referred for action in the past month which has added about £50k to the Legal Fees forecast. These have been offset by reduced forecast of £170k on the SEND and other Non-Schools budgets.
- 7.3 The Children Social Care service is now overspending by nearly £1.4m. This includes making full use of the staffing contingency of £2.4m and permanent growth of £3.33m. The most significant and volatile underlying pressure is in the Looked after Children and Family Placement budgets. This is largely due to the increase in court mandated mother and babies placements. These typically cost over £3k per week and are normally for 12 week periods. This forecast assumes planned increase in placements of £70k per month for the rest of the year.
- 7.4 The other significant overspending budgets are Legal Fees and Early Help. Legal Fees has increased this month by £53k due to an increase in the number of cases referred to the Joint Team since the last report. The over spend is now £230k but is still an improvement on the adverse variance of £360k in this budget last year. The pressure on the Early Help Budgets has increased slightly to £177k.
- 7.5 The 2014-15 budgets were 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 delivery. As at the end of quarter 3, just under two thirds 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. Some of the largest amber savings relate to ASC and they have active monitoring plans in place so there should not be any major long term pressures coming through.



7.6 Housing Revenue Account

HRA	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Expenditure	39,754	38,354	(1,400)	(3.5%)	500
Income	(36,161)	(36,161)	0	0	0
Total	3,593	2,193	(1,400)	(38.9%)	500

7.6.1 For period 9, the forecast underspend for the Housing Revenue Account is £1.55m on Repairs & Maintenance offset by pension and staffing pressures.

8 Capital Expenditure

8.1 The summary of capital expenditure as at month 9 on a consolidated and directorate basis can be shown as follows:

	Expenditure	Dec-14	Projection
Directorate	Budget	Actual £000s	£000s
Resources	24,035	8,416	22,277
Wellbeing	6,280	3,519	6,492
Chief Executive	76	0	76
Customer & Community Services	12,530	2,175	7,687
Housing Revenue Account	19,155	7,976	14,680
Total	62,076	22,086	51,212

- 8.2 The council has spent 35.6% of its available 2014-15 Capital Budget in the first two quarters of the year. The latest projection is capital expenditure in 2014/15 of £51.212m against a revised budget of £62.076m. More detailed directorate narrative is attached as appendix B. The forecast spend is 82.5% of the overall capital programme.
- 8.3 Spend is traditionally low in the first three quarters of the financial year before picking up in the final quarter. In 2013/14, 35% of the capital budget had been spent by the end of December 2013, but this rose to 65% (or approximately an extra £15m by the end of the financial year).
- 8.4 A more detailed capital expenditure on a directorate basis is shown in Appendix B

9 Council Performance

- 9.1 This month, 32 performance indicators have been RAG rated – the majority at **Green** (22; 69%) or **Amber** (7; 22%). Those rated as either **Green** or **Amber** - taken together - account for 91% of measures. Three measures this month (9%) are **Red** rated as being off target by more than 5% in this report.

9.2 Noteworthy Improvements

This month the following indicators were previously reported as either **Red** or **Amber** have improved to a **Green** target level of performance:

9.2.1 **Business Rates collection rate: Percentage of total amount due for 2014-15 collected to date** [improved from **Amber** to **Green**]

A collection profile has been amended with effect from December 2014 as more business rate payers are paying over 12 instalments. The collection rate for December is 0.6% above the target. The collection rate when compared to 2013-14 is slightly down but this is because there was a change in legislation which allows Customers to pay over 12 instalments in this financial year as opposed to 10 instalments in previous years and 27.5% of the debt is now being paid over 12 instalments.

9.2.2 **Number of households in temporary accommodation including hostels** [improved from **Amber** to **Green**]

The number of households in temporary accommodation reduced from 101 in October to 91 in both November and December 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.

9.2.3 **Percentage of Single Assessments completed and authorised within 45 working days (for those completed in month)**

This indicator has achieved **significant** improvement (to 85.9%); however since the target set is 100% this still remains at **Red** rag status.

9.3 Noteworthy Concerns

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

9.3.1 Average staff sickness rate (days lost per FTE)

This has been previously reported.

9.3.2 Number of families placed in Bed & Breakfasts (B & B's).

The number of families placed in B & B's have reduced from 39 in November 2014 to 26 in December 2014 however is above our target of nil.

We have had an increase in the Homeless Approaches. The Housing Demand team are short of staff and decisions on homelessness are exceeding the 33 day KPI. As a result households are remaining in TA for longer without a homeless decision. We have also had several families that have been served with NTQ's requesting Reviews on the decisions. This means that households are remaining in TA once a decision is made pending the outcome of a Review.

9.3.3 % of Single Assessments completed and authorised within 45 working days (in month) *Provisional data:*

This indicator has achieved *significant* improvement (to 85.9%). For assessments completed in the month, December had 176 of 205 completed to timescales - not quite as good as November, but still a massive improvement on a long term trend of poor compliance. For the year to date this stood at 1,751 of 2,526 – 69%. The nationally set target for this measure is demanding, at 100% hence this is still at **Red** rag status.

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

9.3.4 Number of Slough primary schools in special measures or with notice to improve

Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools.

St Ethelbert's has been deemed to be making 'reasonable progress towards the removal of special measures' at the third monitoring inspection.

Marish has been deemed as making 'reasonable progress' at the first monitoring inspection since the school was judged to have serious weaknesses.

Godolphin Infants has been deemed as 'requiring further improvements' at the first monitoring inspection since the school was inspected as subject to 'special measures'.

Both Colnbrook and Foxborough are awaiting their first Ofsted inspection since converting to academy status.

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

This has been previously reported.

9.3.6 Prevalence of childhood obesity at end of primary school (Year 6) as measured by the NCMP

This has been previously reported.

9.3.7 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 December have improved in comparison with November's position, with 'New Claims' within target however 'Change of Circumstances' was marginally above target of 10 days. Please note that that target is an annual target and will fluctuate monthly.

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.

As the year progresses and the number of new claims and changes reduced it usually evens out the overall figure.

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.

SBC is working with our contracted deliverer of this service to improve Speed of Processing times.

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

Oct 2013 to Sept 2014 results of 29.1 shows a small reduction on 2013-14 levels (29.4), and a narrow miss of the target (30.7%).

Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030.

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

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

PROVISIONAL DATA

This month the proportion of safeguarding referrals requiring progression to strategy meetings is below the target tolerance at 17.2%.

However across the whole of the 2014-15 period to date, this value is above the target tolerance (at 41.2%). Performance has been flagged to Safeguarding team, and data accuracy investigations are underway.

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. woman's Aid, Anti-Social Behaviour Team.

9.3.10 Percentage of Adult Safeguarding strategy meetings taking place within 5 working days of referral per month

PROVISIONAL DATA

This month the percentage of safeguarding strategy meetings taking place within 5 working days of referral is below the target tolerance (at 25.0%).

Across the whole of the 2014-15 period to date, this value is also above the target tolerance (at 74.8%).

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 exceptional 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.

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

9.4 Council's Gold Project Update

9.4.1 The summary below provides Cabinet with an update on the Council's Gold Projects as at the 31st December 2014. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E**.

9.5 Monthly Period Summary

9.5.1 This report covers six Gold Projects in total; highlight reports have been received in time for this report.

9.5.2 Of the six project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with exception of the following which were submitted in draft format.

- Fit for the Future Programme;
- Safeguarding Improvement Plan.

9.5.3 The '*key project deliverables*' section of the Safeguarding Improvement Plan will be completed for next months report.

9.5.4 Of the six submitted highlight reports, all six have been assessed to have an **overall** status of '**Amber**'.

9.5.5 For '*Timeline*' one project has been evaluated at '**Green**' status and five at '**Amber**'.

9.5.6 For 'Budget' three are assessed at 'Green' and two at 'Amber' with one at 'Red'.

9.5.7 For '*Issues and Risks*' all six have been evaluated at 'Amber'.

9.5.8 No projects have been assessed as at 'Red'.

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

**Project Manager / Sponsor assessed status of Gold Projects as at:
31st December 2014**

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor approval status	CMT recommendations
Accommodation & Flexible Working	AMBER	Amber	Amber	Amber	Approved	<ol style="list-style-type: none"> 1. To support the project board with the proposed changes to working practices and promote these within your service areas, including flexible working, clear desk policy, general tidiness etc. 2. Reliance on Partners – Where CMT members have management of partners under their area, support this project by ensuring the provider delivers as required i.e. Arvato, Interserve etc. 3. Further funding required to cover unexpected costs as previously mentioned, to fund roof replacement, upgrade of the intruder and fire alarm etc. CMT asked to support this additional requirement. Capital Strategy Board has already been made aware and an updated business case will be submitted.
Fit for the Future Programme	AMBER	Amber	Green	Amber	Draft	<ol style="list-style-type: none"> 1. Leadership and management development: <ul style="list-style-type: none"> • Support development opportunities for MDP participants to take part in corporate projects • Support take up and facilitation of MDP • Support review of Scheme of Delegation via SMTs. 2. Governance: <ul style="list-style-type: none"> • CMT to consider how to acquire or develop project, programme management and transformation capacity 3. Customer Focus: <ul style="list-style-type: none"> • SD CCS to steer focus, capacity and targets for achieving savings outcomes 4. Staff sickness: <ul style="list-style-type: none"> • None for CMT 5. IT infrastructure: <ul style="list-style-type: none"> • CMT to support ICT strategy and delivery to ensure infrastructure supports modern E learning methods including availability of video and audio 6. Staff engagement <ul style="list-style-type: none"> • All SLT to commit to team visits, effective communication and to build communication plans into any change programme.

Learning Disabilities Change Programme	AMBER	Green	Green	Amber	Approved	CMT to note the report and the progress that is being to deliver the savings and improved outcomes for people.
Safeguarding Improvement Plan	AMBER	Amber	Red	Amber	Draft	<ol style="list-style-type: none"> 1. CMT to discuss, challenge and support progress and proposed actions as appropriate. 2. CMT note and challenge the performance outcomes. 3. CMT to approve the Risk register and ratings 4. CMT to stay appraised of and be involved in identifying key transition work programmes/issues, to ensure readiness for a trust and redress the impact of a trust on the Council. 5. 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 & corporate parenting duties, and the availability of management information to support continuous improvement across the service and LSCB partnership.
School Places Programme	AMBER	Amber	Green	Amber	Draft	<ol style="list-style-type: none"> 1. To support the project team by ensuring there is sufficient capacity and capability to plan, drive and accelerate the provision of SEN places. 2. 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.
The Curve	AMBER	Amber	Amber	Amber	Approved	<ol style="list-style-type: none"> 1. Note progress and activity on site. 2. Note management of risks to project timeline and budget. 3. Take appropriate action to address risks as indicated above.

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 £1.662m has been written off during the third quarter of 2014/15. As in the previous quarters the majority of this total relates to NNDR debt (a net £1.5m). The write off across the council's services for the third quarter, including the reason for write off, can be summarised as follows. The write offs below are requested for approval.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing rents	Housing Benefits	Total
	Value £	Value £	Value £	Value £	Value £	Value £	Value £
Unable to trace	0.00	0.00	26,677.52	(408.25)	0.00	89,958.79	116,228.06
Uneconomical to pursue	0.00	0.00	12.19	1,945.12	0.00	0.00	1,957.31
Vulnerable persons	0.00	0.00	3,928.02	0.00	0.00	619.97	4,547.99
Deceased	0.00	2,047.14	17,835.41	(263.27)	0.00	4,528.30	24,147.58
Statute Barred	2,664.00	655.03	0.00	0.00	0.00	0.00	3,319.03
Bankruptcy	2,747.87	875.51	0.00	(669.11)	0.00	0.00	2,954.27
Absconded	710,153.48	8,062.24	0.00	1,298.21	0.00	0.00	719,513.93
Instruction from Client	0.00	0.00	0.00	3,752.00	0.00	0.00	3,752.00
Nulla Bona (Returned from Bailiff)	0.00	0.00	0.00	51.13	0.00	0.00	51.13
Unable to Enforce	0.00	0.00	0.00	377.88	504.97	0.00	882.85
Dissolved	220,244.87	0.00	0.00	0.00	0.00	0.00	220,244.87
Proposal to Strike	350,626.82	0.00	0.00	0.00	0.00	0.00	350,626.82
Liquidation	203,208.12	0.00	0.00	0.00	0.00	0.00	203,208.12
Receivership	1,154.82	0.00	0.00	0.00	0.00	0.00	1,154.82
Administration	25,046.60	0.00	0.00	0.00	0.00	0.00	25,046.60
Misc.	128,821.91	29.80	286.28	0.00	0.00	47.18	129,185.17
Credit Balances	(144,422.58)	0.00	0.00	0.00	0.00	0.00	(144,422.58)
	1,500,245.91	11,669.72	48,739.42	6,083.71	504.97	95,154.24	1,662,397.97

Of the above, £868k relates to write offs commenced from before April 2012.

11 Virements

11.1 Virements during the third quarter of the current financial year requiring approval are as follows:

Service Area		Amount £'000	Reason
From	To		
Reserves	Wellbeing	500.00	Release of 2013/14 Carry Forwards (PFI)
Regeneration, Housing and Resources	Chief Executive	120.00	Transfer of Carry Forward for Town Centre Function
Regeneration, Housing and Resources	Contingency	277.00	Release of Reserve and allocation of Major Contracts Saving
Reserves	Wellbeing	156.00	Release of Transformation Funding for C & F

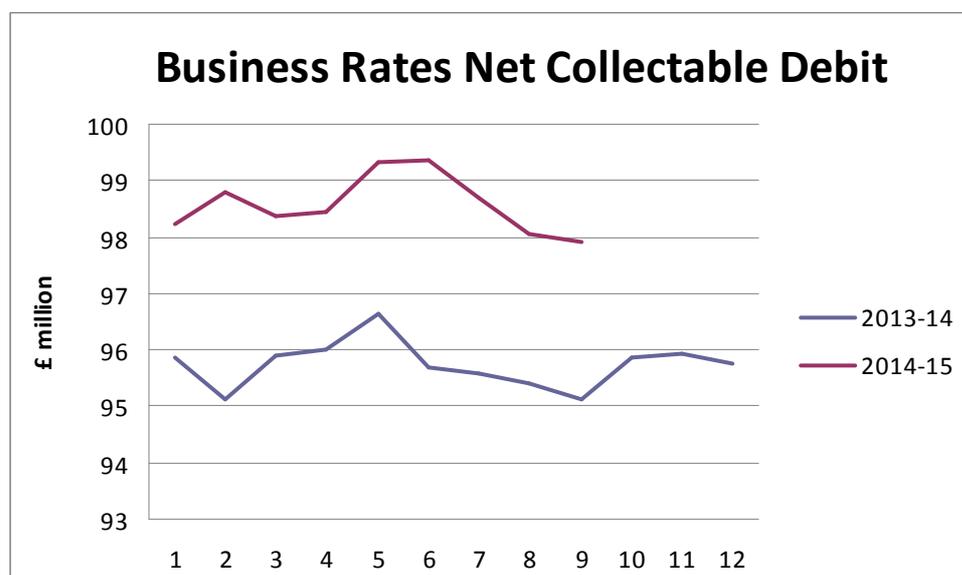
12 Income Monitoring

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	0.70
Revenue Support Grant	32.47	32.47	0.00
Education Services Grant	1.96	1.76	(0.20)
NHS Monies to Support Social Care	2.36	2.36	0.00
New Homes Bonus	2.01	2.01	0.00
Other Non-Ring fenced Grants	1.03	0.93	(0.10)
Collection Fund	1.30	1.90	0.60

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 year's budget and the medium term financial strategy.

13 Conclusion

13.1 The Council overspend continues to reduce and the council remains hopeful that it will be able to take appropriate action to ensure that this position is mitigated at least in part by the end of the financial year. The summary of the six Gold projects as at December 2014 indicates that all six have been assessed overall as **Amber**.

14 Appendices Attached

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

15 Background Papers

- '1' - Supporting working papers held in finance

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Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	36.405	36.405	0.000
Central Management	0.270	0.246	(0.024)
Children and Families	21.062	22.442	1.380
Education (Non-Schools)	7.162	6.655	(0.507)
Public Health	(0.195)	(0.058)	0.137
Total Wellbeing	64.704	65.690	0.986
Total Schools	(0.337)	(0.337)	0.000
<u>Customer and Community Services</u>			
Customer Services and IT	0.488	0.477	(0.011)
Community and Skills	6.607	6.420	(0.187)
Enforcement and Regulation	2.004	1.890	(0.114)
Strategic Management	(0.126)	(0.026)	0.100
Transactional Services	8.078	8.228	0.150
Procurement	0.606	0.596	(0.010)
Total Customer and Community Services	17.655	17.583	(0.072)
<u>Regeneration, Housing and Resources</u>			
Strategic Management	0.170	0.225	0.055
Corporate Resources	2.032	1.955	(0.077)
Housing and Environment	14.421	14.593	0.172
Estates and Regeneration	11.060	10.779	(0.281)
Total Regeneration, Housing and Resources	27.682	27.551	(0.131)
<u>Chief Executive</u>			
Executive's Office	0.334	0.334	0.000
Communications	0.300	0.300	0.000
Policy	0.823	0.823	0.000
Professional Services	3.051	2.896	(0.155)
Total Chief Executive	4.508	4.353	(0.155)
Total Corporate	(0.150)	(0.109)	0.041
Total Net Cost of Services	114.062	114.731	0.669
% of revenue budget over/(under) spent by Services			0.6%
Total Non Departmental Costs	(1.948)	(1.925)	0.023
Total General Fund	112.114	112.806	0.692
% of revenue budget over/(under) spent in total			0.6%

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CAPITAL MONITORING REPORT AT 31st DECEMBER 2014**Consolidated Capital Expenditure as at 31st DECEMBER 2014**

	Expenditure	Dec-14	Projection
Directorate	Budget	Actual £000s	£000s
Resources	24,035	8,416	22,277
Wellbeing	6,280	3,519	6,492
Chief Executive	76	0	76
Customer & Community Services	12,530	2,175	7,687
Housing Revenue Account	19,155	7,976	14,680
Total	62,076	22,086	51,212

At the Capital Strategy Board meeting of 3rd 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 three quarters of the financial year before picking up in the final quarter. In 2013.14, 35% of the capital budget had been spent by the end of December 2013, but this rose to 65% (or approximately an extra £15m by the end of the financial year). Thus far in 2014-15, 35% of the revised budget has been spent and the latest projection is capital expenditure in 2014.15 of £51.212m against a revised budget of £62.076m.

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

Detailed Directorate Narrative

Wellbeing

The Capital Budget for Wellbeing which includes the schools capital programme is £6.280m. £1.3m of the 2014-15 Modernisation budget was re-profiled into 2015-16 following a request at the Capital Strategy Board meeting on 3rd 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. Further re-profiling has been done as part of the exercise to draft a revised Capital Programme for 2015-20. These changes are reflected in this report. A further request was made in October 2014 to re-profile an additional £1.342m into 2015-16. The biggest proportion of this is the request to re-profile £0.975m from the Primary Expansion budget as the Penn Wood Dance Studio project has slipped.

Resources, Housing and Regeneration

The revised budget for this Directorate is now £24.035m following a request to move The Curve Capital Budget into RHR. It is currently projected that the entire revised £11m Curve budget will be spent by the end of 2014.15. Also, a budget for £2.685m has been added for the re-purchase of the freehold for Slough Central Library from the Homes and Communities Agency following circulation of a briefing note to board members last month. This will be fully funded from funding received from English Partnerships in 2007.

The RHR programme includes a £1m budget in 14.15 for capital work required on the Stoke Poges Footbridge which was due to be completed this year. However the latest projection is for a £410k under-spend in 2014.15.

It is currently projected that 92% 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 slip into 2015-16 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 finished as the Heart of Slough project is completed.

Customer & Community Services.

The revised budget in 2014.15 is £12.530m 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 2014.15.

With regard to the remaining IT Capital budgets, it is currently difficult to project expenditure as there is uncertainty over what is to be immediately transferred to arvato as part of Transactional Phase 2. Expenditure on the IT Infrastructure Refresh has now commenced after a long delay. The IT Disaster Recovery budget will definitely 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 tied up with the delivery of the Council's Accommodation Strategy. It is expected that the Council will want to hold on to

these and pay as and when the project is delivered. The budgets associated with this project are as follow:-

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

The Council has commenced the upgrade of the financial and HR system; spend to date includes the procurement of the new systems perpetual licences, with commitments into the future for project delivery through the Council's transactional services partner, arvato, as well as with the software provider to build the new system. The Council anticipates that the finance & procurement part of the system will be implemented in Autumn 2015 and the HR / payroll element in April 2016. There will therefore be a request to re-profile some of the capital allocation for 2014-15 into 2015-16. Through the programme, the Council anticipates making revenue savings of circa £500k to existing budgets, as well as ensuring that the Council has an improved system for capturing financial and HR data and working in a more effective and efficient manner

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 £7.976m so far in 2014.15 and the current projection is for expenditure in 2014-15 of £14.680m. 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. While the properties are now substantially complete, snagging is progressing and turf is now down in the back gardens. The hold up is with Environmental and Planning due to previous site ground contamination. Testing of the ground was carried out some time ago which was not satisfactory, hence Housing have not been given the go-ahead yet from E&P.

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.

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.

Community Investment Fund

A request was made at a recent meeting of the Capital Strategy Board for an update on Community Investment Fund Expenditure. This update is shown on page 13. It is expected that most of this budget will be spent in 2014.15 though assurances have been sought regarding the governance of the fund and the need for business cases to support the budget going forward.

General Fund Spend	Project	Lead Officer	2013-14 Carry Forward £000s	Approved 2014-15 Budget £'000	Revised 14-15 Budget £'000	Actual Expend DEC 2014	Q4	Total Projected Expend	Delivered to Timescale/Comment	15-16	16-17	17-18	18-19
	Education Services												
P051	Primary Expansions (Phase 2 for 2011)	Tony M		5,584	3,612	2,156	1,456	3,612	Reprofile £0.487m; reprofile further £.975m Penn Wood Dance Studio Oct	7,217	7,450	3,187	
P076	Town Hall Conversion	Tony M		261	111	91	20	111	Reprofile £150K	1,150	1,372	62	
P090	Expand Littledown School	Tony M		2	10	6	4	10	Increase budget 38k				
P093	Schools Modernisation Programme	Tony M	236	3,072	618	422	196	618	Re-profiled £1.3m May;£0.941m June; re-profile £86K July ;reprofile £0.355m Oct	3,471	500	250	
P101	SEN Resources Expansion	Tony M		125	8	8		8	Reprofile £0.117m	700	317	250	250
P664	Baylis Court BSF				0			0					
P749	Children's Centres Refurbishments	Jean C		40	40		40	40		45	40	40	40
P783	Schools Devolved Capital	A Lad		137	156	445		445					
P856	Haymill/Haybrook College Project	Tony M	15	75	90	3	85	88					
P865	Parlaunt Park Primary				0			0					
P866	Wexham Court Primary				0			0					
P887	Willow School Expansion	Tony M			61	4	57	61	Increase budget £61k				
	DDA/SENDA access Works	Tony M		50	10		10	10	Reprofile £0.40k	90	50	50	50
	Youth/Community Centres Upgrade	A Lakhan		75	75		67	67		25	25	25	25

General Fund Spend	Project	Lead Officer	2013-14 Carry Forward	Approved 2014-15 Budget	Revised 14-15 Budget	Actual Expend DEC 2014	Q4	Total Projected Expend	Delivered to Timescale/Comment	15-16	16-17	17-18	18-19
P123	2 Year Old Expansion Programme	Jean C		355	85	54	31	85	Reprofile £0.270m	615	500		
P894/P896	Penn Rd & Chalvey Grove Children's Centre	Jean C	(6)	150	144	35	109	144					
P895	Monksfield Way Children's Centre	Jean C	93	30	123	80	44	124					
	Lea Nursery Heat Pump	Tony M		12	0	2		2	Reprofile £12k Oct	12			
	Wexham School Expansion	Tony M			0			0					
	Special School Expansion-Primary, Secondary & Post 16	Tony M		100	50		50	50	Reprofile £50k	1,000	3,800	100	
P142	Children's Centres IT	Jean C	35		35		15	15					
P131	School Meals Provision Haybrook 323 High Street	Tony M		232	200	34	168	202	Reprofile £0.032m	32			
P139	Secondary School Expansions	Tony M			200	179	21	200					
										500	4,000	3,000	8,000
	Total Education Services		373	10,300	5,628	3,519	2,373	5,892	0	14,857	18,054	6,964	8,365
	Chief Executive												
P109	Local Broadband Plan	C/Ex		76	76		76	76					
P108	Refurbishment of 27 & 29 Church Street												
	Total Chief Executive			76	76	0	76	76	0	0	0	0	0
	Customer & Community Services												
P083	Cemetery Extension	Andrew S	(24)	766	742	222	372	594		537			
P103	Slough Play Strategy	Andrew S	37		37	34	3	37					
P107	Repairs to Montem & Ice	Andrew S	441	80	521	176	193	369		80			
P383	Herschel Park	Andrew S	86		86		86	86					

General Fund Spend	Project	Lead Officer	2013-14 Carry Forward	Approved 2014-15 Budget	Revised 14-15 Budget	Actual Expend DEC 2014	Q4	Total Projected Expend	Delivered to Timescale/Comment	15-16	16-17	17-18	18-19
P873	Crematorium Project	Andrew S	275	1036	1311	291	889	1180	Request extra £250k in 15.16	664			
P097	Better Bus Fund Improvements				0			0					
P141	Leisure Capital Improvements-Langley, Ten Pin, The Centre	Andrew S	352	90	442	2	394	396		163			
P130	Registrars	Andrew S	55	706	70	59	11	70		26			
P145	ERP Financial System Upgrades	J Holmes		2,000	2,000		1,300	1,300					
P088	Baylis Park Restoration	Ollie K	40	500	350		350	350	Reprofile £150k	150			
P655	Greener Travel				0			0					
P089	Upton Court Park Remediation	Ollie K	25		10		10	10	Relinquish £15k				
P124	Salt Hill Park Parking	Andrew S			15	27		27					
P105	Civica E-Payment Upgrade	R Parkin	40		40	20	20	40					
P784	Accommodation Strategy	R Parkin	678	2,323	3,001	723	1,077	1,800					
P879	ITS Real Time Passenger Information				0	8		8					
	Marlborough Road Safety Scheme				0			0					
	MUGAS				0			0					
	Expansion of DIP Servers	R Parkin	150		150			0					
	IT Disaster Recovery	R Parkin	1,000		1,000			0					
	Refresh of Existing IT Assets	R Parkin	500		500			0					
	Cippenham Green	S Gibson		200	0			0	Reprofile £200k;request increase budget 15.16	500			
	Hub Development	S Gibson		200	200			0					
P084	IT Infrastructure Refresh	S Pallet	160	350	510			0		350	350	350	350
P084	Replacement of SAN	S Pallet	125		125			0					

General Fund Spend	Project	Lead Officer	2013-14 Carry Forward	Approved 2014-15 Budget	Revised 14-15 Budget	Actual Expend DEC 2014	Q4	Total Projected Expend	Delivered to Timescale/Comment	15-16	16-17	17-18	18-19
P871	Community Investment Fund	Various	103	1,148	1,251	593	658	1,251		650	500	400	300
P875	CCTV Relocation	S De Cruz	119		119	20	99	119					12,500
	New Ice	Andrew S			50		50	50	New request. Business Case to follow	3,500			
	Total Customer & Community Services		4,162	9,399	12,530	2,175	5,512	7,687	0	6,620	850	750	13,150
	Community and Wellbeing												
P331	Social Care IT Developments			52	52								
P723	Home Care e-rostering System				0								
	Gurney House				0								
	Supported Living	Alan S		100	100		100	100		500			
P133	Extra Care Housing	Alan S		100	500		500	500	Extra Budget Requested £500k 14.15; £500k 15.16	500			
	Total Community and Wellbeing			252	652		600	600					
	Resources, Housing and Regeneration												
P006	Disabled Facilities Grant	N Aves		364	364	216	148	364		364	364	364	364
P068	Street Lighting Improvement Phase 2	A Deans		200	200	7	193	200		200			
P069	Highway & Land Drainage Improvements	A Deans		70	70	39	29	68		70	70	70	70
P078	TVHA-Slough Garages				0			0					
P079	Catalyst Equity Loan Scheme	N Aves	27		27		27	27					
P100	Demolition Rochfords Hostel				0			0					

General Fund Spend	Project	Lead Officer	2013-14 Carry Forward	Approved 2014-15 Budget	Revised 14-15 Budget	Actual Expend DEC 2014	Q4	Total Projected Expend	Delivered to Timescale/Comment	15-16	16-17	17-18	18-19
P066	The Curve	A Stevens		10999	10,999	3,637	7,362	10,999		5,170			
P128	Corporate Property Asset Management	S Gibson		250	250	89	20	109		250	250	250	250
P111	Major Highways Programmes	A Deans		765	765	24	741	765		765	765	765	765
P113	Lascelles Lodge	A Thomas	179	10	189	241		241					
P728	Highway Reconfigure & Resurface	A Deans		500	500	657		657		500	500	500	500
P779	Britwell Regeneration	A Stevens	178	220	398	272	126	398					
P869	Chalvey Hub	A Stevens	548		548	372		372					
P881	Colnbrook By-pass	A Deans	131		131			0					
P115	Gurney House & Bath Road Demolitions				0			0					
P117	Garage Sites Stage 7	N Aves		96	96		96	96		32			
P127	Demolitions	S Gibson		230	230	4	11	15		100	100	100	100
P104	Stoke Poges Footbridge	A Deans		1,000	1,000		590	590					
P116	Windsor Road Widening Scheme	S Gibson	29	460	489	57		57		5,000			
	Flood Defence Measures SBC/EA Partnership	A Deans		100	100			0					
P135	Plymouth Road (dilapidation works)	S Gibson		120	120	1	59	60		120	120	120	120
P137	Relocation of Age Concern	S Gibson		30	30		2	2					
P136	Land acquisition (Chalvey)	S Gibson		500	500	2	11	13					
	A4/Upton Court Park Junction Improvements	S De Cruz	350		350			0					
	A4 Lascelles Road Improvements	S De Cruz	50		50		50	50					
P098	Traffic Light & Junction Improvements	S Decruz	(227)	811	584	265	319	584					
P097	Better Bus Fund	S Decruz	488		488	938		938					
P102	Local Sustainable Transport Fund	S Decruz	538	455	993	618	375	993					
P323	Road Safety Programme	S De Cruz	118		118	156		156					

General Fund Spend	Project	Lead Officer	2013-14 Carry Forward	Approved 2014-15 Budget	Revised 14-15 Budget	Actual Expend DEC 2014	Q4	Total Projected Expend	Delivered to Timescale/Comment	15-16	16-17	17-18	18-19
P874	Casualty Reduction	S De Cruz	64		64	69		69					
P322	Parking Strategy	S Decruz		16	16		16	16					
P125	EV Charges	J Newman	12	78	90	89	1	90					
P134	Car Parking lighting efficiency scheme'	S Decruz		185	185	256		256					
	Invest to Save Vinci Park Contract	S Decruz		200	200		200	200					
	Air Quality Grant	J Newman		67	67		67	67					
	Replacement of Art Feature	R Kirkham	12		12		12	12					
P661	Local Safety Scheme Programme	S Decruz	188	60	248	35	213	248					
P060	Station Forecourt	A Deans	20		20		20	20					
P064	Infrastructure	A Deans	120	200	320	63	258	321					
	Housing Subsidiary	N Aves						0		5,000	5,000		
	Bath Road Redevelopment	S Gibson						0		300	100		
	Northborough Park	S Gibson						0		250			
P144/P148/P149	LEP Transport Scheme	S De Cruz			489	289	200	489		7,311	2,600		
	Redevelopment of Thomas Grey Centre	S Gibson						0		50	2,000	450	
	Installation of 3 Electric Vehicle Rapid Chargers	J Newman						0		200			
	Carbon Management	J Newman						0		100	100	100	100
	Street Lighting Replacement Project	A Deans						0		2,067	2,067	2,067	
P143	Municipal Bonds Agency	J Holmes			50	20	30	50					
P150	Slough Library Freehold	S Richards			2,685		2,685	2,685					
	Total RHR (including Heart of Slough)		2,825	17,986	24,035	8,416	13,861	22,277	0	27,849	14,036	4,786	2,269
	TOTAL GENERAL FUND		7,360	38,013	42,921	14,110	22,422	36,532	0	49,826	32,940	12,500	23,784

HRA spend	Project	Lead Officer	2013-14 Carry Forward £000s	Approved 2014-15 Budget £'000	Revised 2014-15 Budget £'000	Actual Expenditure AS PER ORACLE DECEMBER 2014	Dec	Q4	Projected Expend	15-16	16-17	17-18	18-19
	Housing Revenue Account												
P544	Affordable Warmth/Central Heating	N Aves/Adrian T											
P544 (4601)	Boiler Replacement	N Aves/Adrian T		667	667	662		5	667	1,001	1,001	500	500
P544 (4602)	Heating / Hot Water Systems	N Aves/Adrian T		320	320	315		322	637	320	320	317	317
P544 (4603)	Insulation programmes	N Aves/Adrian T	193	630	823	1,272		50	1,322	788	788		
P552	Window Replacement	N Aves/Adrian T			600	600			600			112	112
P552(4613)	Front / Rear Door replacement	N Aves/Adrian T	700	448	548	366		182	548	359	269	125	125
P558	Internal Decent Homes Work	N Aves/Adrian T											
P558(4604)	Kitchen Replacement	N Aves/Adrian T		1,402	1,402	609		793	1,402	1,402	1,121	410	410
P558(4605)	Bathroom replacement	N Aves/Adrian T		692	692	384		308	692	692	554	256	256
P558(4606)	Electrical Systems	N Aves/Adrian T		263	263	273		(10)	263	263	263	136	136
P559	External Decent Homes Work	N Aves/Adrian T											
P559(4607)	Roof Replacement	N Aves/Adrian T		187	187	142		45	187	187	187	628	628
P559(4608)	Structural	N Aves/Adrian T		598	598	456		142	598	598	321	802	802
	DISH	N Aves/Adrian T											
	Decent Homes		893	5,207	6,100	5,079	0	1,837	6,916	5,610	4,824	3,286	3,286
		N Aves/Adrian T											
P516	Winvale Refurbishment	N Aves/Adrian T	44		44	26		18	44				
P541	Garage Improvements	N Aves/Adrian T	350	200	468	296	0	172	468	170	170	150	150
P548	Mechanical Systems /Lifts	N Aves/Adrian T	200	174	374		0	320	320	69	123	100	200
P545	Capitalised Repairs	N Aves/Adrian T							0			46	46
P551	Security & Controlled Entry Modernisation	N Aves/Adrian T	6	44	50			50	50	44	44		
P564	Darvills Lane - External Refurbs	N Aves/Adrian T							0			200	200
P565	Estate Improvements/Environmental Works	N Aves/Adrian T	170	200	278	85		193	278	150	150	221	221
P569	Replace Fascias, Soffits, Gutters & Down Pipes	N Aves/Adrian T		835	835	611		224	835	668	501	250	250
P573	Upgrade Lighting/Communal Areas	N Aves/Adrian T	700	250	550	164		386	550	250	250	71	71
P573(4609)	Communal doors	N Aves/Adrian T		47	47			47	47	47	28	78	78
P573(4610)	Balcony / Stairs / Walkways areas	N Aves/Adrian T		81	181		0	50	50	81	49	171	171
P573(4611)	Paths	N Aves/Adrian T		327	265			265	265	65	65	91	91
P573(4612)	Store areas	N Aves/Adrian T		143	157	6		151	157	57	34	250	250

HRA spend	Project	Lead Officer	2013-14 Carry Forward	Approved 2014-15 Budget	Revised 2014-15 Budget	Actual Expenditure AS PER ORACLE DECEMBER 2014	Dec	Q4	Projected Expend	15-16	16-17	17-18	18-19
	Sheltered / supported upgrades	N Aves/Adrian T		0	0				0	250	250		
	Planned Maintenance - Capital		1,470	2,301	3,249	1,188	0	1,876	3,064	1,851	1,664	1,628	1,728
P546	Environmental Improvements (Allocated Forum)	N Aves/Adrian T	309	100	409	23		27	50	100	100	100	100
P405	Tower and Ashbourne	N Aves/Adrian T			522		0	500	500	633	651		
P547	Major Aids & Adaptations	N Aves/Adrian T	50	400	450	181		269	450	350	250	250	250
P779/P575	Affordable Homes	N Aves/Adrian T	4,200	2,000	6,200	743		1,957	2,700	3,000	4,000	5,000	5,000
P779	Britwell Regeneration	N Aves/Adrian T	2,225		2,225	762		238	1,000				
	Housing Revenue Account		9,147	10,008	19,155	7,976	0	6,704	14,680	11,544	11,489	10,264	10,364

Community Investment Fund (Capital Only)	2014-15 Revised Budget £'000	2014-15 Actual £'000	Responsible Officer
Description			
MUGA's - floodlit to all community hubs / priority associated areas	500	344	Andrew S
Replace street bins and increase numbers in high litter areas	0	8	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		G De Haan
Neighbourhood Enhancements/Walkabouts	141	216	Ian C
Pavement Parking Policy	400	21	Joe C
Alley gating works	30		G De Haan
Member Bids	65	4	Ian C
TOTAL	1,251	593	

Budget Monitoring Report on Financial Performance

Wellbeing Directorate

OVERVIEW

The Directorate's net controllable Revenue budget for 2014/15 is **£64.366m**. The current total projected net expenditure is **£65.352m** and therefore the Directorate is forecasting an overspend of **£0.987m** (1.6%). This is an improvement of £24k from last month. The latest summary table is shown below:

WELLBEING BUDGET MONITORING SUMMARY						
Service	Budget	Outturn	Diff	Last	Chg	%
Adult Social Care	36,405	36,405	0	0	1	0%
Public Health	-195	-58	137	134	3	-70%
Central Management	270	246	-24	-10	-14	-9%
Children & Families	21,062	22,442	1,380	1,220	160	7%
Education (Non Schools)	7,162	6,655	-507	-333	-174	-7%
Schools (DSG)	-337	-337	0	0	0	0%
GRAND TOTAL	64,366	65,352	987	1,011	-24	1.5%

MOVEMENT SINCE LAST MONTH

Although the bottom line is largely unchanged the pressure on Children Social Care (CSC) services has risen again to **£1.4m**, an increase of **£160k** as a result of increased pressure on the LAC Placement and Legal Fees budgets. There were 12 new LAC residential clients including 1 Mother & Baby placement and 2 secure clients who had their placements substantially extended. The net cost of all changes including other placement closures and changes is approximately £180k. This is £110k more than we allowed for in our forecast. In addition to this there was a substantial increase in the number of legal new cases referred for action in the past month which has added about £50k to the Legal Fees forecast. These have been offset by reduced forecast of **£170k** on the SEND and other Non Schools budgets.

DIRECTORATE SUMMARY

An overspend of **£1.0m** is reported due to pressures on the LAC Placements, Legal Fees & Early Help within the CSC Service, this is offset by savings within Non Schools mainly due to the Cambridge Education contract.

UNDERLYING POSITION

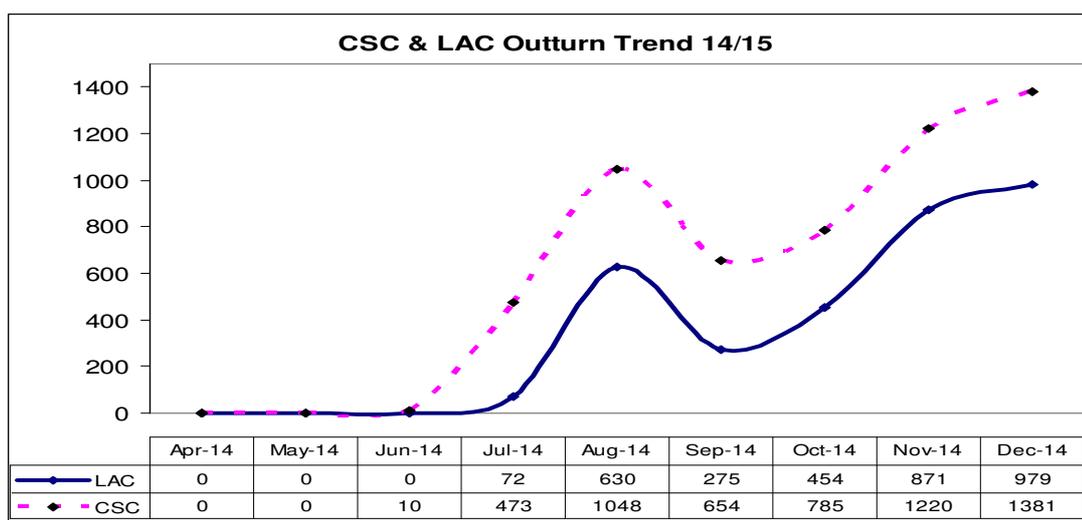
Children Social Care - The service is now overspending by nearly **£1.4m**. This includes making full use of the staffing contingency of **£2.4m** and permanent growth of **£3.33m**. The most significant and volatile underlying pressure is in the Looked after Children and Family Placement budgets. This is largely due to the increase in court mandated mother and babies placements. These typically cost over **£3k** per week and are normally for 12 week periods. This forecast assumes planned increase in placements of £70k per month for the rest of the year.

The other significant overspending budgets are Legal Fees and Early Help. Legal Fees has increased this month by £53k due to an increase in the number of cases referred to

the Joint Team since the last report. The over spend is now **£230k** but is still an improvement on the adverse variance of **£360k** in this budget last year. The pressure on the Early Help Budgets has increased slightly to **£177k**.

CHILDREN SOCIAL CARE					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Asylum Seekers	86	107	21	22	-1
Children Looked After	8,292	8,875	583	475	108
Commissioning & Social Work	6,111	6,239	128	75	53
Learning Disabilities and Difficulties	2,012	2,000	-12	-11	-1
S17 & Support Services	231	293	63	69	-6
Safeguarding & QA	580	597	17	17	0
Family Placement Service	2,199	2,596	397	397	0
Youth Offending Team	566	566	0	0	0
Early Help	987	1,169	183	177	6
Total	21,062	22,442	1,380	1,220	160

The outturn trend for CSC and LAC is shown in the chart below:



Adult Social Care – is still reporting a balance budget but the pressures previously reported on the Mental Health and Learning Disabilities budgets remain. In achieve a balanced position the service needs to deliver savings of **£245k** over the rest of the year. This is an improvement from **£270k** last month and improves the prospect of the service achieving a balance budget.

ADULT SOCIAL CARE					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Safeguarding and Governance	237	247	10	25	-15
ASC Management	532	305	-227	-227	0
Access & Long Term I & S	2,534	2,511	-23	-24	1
Reablement & Directly Provided Services	5,374	5,436	62	1	61
Mental Health	3,963	4,062	99	146	-47
Commissioning Budgets	19,400	20,048	648	605	43

Commissioning & Contracts	4,364	3,796	-568	-526	-42
Total	36,405	36,405	0	0	0

Public Health – The budget for this service was reduced by over **£600k** in the current financial year as this was mainstreamed to support other budgets within the council where public health outcomes are being delivered, with a further **£200k** planned for 15/16. An additional **£200k** has also already been top sliced to cover its share of corporate support services. So in total by the start of next year, **£1m** would have been diverted from public health activities directly provided by this service. This represents nearly 20% of the current public health grant. For 14/15 the service is expecting to overspend by **£137k**. This is due to mostly to Smoking Cessation contract which is “over performing” resulting in a budget pressure of **£40k**. There is also a pressure on the Children Services contract as an additional LAC Nurse has been added which has contributed to an unplanned pressure of **£77k**.

Savings Monitor

The Directorate has savings totalling over **£4.5m** for 14/15. The latest savings monitor shows that over 82% of these savings have already been delivered or on target to be delivered. Of the rest only **£23k** is considered unlikely to be delivered.

WELLBEING SAVINGS MONITORING SUMMARY: 2014-15							
Ref	EFFICIENCY SAVINGS	RAG	AMOUNTS				Division
			Agreed	Achieved	Projected	Slip	
2	Supporting People	Green	25	25	25	0	ASC
5	Re-design Speedwell Employment Services	Green	100	100	100	0	ASC
11	Staffing Restructure	Green	170	170	170	0	ASC
6	Increase Fees & Charges	Green	180	180	180	0	ASC
12	Inflation Contingency	Green	200	200	200	0	ASC
20	Supporting People Efficiencies	Green	437	337	437	0	ASC
22a	Management of Contract Price Inflation	Green	327	327	327	0	ASC
22b	Management of Contract Price Inflation	Green	113	113	113	0	C&F
7	Raising Participation Partnership	Green	25	25	25	0	Non-Sch
4	Directorate Savings	Green	128	128	128	0	Non-Sch
10	Services to Schools Review	Green	140	140	140	0	Non-Sch
9	Services to Schools Review	Green	202	202	202	0	Non-Sch
17	Public Health Cost Recovery	Green	50	50	50	0	PH
3	Commissioning Efficiencies	Green	250	0	250	0	C&F
1	Transformational Strategy	Green	750	555	750	0	ASC
8	Prevention & Protection	Green	614	614	614	0	PH
13	Re-ablement - Reduction in Care Packages	Amber	70	0	70	0	ASC
13	Mental Health Savings	Amber	100	0	100	0	ASC
14	Review of Care Packages (RAS)	Amber	200	0	200	0	ASC
15	Extra Care Housing - Internal Service	Amber	128	0	128	0	ASC
16	Internal Day Services	Amber	100	0	100	0	ASC
18	Community & Voluntary Commissioning	Amber	150	39	150	0	ASC
19	Telecare & Support	Amber	25	10	25	0	ASC
21	Meals Service	Amber	63	33	40	(23)	ASC
	Total		4,547	3,248	4,524	(23)	
RAG Definitions							
	Implemented or on track to be delivered	Green	3,711	81.6%			
	Action is required, but is expected to be delivered	Amber	836	18.4%			
	In danger of not being delivered	Red	0	0.0%			
			4,547				

Customer and Community Services

Department	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	488	477	(11)	(2.2%)	0
Community and Skills	6,606	6,419	(187)	(2.8%)	44
Enforcement and Regulation	2,004	1,890	(114)	(5.7%)	(60)
Strategic Management	(126)	(26)	100	79.4%	0
Corporate Procurement Team	605	595	(10)	(1.7%)	10
Transactional Services	8,078	8,228	150	1.9%	0
Total	17,655	17,583	(72)	(0.4%)	(6)

Directorate Summary for the 2014/15 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an under spend position of £72k, largely due to CCTV/Careline income shortfall and vacancies in the Young People's services, land charge claims, slippage in the savings for the phase 2 arvato contract, and business rate issues at 2 locations. This is offset by income from community centres, primary authority, building control and planning. It should be noted that the phase 2 contract payments reduce on an annual basis from 2015/16 onwards.

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

The £11k under spend is from staffing and supplies and services.

Community and SkillsExplanation of variation from budget:

The under spend arises from business rates on SYPC and Haymill (these are in discussion with property services over rebates) offset by a vacancy and under spends in the Parks and Open Spaces service, additional income from the community centres, lower apprentice costs and accruals not required in the CLASS service, and savings from further restructuring of the Young People's services. Potential additional allotment costs, one-off non consolidated payments (pay award) and car allowance payments are the main reasons for the adverse movement in December.

Service: Enforcement and RegulationExplanation of variation from budget:

The £114k under spend is the current £100k projected shortfall in the budgeted income to support the CCTV/Careline services along with a forecast £30k pressure on the local land charges service arising from a change in government policy, £50k additional Primary Authority income, £180k additional planning income, £9k additional EPA fees and £5k slippage from a vacant post. It has been assumed that the £65k slippage for SIFE will be carried forward into 2015/16 and will therefore not be an under spend in 2014/15.

Service: Strategic Management

Explanation of variation from budget:

The £100k overspend at period 9 reflects the government change in CRC policy and that the £230k associated savings target is no longer achievable. Also, this forecast outturn will depend upon the outcome of various work streams to achieve the unallocated savings targets.

Service: Corporate Procurement Team

Explanation of variation from budget:

The £10k under spend is a result of the difficulty in recruiting to the vacant Major Contracts Manager (Interserve) post offset by honorariums and one-off non consolidated payments (pay award).

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 much 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

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %	Change in month £k
Strategic Management	170	225	55	32%	(70)
Corporate Resources	2,032	1,955	(77)	(3.8%)	(67)
Housing and Environment	14,421	14,593	172	1.8%	26
AIR (Estates Regeneration)	11,059	10,778	(281)	(2.5%)	7
Total Regeneration, Housing and Resources	27,682	27,551	(131)	(0.4%)	(104)

Directorate summary for the 2014-15 year to date

At this point in time the Regeneration, Housing and Resources Directorate is forecasting an under spend position of £131k, pending the successful delivery of the 2014/15 savings targets. The main changes from last month that have contributed to this position are the projected insurance under spend, confiscation income and the one-off Interserve refund.

Service: Strategic ManagementExplanation of variation from budget:

At the present time, an overspend of £55k is forecast reflecting the pressure of achieving this year's savings targets and the one off costs of researching the Housing Subsidiary Company and the Community Sports Stadium/Arbour Park offset by a one off refund from Interserve negotiated as part of the Major Contracts Review; the costs for the SHC (legal, financial and specialist advice up to £50k) were sanctioned by Cabinet at its meeting on the 14th April 2014.

Service: Corporate ResourceExplanation of variation from budget:

The £77k under spend is largely derived from staffing vacancies, projected insurance under spends and confiscation income, offset by LGA membership subscription and increased audit fees.

Service: Housing and EnvironmentExplanation of variation from budget:

An overspend of £172k is projected at period 9 due to a £29k reduction in fee income from Home Improvements arising from a lower capital budget, additional pension contributions and overspend of £84k on homelessness provision, £7k one-off non consolidated payments (pay award) and £15k overspend on Emergency Payments for consultancy costs; the estimated £277k profit share for 2014 from the Amey contract has been used to help meet the unallocated 2014/15 major contracts saving target.

Service: AIR (Estates and Regeneration)

Service	Budget	Forecast Outturn	Variance	Variance / %
Property Services	£640,520	£398,520	(£242,000)	(37.8%)
Facilities & Corporate Landlord	£2,469,520	£2,401,520	(£68,000)	(2.8%)
Highways Engineering	£3,518,180	£3,518,180	0	0%
Asset Management	£125,980	£191,980	£66,000	52.4%
Transport	£4,305,520	£4,268,520	(£37,000)	(0.9%)
Total	£11,059,720	£10,778,720	(£281,000)	(2.5%)

Explanation of variation from budget:

Property Service

A projected under spend of £242k is now forecast arising primarily from additional pension charges, £97k severance pay, additional reactive repair costs (legionella works, statutory inspections, H&S works etc.) offset by additional capitalisation of staff time (mainly HRA capital schemes) and correction of coding errors, and £70k reduction in corporate repairs.

Facilities & Corporate Landlords

The period nine forecast is for an under spend of £68k due to a £184k Business Rates rebate for the vacant floors at SMP during the refurbishment and negated inflation increases on the cleaning contract plus additional rental recovery from the HRA for Landmark Place, offset by increased standby and utility costs associated with operating the community centres.

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 and subject to legal action. 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 £66K results from a combination of pressures from various service budgets (including a £60k overspend on the Age Concern budget) and £19k outstanding business rates for Haymill (negotiations are currently taking place for a new occupant) that outweigh a £81K saving from the Bus Station due to higher than budgeted recharge income. Included within this overspend is a projected £26k overspend from consultants/agency staff in B081 (valuation).

Transport Services

There is a forecast saving of £37k in this year arising from the early implementation of the 'Pay On Foot Barrier system for Herschel and Hatfield Multi Storey Car parks' in September 2014, and income from the CCTV vehicles offset by additional parking costs such as an estimated £50k loss in income from the 'Free from 3' policy; 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.

Chief Executive:

Service	Budget £k	Forecast Outturn £k	Variance / £k	Variance / %
Chief Executive	334	334	0	0%
Communications	300	300	0	0%
Policy	823	823	0)	0%
Professional Services	3,051	2,896	(155)	-5.08%
Total Chief Executive	4,508	4,353	(155)	-3.44%

Directorate summary**Professional Services**Explanation of variation from budget:

The savings shown in the table above are as a result of staffing vacancies

Corporate Services

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %
Corporate and Democratic Core	(205)	(205)	0	0.0%
Pensions	467	478	11	2.4%
Benefits Paid and Subsidies	(411)	(381)	30	-7.3%
Housing Act Advances / Equity Share Scheme	(1)	(1)	0	0.0%
Total	(150)	(109)	41	0.0%

Pensions

There is £11k of additional pension costs expected for 2014/15 from the cross Berkshire Joint Arrangement.

Benefits Paid and Subsidies

There is a potential overspend of £30k relating to Discretionary Housing Payments made on behalf of Slough Borough Council. This position is being monitored on a regular basis.

Non-Departmental Costs

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %
Treasury Management	611	611	0	0.0%
Other Non-Service Items	(2,558)	(2,536)	23	-8.7%
Parish Precepts	207	207	0	0.0%
Total	(1,741)	(1,718)	23	-1.3%

Other Non-Service Items

This area contains a number of items as follows:

The cost of the World War one memorial will be approximately £24k;

The revenue cost of community investment projects requested by Members is estimated at £36k for this financial year;

Carbon Reduction Commitment costs are £154k;

The Major Contracts Review saving for 2014/15 (£500k) has, so far, been partially attributed to the Amey profit share amount for this year (£277k). This leaves a balance of £223k to find, as yet unidentified;

The Fees and Charges Review Saving for 2014/15 (£250k) has not been reallocated to directorates thus leaving the pressure here; and

These pressures have been partially offset by:

New Burdens Grant funding (£98k); budget not needed re: pension auto-enrolment (£275k); additional release from the Collection Fund (£100k); the release of a reserve not now needed (£62k) and the planned use of PFI Reserve (£200k).

HRA Budget Monitoring

Housing Revenue Account Summary

HRA	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Expenditure	39,754	38,354	(1,400)	(3.5%)	500
Income	(36,161)	(36,161)	0	0	0
Total	3,593	2,193	(1,400)	(38.9%)	500

Housing Revenue Account

Explanation of variation from budget:

For period 9, the forecast under spend is £1.55m projected under spend on Repairs & Maintenance offset by pension and staffing pressures.

On the capital programme, there are currently forecast under spends of £0.643m on the Decent Homes and Planned Maintenance elements of the HRA capital programme, £3.5m on the Affordable Homes programme, £1.225m on the Britwell regeneration project, £0.359m on Environmental Improvements, £0.222m on the Tower & Ashbourne scheme and £100k on the Major Aids and Adaptations programme.

Appendix D: Slough Borough Council - Corporate Balanced Scorecard 2014-15: to end of December 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 2014-15 collected to date	Jan 2015	94.8% <small>[2013-14 in-year collection rate]</small> 95.3% <small>[2012-13 in year collection rate]</small>	Dec 2014 8.9 % per month % accrued 83.6% 96% (target for 2014-15)	83.6 % [April to Dec 2014]	n/a	Green	A collection profile is in place and agreed with arvato for Council Tax collection rate. The rate for December is exactly inline the profile of 83.6%. Our current collection rate is cumulative and will grow as the year goes by. We are also aware that due to boundary changes that properties that were originally in the Britwell Parish we billed two months late and their instalment payments will continue until March 2015 instead of January 2015.
Business Rates collection rate: Percentage of total amount due for 2014-15 collected to date	Jan 2015	96.2% <small>[2013-14 in-year collection rate]</small> 94.9% <small>[2012-13 in year collection rate]</small>	Dec 2014 8.8 % per month % accrued 82.1% 96.4% (target for 2014-15)	82.7% [April to Dec 2014]	n/a	Green	A collection profile has been amended with effect from December 2014 as more business rate payers are paying over 12 instalments. The collection rate for December is 0.6% above the target. The collection rate when compared to 2013-14 is slightly down but this is because there was a change in legislation which allows Customers to pay over 12 instalments in this financial year as opposed to 10 instalments in previous years and 27.5% of the debt is now being paid over 12 instalments.

Customer Focus							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of online financial payments made	Jan 2015	2,511 [March 2014] 2,034 [March 2013]	increasing 2,000+	4,223 [Dec 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)	Jan 2015	27.0% [March 2014] 44.8% [March 2013] 38.8% [March 2012]	KPI is being baselined	5.6% [Dec 2014]	↓	n/a	In Dec MyCouncil offered 14,129 calls of which 789 calls were abandoned outside service level agreement (SLA) by customers - an abandoned calls rate of 5.6%. 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 for the 2015-16 financial year.
Number of Freedom of Information requests made (total across whole council)	Jan 2015	106.7 [average per month 2013-14] 79.1 [average per month 2012-13]	n/a	97 [Dec 2014] 113.8 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. The year to date has seen 1,366 requests: an average of 113.8 per month - a 7% increase in volume. In terms of Departments, Customer and Community Services is the subject of most FOI requests with 40% of all requests received during 2014.

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	Jan 2015	41% [2013-14] 39% [2012-13]	n/a	40% 39 of 97 [Dec 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 December 2014, 41% of all FOI requests made were by individuals with a history of previous requests - therefore 2 in every 5 requests are made by serial requesters. Some requesters are particularly enthusiastic: for example, in the same period one individual made at least 57 separate applications, or 4% of all the requests received.
Number of stage 1 complaints made (across the council, including avarto)	Jan 2015	Total: 494 41.2 monthly average [2013-2014] <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: 32 487 in year to date 40.6 monthly average year to date [year to Dec 2014]	↑	Green	December 2014 saw 32 stage one complaints logged, a total for the year-to-date of 487, with a monthly average for this period of 40.6. 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)	Oct 2014	1,160 [Q4 2013-14] 1,413 [Q4 2012-13] 1,521 [Q4 2011-12]	reduce	1,150 [Sept 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')	Oct 2014	894.20 [Q4 2013-14] 1,136.8 [Q4 2012-13] 1,286.9 [Q4 2011-12]	reduce	905.7 [Sept 2014]	↑	Green	The number of staff has reduced as new models of service delivery are implemented.
Staff turnover (resignations only)	Oct 2014	10.1% [2013-14] 7.9% [2012-13] 5.5% [2011-12]	5-15%	9.0% [year to Sept 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 require into the reasons why more staff are resigning.
Average staff sickness rate (days lost per FTE)	Oct 2014	8.3 days [2013-14] 9.9 days [2012-13] 11.6 days [2011-12]	8.5 days by Sept 2013. 6.5 days by Sept 2014.	8.9 [year to Sept 2014]	↓	Red	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. Work still required to reduce sickness in Wellbeing Directorate. Pockets of rises in other areas of the council are emerging, rise in sickness in Housing services.

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 serious weaknesses	Jan 2015	1 [Mar 2014] 3 [Mar 2013] 2 [Mar 2012]	0	3 [Dec 2014] (1 vol aided; 2 academy schools)	↔	Amber	Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools. St Ethelbert's has been deemed to be making 'reasonable progress towards the removal of special measures' at the third monitoring inspection. Marish has been deemed as making 'reasonable progress' at the first monitoring inspection since the school was judged to have serious weaknesses. Godolphin Infants has been deemed as 'requiring further improvements' at the first monitoring inspection since the school was inspected as subject to 'special measures'. Both Colnbrook and Foxborough are awaiting their first Ofsted inspection since converting to academy status.
Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Nov 2014	50.1% [2012-13]	increase	58.1% [2013-14]	↑	Green	Achievement in the 2013-14 academic year shows that performance in Slough Schools has improved by 8% from 50.1% in 2012/13 to 58.1% 2013/14. However, other authorities have also improved such that Slough's performance in 2013/14 is 1.9% below the England average of 60%. Slough is ranked 92nd nationally out of 152 local authorities placing them in the 3rd quartile.
Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	Jan 2015	74% [2012-13] 73% [2011-12]	increase	78% [2013-14]	↑	Green	Achievement in the 2013-14 academic year shows a 4% improvement on the previous year of 74%. However, other authorities have also improved such that Slough's performance in 2013-14 is 1% under the England average (79%). Slough is ranked 88th nationally out of 152 local authorities placing them in the 3rd quartile.

% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	Nov 2014	74.1% [2012-13] 66.1% [2011-12] 68.1% [2010-11]	increase	69.0% [2013-14]	↓	Green	PROVISIONAL There have been significant changes to the methodology in calculating this indicator. In the past, key stage 4 performance measures have been calculated using the best result that a pupil achieved in a subject, regardless of the number of times they may have been entered for it. From 2013/14 the DfE announced that only the first result a pupil achieved would count in performance measures. Therefore, achievement for 2013/14 academic year shows that performance in Slough Schools decreased by 2.4% from 71.4% in 2012/13 to 69.0% in 2013/14. However in comparison the England average dropped by 6.6% from 59.2% in 2012/13 to 52.6% in 2013/14. Slough's result remains well above the England average of 52.6% for 2013/14. Slough remains ranked 7th best performing nationally out of 152 local authorities.
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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: Great Britain ('GB') and South East of England ('SE')	Jan 2015	2.8% [Mar 2014] 3.7% [Mar 2013] 3.7% [Mar 2012]	maintain at low level compared to national value	1.8% 1,665 people [Nov 2014] SE: 1.2% GB: 2.0%	↑	Green	<p>JSA claimant rate in November fell to 1.8%, comprising 1,665 people. This is 93 fewer claimants than previous month, and 1,065 fewer than the same month in 2013. 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.</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).	Jan 2015	34.9% [Mar 2014] 33.3% [Mar 2013]	decrease	18.0% [Nov 2014]	↑	Green	In November, official figures show a total of 305 people aged 18-24 were claiming JSA; 55 of these were claims of 6 months or more (18.0%). This percentage has reduced since last month. All the programmes referenced in the preceding indicator are open to all cohorts, including young unemployed. The council seeks 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. About 2.6% of all local residents aged 18-24 are claiming JSA in Slough, compared to 2.0% of people this age in the South East, and 3.2% of this age group across Great Britain.
Unemployment: Proportion of the economically inactive working-age population who state they want a job. [Measure derives from ONS Annual Population Survey, and is updated quarterly.] National: 24.9% South East: 26.7%	Nov 2014	32.8% [March 2014] 22.6% [March 2013] 24.4% [March 2012]	increase	33.7% [year to Jun 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	Dec 2014	12.4% [2012-13] 11.8% [2011-12] 11.0% [2010-11] 0.8% [2009-10]	reduce closer to national rate	11.9% [2013-14]	↑	Amber	Measured annually. Latest data for 2013-14 year has just been released. Slough has a higher rate of childhood obesity than the national average in 2013-14 (9.5%) although the gap has reduced since previous year. 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	Dec 2014	20.7% [2012-13] 21.3% [2011-12] 21.2% [2010-11] 21.4% [2009-10]	reduce closer to national rate	21.7% [2013-14]	↓	Amber	Measured annually. Latest data for 2013-14 year has just been released. Slough has a higher rate of childhood obesity than national average (19.1%) and this has increased marginally since the previous year. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.

Number of households in temporary accommodation including hostels	Jan 2015	99 [Mar-14] 87 [Mar-13] 90 [Mar-12]	95 or less	91 [Dec 2014]	↔	Green	The number of households in temporary accommodation reduced from 101 in October to 91 in both November and December 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.
Number of families placed in Bed & Breakfasts (B & B's).	Jan 2015	0 [March 2014]	Nil	26 [Dec 2014]	↓	Red	The number of families placed in B & B's have reduced from 39 in November 2014 to 26 in December 2014. We have had an increase in the Homeless Approaches. The Housing Demand team are short of staff and decisions on homelessness are exceeding the 33 day KPI. As a result households are remaining in TA for longer without a homeless decision. We have also had several families that have been served with NTQ's requesting Reviews on the decisions. This means that households are remaining in TA once a decision is made pending the outcome of a Review.

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)	Dec 2014	91.0% [2012/13] 83.0% [2011/12] 77.5% [2009/10]	increasing	90.0% [2013/14]	↔	Green	Data is collated and reported annually by Department for Transport. There was an 8% improvement between 2011/12 and 2012/13, but a 1% reduction in 2013/14. Local punctuality is above the England value (83.4%) and South East value (85.4%) for 2013/14.
The percentage of household waste sent for reuse, recycling or composting.	Jan 2015	29.4% [2013-14] 29.9% [2012-13] 30.7% [2011-12]	>30.7%	29.1% [year to Sept 2014]	↓	Amber	Oct 2013 to Sept 2014 results of 29.1 shows a small reduction on 2013-14 levels (29.4), and a narrow miss of the target (30.7%). Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
Percentage of municipal waste sent to landfill.	Jan 2015	5.9% [2013-14] 9.9% [2012-13] 6.4% [2011-12]	<6.4%	3.3% [year to Sept 2014]	↑	Green	Oct 2013 to Sept 2014 results show an outturn of 3.3%, meeting our target for the year of 6.4% or less. In total, 56,187 tonnes of municipal waste was disposed of by landfill during Oct 2013 to Sept 2014. Another exceptional performance for Qtr 2 due to peak performance from EfW. Less than 1% of waste was sent to landfill for April-June 2014. Anticipate increased landfill rate in Qtr 2 2014/15 due to offline and capacity issues were met as projected.

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 (for those completed in month)	Jan 2015	50.9% [2013/14]	100%	85.9% [in month of Dec 2014]	↓	Red	For assessments completed in the month, December had 176 of 205 completed to timescales - not quite as good as November, but still a massive improvement on a long term trend of poor compliance. For the year to date this stood at 1,751 of 2,526 – 69%. The nationally set target for this measure is demanding, at 100%.
Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) Rate per 10,000 local children.	Jan 2015	198 (51.7) [March-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) 208 (b) 53.3 [Dec 2014]	↔	Green	The Council is legally obliged to accommodate children when this is necessary to ensure their safety. LAC numbers increased during December.
Children subject to Child Protection Plans at month end (a) Number (b) Rate per 10,000 local children.	Jan 2015	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) 248 (b) 63.6 [Dec 2014]	↔	N/A	December records show a total of 248 children subject to child protection plans - a decrease of 5 over past month. The service has decided to remove any value-led 'tolerance' levels by which we can 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 has reflected on these and decided to remove all tolerances / targets for this measure (to be revisited December 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)	Jan 2015	21.6% [2013-14] 14.9% [2012-13]	above 8%	17.3% [yr to December 2014]	↓	Green	Current performance represents 26 children who have secured permanent family homes due to adoption or special guardianship arrangements in the past 12 months.
Number (and %) of Adult Safeguarding Referrals 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.	Jan 2015	34.3% [2013-14 year] 38% [2012-13 year]	low number 30-40%	In month performance *year to date performance 16.7% 2 of 12 [Dec 2014] 108 of 262 41.2% year to date	↓	Amber	PROVISIONAL DATA This month the proportion of safeguarding referrals requiring progression to strategy meetings is below the target tolerance at 17.2%. However across the whole of the 2014-15 period to date, this value is above the target tolerance (at 41.2%). Performance has been flagged to Safeguarding team, and data accuracy investigations are underway. 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. woman'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	Jan 2015	93.4% [2013-14 year] 81% [2012-13 year]	above 80%	In month performance *year to date performance 25.0% 1 of 4 [Dec 2014] 77 of 103 74.8% year to date	↑	Amber	PROVISIONAL DATA This month the percentage of safeguarding strategy meetings taking place within 5 working days of referral is below the target tolerance (at 25.0%). Across the whole of the 2014-15 period to date, this value is also above the target tolerance (at 74.8%). 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: All crime (cumulative from April)	Nov 2014	83.54 [2013/14] 89.78 [2012/13] 110.49 [2011/12]	reducing	75.02 [rolling year to Sept 2014]	↑	Green	A significant decrease in crime rates has been secured, which represents a real decrease in crime levels. The year to September 2014 when compared to the previous cumulative year to date (October 2012 to September 2013) saw a reduction in the rate of all crime (was 76.36), fewer offences in violence against the person (was 15.35) and serious acquisitive crime (was 17.13).
Crime rates per 1,000 population: Violence against the person (cumulative from April)	Nov 2014	16.31 [2013/14] 16.68 [2012/13] 22.60 [2011/12]	reducing	14.72 [rolling year to Sept 2014]	↑	Green	

Crime rates per 1,000 population: Serious acquisitive crime (cumulative from April)	Nov 2014	17.77 [2013/14] 20.53 [2012/13] 25.70 [2011/12]	reducing	16.15 [rolling year to Sept 2014]	↑	Green
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Appendix E: Council's Gold Project Updates as at 31st December 2014

Accommodation & Flexible Working			Project SPONSOR	Roger Parkin	
Wards affected			Project MANAGER	Charan Dhillon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	AMBER	AMBER	AMBER	31/12/2014
<i>Previous month</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	31/11/2014
Project start date:	01/04/2013		Anticipated Project end date:	Dec 2015	
<p style="text-align: center;">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"> 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. 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. 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. 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. 5. Enhance Flexible Working Practices, helping staff to do their jobs more efficiently and easily through installing Wi-Fi and creating workspace in hubs in community space around the borough. 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. 7. Create a private reception waiting area for Social Services clients, giving them greater privacy where required. 					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. The 1st Floor West is now nearly complete and due to be handed back on 6th January. Various Officers have been consulted regarding wall colour choices. The canteen re-opened on 5th Jan 2105. Video conferencing is being installed in the CMT Room on the 1st floor west. 2. Reception works have started and at present no issues have been highlighted, the temporary desk set up is working well. 3. Slough Community Leisure announced that they will be increasing the councils lease charges for the decant space being used on the 1st floor at the Centre from 1st April 2015. The Head of Facilities Management is reviewing this with a view to avoid this cost and therefore assess scope for bringing Cambridge staff back sooner if they can merge use of space with their teams that remained at SMP. 4. Accommodation requirements have been agreed for the election period. 5. The Leader of the Council has relocated to the new office on the 2nd floor west. Therefore the controlling group will no longer occupy space on the 1st floor west, instead they will all utilise the new 					

Appendix E: Council's Gold Project Updates as at 31st December 2014

room on the 2nd floor west. The space outside the new office will remain as per original designs; therefore the controlling group will no longer use this space after 16th Jan.

- Works to the roof started and are going well.

Key activities / milestones scheduled for next period:

- Propose alternative accommodation for staff on the 1st floor at the centre, therefore avoiding additional charges proposed by SCL.
- Furnish the 1st floor west and prepare it for staff to re-occupy. Undertake the physical moves, moving staff out of the 2nd floor west.
- Decant the Ground Floor West staff to the 2nd floor west.
- Building works to start on the Ground Floor West.
- Lift refurbishment works to commence.
- Reception works to continue.
- Roof works to continue.

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 was prepared with detailed costing. Contingencies were allowed for and close monitoring of spend has been taking place to prevent any overspend. However since the project started, a number of high costs additional works have been identified resulting in a requirement to request further funding as highlighted above.

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. The Health & Safety Manager has checked layout plans and Building Control all has confirmed the plans meet requirements.

Green

4. **Delivery timeline** – It is anticipated that this project will continue until December 2015. There will be reliance on a number of factors throughout the life of this project i.e. delivery of equipment and

Amber

Appendix E: Council's Gold Project Updates as at 31st December 2014

<p>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 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. Regular meetings are taking place with contractors and SBC Leads i.e. Facilities, Property, Arvato IT and the Project Executive (Director of CCS), ensuring close monitoring of the project progress and ensuring risks are kept to a minimum or mitigated immediately.</p>	
<p>5. Legal Delays – Procurement regulations have been followed as required with allocation of time for legal work.</p>	Green
Recommendations for CMT:	
<ol style="list-style-type: none"> 1. To support the project board with the proposed changes to working practices and promote these within your service areas, including flexible working, clear desk policy, general tidiness etc. 2. Reliance on Partners – Where CMT members have management of partners under their area, support this project by ensuring the provider delivers as required i.e. Arvato, Interserve etc. 3. Further funding required to cover unexpected costs as previously mentioned, to fund roof replacement, upgrade of the intruder and fire alarm etc. CMT asked to support this additional requirement. Capital Strategy Board has already been made aware and an updated business case will be submitted. 	

Appendix E: Council's Gold Project Updates as at 31st December 2014

Fit for the Future			Project SPONSOR	Ruth Bagley	
Wards affected: All			Project MANAGER	Kevin Gordon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	GREEN	AMBER	AMBER	05/01/2015
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	05/12/2014
Project start date:	08/10/2013		Anticipated Project end date:	30/04/2015	
<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 type="checkbox"/> No <input checked="" 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"> 1. Organisational Development <ul style="list-style-type: none"> • Due to previous overlaps the Staff Engagement workstream has been moved from Organisational Development to the Recognising Success theme • Customer Focus and Governance have been absorbed into other business project areas • Transformation Capacity workstream remains within the OD theme 2. Leadership Development 3. Developing Skills 4. Recruitment and Retention 5. Recognising Success 6. Employee Well Being <p>Project terms for these areas and a full risk analysis to be signed off.</p>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Organisational development <ul style="list-style-type: none"> • None to report for this period 2. Leadership and management development <ul style="list-style-type: none"> • Potential volunteer facilitators expressed interest in joining the existing facilitation pool for delivery of cohorts 5 and 6 of the Management Development Programme 3. Developing skills <ul style="list-style-type: none"> • Scheduled Project Management and Commercial Skills workshops between February and March 2015 to build strength in commissioning and contracting 4. Recruitment and retention <ul style="list-style-type: none"> • HR and Communications working on producing new guidance for the recruitment process 5. Recognising success and staff engagement <ul style="list-style-type: none"> • SBC staff conference date set for 16th April 2015 6. Employee Wellbeing <ul style="list-style-type: none"> • Sickness absence in Wellbeing improved and now on par with other Directorates • Staff recording levels of physical activity on National Workplace 8-week challenge website combining internet and smartphone technology with workplace camaraderie to help exercisers resist the urge to quit their healthy resolutions in 2015 					

Appendix E: Council's Gold Project Updates as at 31st December 2014

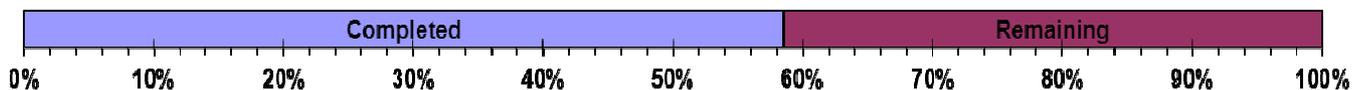
Key activities / milestones scheduled for next period:			
1. Organisational development	<ul style="list-style-type: none"> None for this period 		
2. Leadership and management development	<ul style="list-style-type: none"> Developed delivery plan for cohorts 5 and 6 of the Management Development Programme Planned briefing meeting for volunteer facilitators to find out more about what would be involved. 		
3. Developing skills	<ul style="list-style-type: none"> None for this period 		
4. Recruitment and retention	<ul style="list-style-type: none"> None for this period 		
5. Recognising success and staff engagement	<ul style="list-style-type: none"> None for this period 		
7. 6. Employee Wellbeing	<ul style="list-style-type: none"> "Commit to quit" smoking cessation campaign started Physio and back care clinics for Wellbeing staff started via Occupational Health 		
Key issues of risk / obstacles to progress :			
(the main headings from the more detailed Risk Register for this project)		Red / Amber / Green	
1. Leadership and management development:			
1.1 Risk of not empowering managers via improved delegation if the review of the Scheme is not completed. <i>Risk mitigation</i>			Green
<ul style="list-style-type: none"> Head of Legal to work with all SMTs. 			
2. Governance:			
2.1 Capacity to support overall project delivery by having sufficient project and programme managers. <i>Risk mitigation</i>		Amber	
<ul style="list-style-type: none"> CMT to consider how to acquire or develop project and programme management capacity of the organisation We understand an additional project resource has been agreed 			
2.2 Potential impact on 'transformation' workstream if suitable candidates are not recruited to 'Transformation' posts. <i>Risk mitigation</i>		Amber	
<ul style="list-style-type: none"> CMT to consider how to acquire and develop transformation capacity of the organisation 			
RAG status changed from red to amber			
3. Customer Focus:			
4.1 Customer Focus Programme Board replaced by a more focused group to concentrate on the savings that may be obtained from channel shift through increasing use of online transactions and simplifying customer journeys. <i>Risk mitigation</i>		Amber	
<ul style="list-style-type: none"> Director of Customer and Community Services to steer focus, capacity and targets for achieving savings outcomes Support secured from the Local Government Association to facilitate a workshop in December to plan channel shift. 			

Appendix E: Council's Gold Project Updates as at 31st December 2014

<p>4. Staff sickness: 5.1 Performance figures for sickness absence rates continue to be higher than corporate target in Wellbeing. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> The target for this directorate has been benchmarked and re-profiled and additional support for managing sickness has been put in <p>RAG status changed from amber to green</p>			Green
<p>5. IT infrastructure: 6.1 The current IT infrastructure is not allowing modern learning methodologies which restricts interactive e-learning and other online courses. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> ICT strategy and delivery to ensure infrastructure supports modern E learning methods. Decision on video and audio being made available through citrix is required Director of Customer and Community Services confirmed this will be possible <p>RAG status changed from red to amber</p>		Amber	
<p>Recommendations for CMT: (actions to address the above risks/obstacles):</p>			
<p>1. Leadership and management development:</p> <ul style="list-style-type: none"> Support development opportunities for MDP participants to take part in corporate projects Support take up and facilitation of MDP Support review of Scheme of Delegation via SMTs. <p>2. Governance:</p> <ul style="list-style-type: none"> CMT to consider how to acquire or develop project, programme management and transformation capacity <p>3. Customer Focus:</p> <ul style="list-style-type: none"> SD CCS to steer focus, capacity and targets for achieving savings outcomes <p>4. Staff sickness:</p> <ul style="list-style-type: none"> None for CMT <p>5. IT infrastructure:</p> <ul style="list-style-type: none"> CMT to support ICT strategy and delivery to ensure infrastructure supports modern E learning methods including availability of video and audio <p>6. Staff engagement</p> <ul style="list-style-type: none"> All SLT to commit to team visits, effective communication and to build communication plans into any change programme 			

Appendix E: Council's Gold Project Updates as at 31st December 2014

Learning Disabilities Change Programme		Project SPONSOR	Jane Wood		
Wards affected: All		Project MANAGER	Alan Sinclair		
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	AMBER	04/01/2015
<i>Previous month</i>	GREEN	GREEN	AMBER	AMBER	04/12/2014
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 project deliverables (what are the key deliverables this project intends to produce?)

1. Accommodation– For adults with learning disabilities currently living in and out of the borough to be provided with the opportunity to access more independent supported housing.
2. Day opportunities – the redesign of existing day care opportunities to offer day time activities which can be funded through personal budgets.
3. Managing the needs of carers of those people with a learning disability – to review the existing respite provision.
4. Review existing pathways within the Community Team for People with Learning Disabilities (CTPLD).

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

17 service users identified to move to supported living by the end of March 15.

New Supported Living Schemes

- **Langley House, Langley Road – (6 service users)**
 - Achieved – **GREEN** – NFA.
- **Regard, 63, Burnham Lane Slough – (6 service users) operational March 2015.**
 - Savings of £77K for 2015/16. - **GREEN**
- **Mencap – Dove House Crescent - 4 bed property agreed. Operational March 2015.**
- **GREEN**
- **Comfort Care Dolphin Road Slough 6 bed property Operational March 2015.**
- Property purchased 15.1. 15 – **AMBER**

Choice House 2 purchased on Upton Road Slough 6 bed property.

- **AMBER**

De-registration of Slough based residential homes

Dimensions :

- Savings – £214K for 2015/16 – **GREEN**

Voyage

- Operational from 1 April 2015 Savings- £59K for 2015/16. - **GREEN**

Seymour House

- Have agreed to reduce the residential fees for their 5 service users.
- Seymour House has built 2 self contained annexe at the rear of 21 Seymour Road.

Appendix E: Council's Gold Project Updates as at 31st December 2014

- New building will be operational from Jan 2015.
 - **RED**

New Build agreed with SBC Housing Department.

Brook Path Cippenham

6 -1xbedroom flats: 4 wheelchairs adapted 1 bed flats, 1 general needs flat, and 1 flat staff accommodation.

Awaiting full SBC planning permission to build scheme.

Belfast Ave Slough

No progress since last month

Rochford Hostel Site

No progress since last month.

Care Funding Calculator negotiations

4 visits completed and placement fees reduced on residential placements.

Actual and Projected Savings

Savings Targets:

2014/15 - £0.75m

2015/16 - £1m

Date	Provider	Numbers	Savings 14-15	Savings 15-16
Already achieved				
	Comfort Care/LH	5	-91,316	-62,415
	Choice - LH	4	-116,338	-224,136
CFC Reduction -December	Various	3	-17,393	-50,643
CFC reduction (Residential)	Seymour	5	-12,110	-24,284
To be achieved				
February	Choice - LH	1	-5,254	-32,504
February	Regard	7	-12,443	-76,973
CFC Reduction	Dimensions	9	-18,196	-214,235
De-registration March	Voyage	7	-29,590	-59,339
March	Mencap	3	784	12,437
Total		44	-301,856	-732,092

Additional savings to support delivery of the target identified for this year are:

- Continuing Health Care negotiation - **£147,000**
- Ordinary Residence negotiation - **£12,000**
- Use of an unrealised accrual - **£56,000**

Appendix E: Council's Gold Project Updates as at 31st December 2014

This currently leaves a projected underachievement of savings of approx **£195,261** for 2014/15 but with a contribution to next years planned savings of **£732,092**.

A contingency plan for reaching savings target has been developed and is being implemented.

LDCP – Accommodation:	64,700
Continuing Healthcare Care x 2	20,000
Ordinary Residence claims x 4	94,000
Reduction in External day care	25,000
Use Care Funding Calculator to renegotiate current costs of residential placements.	6,000
Total	209,700

Further work will be undertaken for the February update to profile the remainder of the planned savings until the end of the project in March 2016.

Key issues of risk / obstacles to progress:	
(the main headings from the more detailed Risk Register for this project)	Red / Amber / Green
1. There is a risk that the total projected savings identified for this year will not be achieved within timescale. Capacity – Health – Uncertainty whether sufficient capacity to meet the health needs of all clients returning to the Borough, especially around behavioural needs. 2. The commissioning support for this programme is currently temporarily reduced and this has affected the ability of the team to undertake the required tasks.	Green
3. Capacity - Mental Capacity Assessment process needs to be adequately resourced. Mitigating Action – LD Service Manager to prioritise within existing team workload. 4. Deputyship/ appointee ship pressures that need to be addressed more service users will need their finances managed by SBC in supported living. Mitigating Action – Appointeeship Officer to receive support from Safeguarding Team admin to manage increased demand. Safeguarding Development manager to attend monthly LDCP meetings to understand existing and future demand and plan accordingly.	Amber
5. 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. Mitigating Action – Agreement to be sought from Supported Living providers that they will accept tenancies on the basis that CoP applications have been made.	Red
6. The time taking 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. Mitigating action – LD Service to prioritise this as part of the team workload.	Amber
7. Accommodation Provision – Housing market has heated up increasing competition for housing making it more difficult to secure accommodation in	Green

Appendix E: Council's Gold Project Updates as at 31st December 2014

<p>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.</p>	
<p>8. A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough. Mitigating action – Care Funding Calculator (CFC) tool to be used as a negotiating tool to bring down high costing placements. The LDCP Board needs to weigh up the risk and costs of possible legal challenge if we support people to move back into Slough against the family's wishes.</p>	Amber
<p>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. Mitigating action – CFC tool to be used to negotiate a reduction in costs.</p>	Green
<p>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. Mitigating action – There is a health representative on the LDCP Board and they are aware of the potential pressures and will be exploring options for managing the increased need.</p>	Green
<p>11. Upfront implementation/transition costs will impose increased budget pressure in short term and will offset some of the efficiency savings.</p>	Green
Risk Mitigations:	
As stated above	
Recommendations for CMT	
CMT to note the report and the progress that is being to deliver the savings and improved outcomes for people.	

Appendix E: Council's Gold Project Updates as at 31st December 2014

Safeguarding Improvement Board			Project SPONSOR	Jane Wood	
Wards Affected: All			Project MANAGER	Kitty Ferris	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period:	AMBER	RED	AMBER	AMBER	31/12/2014
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	31/10/2014
Project start date:	June 2011		Anticipated Project end date:	End March 2015/16	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Key project deliverables (what are the key deliverables this project intends to produce?)
Key activities completed / milestones achieved in this period:

1. Key events during the period:

1. LGA Safeguarding Practice Diagnostic took place in November – team undertook a case records review, observed duty desk, and social work practice at 2 case conferences, considered child protection thresholds and the case audit process. The LGA Review fed back:
 - SBC has made measurable progress since the last Ofsted inspection in November 2013 – social workers now have manageable case loads and team managers have reasonable spans of control; working arrangements have been reviewed and social workers now have designated team spaces alongside their managers – leading to better team working and managerial oversight.
 - There has been a sustained and successful approach to attracting high quality staff to work in the service; remuneration levels are competitive (for locum and permanent); staff generally positive and enthusiastic in working for Slough and child focused in their approaches – improvements impacting on quality of case work.
 - Improvements are relatively recent – a noticeable improvement since the turn of the year.
 - Improved arrangements at ‘front door’ of service – previous arrangements were a major contributory factor to a high volume of Section 47 (Child Protection) investigations.
 - Need to build a more robust pathway for children in need.
 - No evidence that early help is reducing demand on social care services and evident that partners, including schools not yet making a viable contribution to early help.
 - Need more progress on multi-agency approaches to the identification of risk and harm (strategy meetings, investigations). Should accelerate implementation of MASH.
 - Need to accelerate plans to recruit more permanent staff.
 - Performance management and quality assurance arrangements lack sufficient rigour to drive the current progress to a sustainable platform.

The ‘diagnostic’ had been commissioned by the service to ‘test out’ through independent scrutiny progress since the Ofsted inspection. Findings largely concur with those of the service and the feedback will be used to shape the next phase of improvement.

2. A Children’s Services Steering group (SBC, DfE and Commissioner) has been established, a memorandum of Understanding agreed and a ‘scoping’ document agreed which sets out those services that it is agreed should form part of the new organisation, those that should not and a list of ‘amber’ services where discussion to determine where they should sit needs to take place.

2. Performance Outturn

The most recent performance data available to the service is for November 2014 – data for December 2015 will be available later this month. Comparative data for 2013/14 has now been published by the DfE (November 2014) but as yet we have not updated the Redbook to take account of more up to date comparative data so

Appendix E: Council's Gold Project Updates as at 31st December 2014

comparison with statistical neighbours or national average performance is still based on March 2013 figures.

2.1 Contact and Referral

Contacts (828 in November) and referrals (207) remain high although both are lower than the previous month. The referral rate is 593 per 10,000 children (compared to 2013 statistical neighbour rate of 480). Meeting the 24 hour decision timescale for referral decision making continues to be a challenge – met in only 55% of cases.

2.2 Assessment

November showed a significant improvement in the % of assessments authorised within 45 days (91.6% in November as opposed to 68.5% in October).

2.3 Child Protection

The rate of Section 47 (child protection) enquiries (240 per 10,000 children) and children subject to a child protection plan (64.8) remain high and well above the statistical neighbour rate at March 2013 (107 and 37 respectively). This will be a particular focus over the next 6 months. 2 weekly visits to children subject to a child protection plan remain high (90.6%).

2.4 Looked After Children

We have maintained the improved performance in respect of looked after children who have been looked after for 2.5 years and are in stable placements – performance having improved from 60% in April 2014 to 83% in November 2014. Stability of placement is a significant underpinning indicator for potential good outcomes for looked after children.

Current performance for 'new' looked after children placed more than 20 miles from their home address continues to be significantly better than in 2013/14 (when 27% were placed more than 20 miles away). This year, the % has fallen from 26% in April to 15% in November (2013 statistical neighbour data is 16%).

1. Key Activities (November/December 2014):

(i) Safeguarding Practice Diagnostic – see above.

(ii) The Children's Services Management Team have reviewed priorities for the next phase of improvement in the light of the following:

- The findings and suggestions from the LGA.
- Progress against the findings of the OPM Review (in particular the conditions for success in children's services).
- Discussions with partners (particularly the Police), the work undertaken so far to establish a MASH and the findings of the HMIC inspection of Child Protection undertaken in 2014
- Taken stock of challenges and barriers that still remain.
- Considered lessons from other areas where services have been able to move from inadequate to good (such as Essex and Cambridgeshire).
- Discussions and debate within the children's services senior management team.
- Talked with and listened to staff.
- Considered the issues identified so far and the learning from the existing programmes.

As a consequence, the following priorities have been identified for further discussion in January 2015 and incorporation into a next phase 'Improvement Plan'.

- Instill 'practice leadership' within the organization at all levels of management to build on our Slough model of social work (developed at the end of 2013 and reviewed in October 2014) but requires further work to embed (extending the strengthening families/signs of safety approach on which it is based and

Appendix E: Council's Gold Project Updates as at 31st December 2014

as suggested by the LGA).

- Improved and more effective partnership working – to include the fast track establishing of a MASH; improved working with the police and others at key points in the safeguarding process; multi-agency case audits; improved relationships with schools; implement the 'team around you' pilot and better edge of care approaches; .impact of early help.
- The child's journey through the children's social care system – into the system through the MASH; timely and differentiated assessments; more robust CIN framework; fewer section 47 interventions; effective interventions and high quality placements for looked after children.
- Better performance management and quality assurance – which will require enhanced/different support from the Performance Team, more robust quality assurance led by the Safeguarding and Quality Assurance Unit (stepping up a level) and most importantly capturing and using the learning.

(iii) Slough had a stand at the Compass Job Fair in central London, using recently developed promotional material – feedback on the day from 'job seekers' was positive. Most of those attending the conference were 'about to qualify' social workers and we have had a number of subsequent contacts.

(iv) Work has continued with partners to 'fast track' the implementation of the MASH – Thames Valley police are in agreement to a start date in April (other partners are less advanced in their thinking). Project Plan has been developed – to come to CMT. Permanent manager for First Contact Team (to form basis of MASH) has been identified – a transfer from another team. This is an important development as a permanent manager is an important appointment.

(v) Initial scoping has taken place in respect of strengthened quality assurance arrangements and a market development project (objective to increase choice, better value for money and quality) in respect of placements for looked after children.

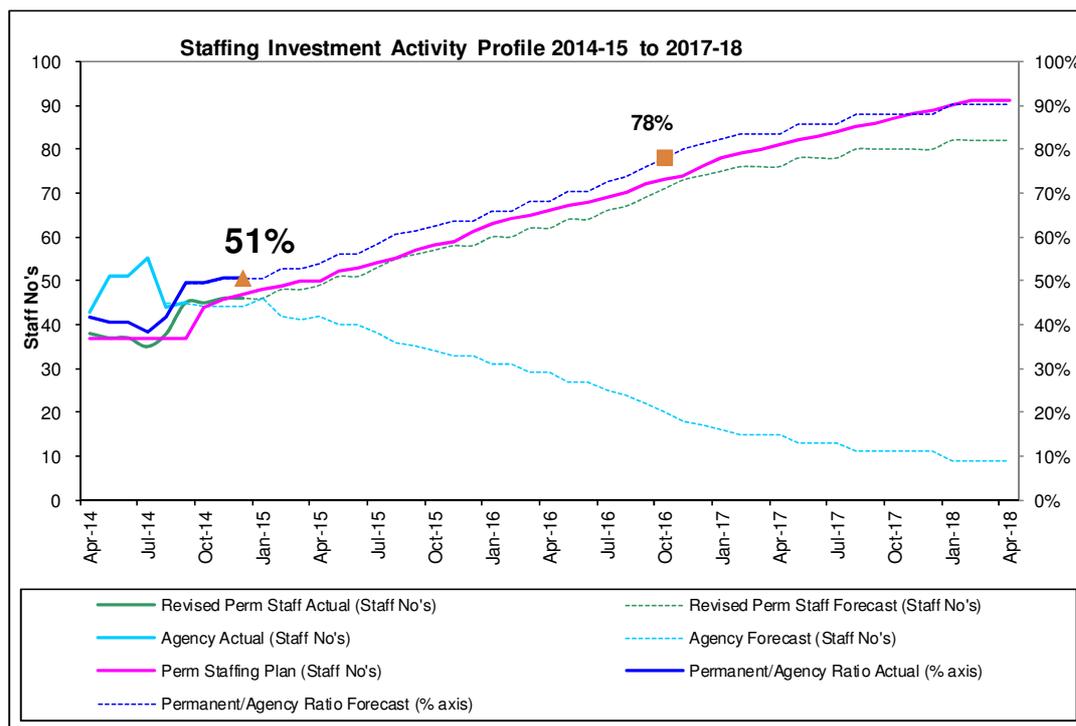
2. Workforce Strategy:

(i) Recruitment of Permanent Staff – Dec Outturn

As at Dec 14, of the 91 funded social work qualified posts, there were 46 (45 in Nov) permanent post holders, 2 vacant posts (2 Nov), and 43 (44 in Nov) agency staff. This represents a current ratio of 51%:49% (49%:51% in Nov), between permanent and agency staff, across the service including front line management positions. A further 2 permanent staff are due to start in the next 3 months. The goal is to achieve an 80:20 split within 3 financial years. Current performance continues to show an overachievement of 2 permanent staff, at this point in time against the target of 44.

The graph below shows the projected staffing profile of permanent to agency staff over the next 3 years. The cross-over point where permanent staff start to exceed agency staff occurred in October 2014. The goal of achieving the ratio of 80% permanent staff was originally projected to be reached in February 2017, but if current progress is maintained then the goal is currently projected to be reached in October 16 (or earlier if we are able to accelerate recruitment). We would need to recruit 15 social workers each year (assuming no loss of current staff). This remains an ambitious target.

Appendix E: Council's Gold Project Updates as at 31st December 2014



All Teams	Actual	Planned		
	Dec-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	91	91	91	91
Perm staffing Plan	44	50	65	80
Revised Perm Staff	46	48	62	76
Variation	2	-2	-3	-4
Ratio (Perm/Agency)	49%	53%	68%	84%

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

1. Complete the work on the next stage Improvement Plan.
2. Continue to progress MASH arrangements.
3. Review and revise performance management framework.
4. Hold initial meeting of commissioning managers and service to establish market development project.
5. Review all care packages for looked after children.
6. Review approach to 'marketing' Slough as an employer of choice for social workers.

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

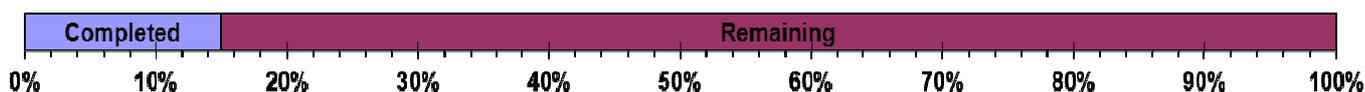
(the main headings from the more detailed Risk Register for this project)	Red	Amber	Green
1. DCS on long term sick leave, but interim DCS appointed.			Green
2. The risks presented to improvement progress, stability within the workforce by the "offer" from DfE for "out of LA control" governance, support and accelerated improvement. <ul style="list-style-type: none"> • Council's clarity about the offer that would be most supportive to the next stage of improvement. • CX & DCS regular dialogue with the Commissioner for Children's Services and Dfe. • Integrate and coordinate the timing of governance and reporting arrangements to reduce time impact. • Effective learning from other Council's e.g. Doncaster. • Transition planning and establishment of Transition Programme Board – capacity and focus to a Trust model. 	Red		
3. Inability to recruit and retain a high quality competent & stable workforce with children's services – impact on quality of child's experience, outcomes achieved		Amber	

Appendix E: Council's Gold Project Updates as at 31st December 2014

<p>and financial burdens for the council.</p> <ul style="list-style-type: none"> • Workforce Strategy. • Recruitment and retention incentives. • Remarketing Slough as a place to work. • New strategy of recruitment. • Investment in increase number of SW teams: acceptable case loads. • Learning & Development strategy (implement). • Co-commissioning and or the development of market management strategies with neighbouring authorities as appropriate. 			
<p>4. 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, and desired outcomes for Lac and care leavers.</p> <ul style="list-style-type: none"> • Sufficiency strategy. • Market development project. • Clear Targets and milestones. • Programme approach- reporting to board – PM leads for each stream. • Additional appropriately skilled capacity at AD level. • Amber after mitigations due to continued growth in under 18 population. 		Amber	
<p>5. Projected budget overspend and impact 2015/16 delivery and continued improvement.</p> <ul style="list-style-type: none"> • Review all looked after packages. • Restricted delegations for first line managers. • Strengthened budget oversight and planning. • Market development project – increased choice, better VFM and quality. • Work to enhance impact of early help. 		Amber	
<p>6. 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"> • Review specific job specifications and requirements. • Review Council performance team structure to deliver requirements. • Accelerate interim capacity remedial measures. • Advertise vacant posts. • Prioritise workflows with oversight at AD level. • Develop SLA's between performance support services and operational team. 		Amber	
Recommendations for CMT:			
<ol style="list-style-type: none"> 1. CMT to discuss, challenge and support progress and proposed actions as appropriate. 2. CMT note and challenge the performance outcomes. 3. CMT to approve the Risk register and ratings 4. CMT to stay appraised of and be involved in identifying key transition work programmes/issues, to ensure readiness for a trust and redress the impact of a trust on the Council. 5. 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 & corporate parenting duties, and the availability of management information to support continuous improvement across the service and LSCB partnership. 			

Appendix E: Council's Gold Project Updates as at 31st December 2014

School Places Programme			Project SPONSOR	Ruth Bagley	
Wards affected: All			Project MANAGER	Tony Madden	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	7/1/2015
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	5/12/2014
Project start date:	1/9/13		Anticipated project end date:	31/8/22	



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. Cabinet approval given on 14th April 2014 to fund certain facilities and to delegate authority for finalising arrangements for sites with the DfE. Discussions are ongoing around sites and funding of individual elements of the new Free Schools.
2. Approved new Free Schools are:
 - Ditton Park Academy (Slough Association of Secondary Head Teachers: SASH) – opened September 2014 temporarily on town centre site providing 4 forms of entry, this will rise to 6 from 2015;
 - Lynch Hill Enterprise Academy – opened September 2014 on current primary site providing 3 forms of entry, this will rise to 6 from 2015;
 - Langley Academy Primary – to open September 2015 on Langley Academy site providing three forms of entry;
 - Eden Girls' School (formerly Slough Girls' Leadership Academy) – to open September 2015, providing 3.3 forms of entry – site still to be identified;
 - SASH2 – a 4-19 school with the primary element due to open 2016 and secondary at least a year later. Site is still to be confirmed.
3. A special Free School for ASD pupils located in Windsor and Maidenhead has been approved and a Free School bid has been submitted for a secondary school to be located in Iver by the promoters of Langley Hall Primary Academy.
4. A significant expansion of SEN places is required to 2022. An Additional Needs Review is being prepared to feed into the overall strategic plan. There are short term pressures on places to be addressed through the Review; it is likely to show that as well as a number of new resourced units, an annex or new special school is required to meet the medium term need.

Operational Delivery

Primary:

Risk rating

There was an influx of Reception applications over the summer for places in September 2014. The applications were spread across the town so additional classes are being provided in the east, west and central areas. When all 3 are opened this is likely to provide some surplus in the system for new arrivals throughout the current school year up to July 2015.

Appendix E: Council's Gold Project Updates as at 31st December 2014

There is some pressure building for places in Year 1. It is expected there will be places in all other year groups.

- a) Reception bulge classes have opened at Penn Wood Primary School and Foxborough Primary School and there is a plan to bring forward the opening of a Reception class at James Elliman Primary.
- b) Cippenham Primary has decided to delay installation of their new classrooms until mid-2015.
- c) Godolphin Junior's expansion project has been retendered and the building contractor is about to be announced.
- d) Phase 2 (Key Stage 2) expansion projects are completing at Penn Wood Primary and Ryvers Primary.
- e) A framework for professional services/ architects has been finalised. The framework will be used 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 new special school/SEN resource base projects.

Secondary: Risk rating

The risk rating increased in the October report as the impact of new school openings increasing the risk of over supply became clear.

There were sufficient Year 7 places for September 2014 as 2 new Free Schools opened, provided through Ditton Park and Lynch Hill. There are places available at Slough schools and schools just over the Borough boundary, such as Burnham Park and Churchmead. Fewer pupils than usual have been allocated places outside the Borough.

There is some pressure building on places in Years 8, 9, 10 and 11 for in-year applicants. This will be monitored and secondary heads will consider the options for admitting additional pupils.

The strategic risk now, as a result of the opening of the 3 Free Schools (Ditton Park, Lynch Hill and Khalsa) is an over supply of secondary places this year (estimated: 5 Forms of Entry) and an even greater over supply next year if these schools open all planned forms of entry. This will be exacerbated if the Eden Girls' School also opens in 2015 (estimated over supply of 9 Forms of Entry). This year schools within and particularly those outside the Borough which typically provide significant numbers of places to Slough pupils have experienced a drop in admissions in line with the new provision when population growth is taken into account. This will impact on the capitation income and the viability of some schools and could result in places being unavailable to Slough in future years when the predicted pupil growth arises. In turn this will put an increased demand on new places towards the second half of the strategic plan period. These consequences were predicted to the DfE more than a year ago and officers continue to lobby the Department to time openings to align with demand.

Cabinet approval obtained to add a single form of entry at Langley Grammar School. The school has applied for funding for a major rebuild and the opportunity will be taken to expand places as part of the project, with the expected completion date in 3 or 4 years' time. Officers are considering proposals from LGS to change their admissions policy to ensure that Slough residents benefit from expansion.

SEN Risk rating

There is a growing pressure for places across the full range of SEN provision particularly for pupils with ASD/Complex Needs and Emotional and Behavioural Difficulties places at secondary level.

A new secondary resource unit for Complex Needs is set to open at Ditton Park Academy in 2016 (possibly 2015) and an SEN unit is also included as part of the SASH2 Free School.

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

Appendix E: Council's Gold Project Updates as at 31st December 2014

Strategic Planning

8. Continue discussions with SASH and other successful Free School promoters to establish the admission details of their new school proposals.
9. Further develop Strategic School Places Programme and Additional Needs Review.
10. Consider sites for possible location of a new special school building or annex.
11. Advance negotiations with DfE about delivery of two secondary schools on SBC land. Explore options for SASH2 including privately owned sites.
12. Lobby DfE to align school openings to match demand.

Operational Delivery

13. Issue tenders for individual projects that will use the new professional services/architect's framework.
14. Award contract for the Godolphin Junior project.
15. Appoint modular supplier, appoint groundworks contractor and agree opening date for the new reception class at James Elliman Primary.

Key issues of risk / obstacles to progress:

More detailed Risk Register prepared – below are the main headings

	Red /Amber/ Green
<p>6. 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:</p> <ol style="list-style-type: none"> a. The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see risk 6). b. Intensify dialogue with DfE/EFA. 	Amber
<p>7. Site Availability – Lack of sites may mean that schools are not ready when required. Mitigation:</p> <ol style="list-style-type: none"> a. Some expansion on existing school sites are provisionally agreed. b. 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. 	Amber
<p>8. 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:</p> <ol style="list-style-type: none"> a. Ensure a clear picture is held of what sites in SBC control to manage negotiation effectively. 	Red
<p>9. SEN places – Rise in demand for SEN provision exceeds the availability of places leading to possible challenge and costly placements out of borough. Mitigation:</p> <ol style="list-style-type: none"> a. Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. b. Expansion of special school provision also required. 	Amber

Appendix E: Council's Gold Project Updates as at 31st December 2014

<p>10. Programme funding – 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. Mitigation: a. Funding for new places has been confirmed to 2016-17. b. Free Schools are currently externally funded; a number are already agreed with further applications in the pipeline. c. Annual capital bids submitted to the DfE.</p>		Green
<p>11. Delivery timeline – Projects delivered later than required for pupils. Mitigation: a. From approval, large projects are likely to take at least 24 months to complete and open places to pupils. b. Projects need to start in good time with the possible risk that this provides some overprovision.</p>	Amber	
<p>12. Changing demographics – Demand may rise faster or slower than predicted. Mitigation: a. Latest information is constantly monitored and any significant changes incorporated within the delivery programme b. New projects may need to start or others delayed. c. Dialogue with Free School promoters about phased openings.</p>	Amber	
<p>13. Capacity - Insufficient capacity to deliver such a large expansion programme. Mitigation: Project management support now provided.</p>		Green
<p>14. Delivery risk - Projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand. Mitigation: a. Work closely with individual schools and heads' groups to ensure buy-in. b. Allocate adequate funding for projects to mitigate concerns.</p>	Amber	
<p>15. Legal challenge – Legal challenge impacting delivery and adding to costs. Mitigation: New places will adhere to the School Admissions Code.</p>		Green
<p>16. School performance – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes. Mitigation: a. Expansion projects to be adequately funded. b. LA to support Slough schools as they expand or prepare to apply for Free Schools.</p>	Amber	
Recommendations for CMT:		
<ol style="list-style-type: none"> To support the project team by ensuring there is sufficient capacity and capability to plan, drive and accelerate the provision of SEN places. 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. 		

Appendix E: Council's Gold Project Updates as at 31st December 2014

The Curve			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Executive Andrew Stevens Manager Fin Garvey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
December 2014	AMBER	AMBER	AMBER	AMBER	08/01/2015
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	05/12/2014
Project start date:	01/10/2013		Anticipated Project end date:	31/12/2015	
<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 activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> December 2015 completion on track – no change of status. Outstanding compensation events: <ul style="list-style-type: none"> CE0015 Door to Store F16 CE0016 Additional folding examination tables to performance space Completion of phase 3 metal decking installation. Completion of phase 1-4 ground floor concrete slab. Installed Virgin/BT services duct to south elevation access road. Fire retardant painting complete. Started installing cladding and flashings for windows on south side. Negotiation with church ongoing. Indications that reasonable agreement will be achieved. SSE issued 10 day notice to terminate old Criterion connection; then services to the old toilet block and plant room will be disconnected allowing demolition. Agreement with Criterion still not formally concluded. Instruction to solicitors to complete the deed based on feedback from Criterion. As-built drawings and specification received from Morgan Sindall. Tender for café is currently active. Meetings with Arvato on IT requirements continuing. High risk to cost and project deliverables remains. Cost estimates received but not complete and implementation plans remain to be agreed. Monthly contractor/client meeting held. Detailed revisions to design ongoing with no significant cost implications. Neighbours meetings ongoing. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Completion of formal agreement with the church. Completion of agreement with Criterion. Thames Water legal team issued a set of queries regarding the legal agreement. Further information received has been received from Morgan Sindall and has been forwarded to the Solicitors and we await completion of the draft agreement. Planning continuing for how the service yard will operate including neighbour access. Detailed design workshops and decisions on finishes and furniture. Agree project plan for specifying, planning and implementing IT requirements. Shortlisting of providers expressing interest in the café. Resolution of Registration of Title issues. 					
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 confirmed as 10 weeks. Substantial potential cost implications of programme delay – issue resolved and programme					Amber

Appendix E: Council's Gold Project Updates as at 31st December 2014

changes confirmed. Remaining risk includes delay in neighbour agreements.	
2. Capacity of SBC and Arvato's ICT support to meet deadlines and complete work on schedule.	Red
3. Church – must resolve occupation of small area of land without agreement and no build zone and finalise solution for the church hall. Savills supporting negotiations. Potential impact on cost.	Amber
4. 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 £518,756.	Amber
5. Risk of running costs exceeding planned revenue budget. Rates estimate now received (£100K above figure previously advised) and corporate property costs substantially higher than budget. M&E and FM arrangements and costs not yet finalised; reviewing savings through redevelopment of vacated sites and income opportunities.	Amber
6. 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
7. Sub-station works delayed because of change in SSE requirements. No impact on overall project timetable. SSE issue with jointing now resolved.	Resolved
8. Continuing delay in developing project documentation. A full set of draft documents is now in the X: drive.	Resolved
9. Delays resulting from registration of title.	Amber
Recommendations for CMT:	
<ol style="list-style-type: none"> 1. Note progress and activity on site. 2. Note management of risks to project timeline and budget. 3. Take appropriate action to address risks as indicated above. 	

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 9th February 2015

CONTACT OFFICER: Joseph Holmes; Assistant Director Finance & Audit, section 151 officer
(For all enquiries) (01753) 875358

WARD(S): All

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

PART I
KEY DECISION**MEDIUM TERM FINANCIAL STRATEGY 2015-19****1 Purpose of Report**

To set out the medium and longer term financial planning assumptions and the different approaches the Council will take to manage these.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to Recommend that the Medium Term Financial Strategy 2015-19 be approved by Council at its meeting on 19th February 2015.

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

This report sets out the financial planning for the council over the next four years and assists in delivering the Council Plan primarily through theme 6 'promote economic growth and protect the council's finances'. However, the report cuts across all themes as it is about ensuring sufficient resources to deliver the Council's strategies going forward.

Priorities:

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

4 Other Implications**(a) Financial**

Though the report in itself does not have any direct financial implications that require immediate implementation, the MTFs contains a significant amount of financial information concerning the future financial planning for the Council.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial		
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications - there are no direct legal or Human Rights Act implications.

(d) Equalities Impact Assessment - there is no identified need for the completion of an EIA.

(e) Workforce - there are no direct workforce implications from this report.

5 **Supporting Information**

The full Medium Term Financial Strategy (MTFS) is included in appendix A. The MTFS sets out the financial challenge that the Council faces and the different methods and strategies that the Council are undertaking to meet this challenge.

6 **Comments of Other Committees**

This report is due to be considered by the Overview & Scrutiny Committee on 5th February 2015 and any comments will be report at the Cabinet meeting.

7 **Conclusion**

For Cabinet to recommend the MTFS to full Council as the overall financial planning for the Council in the next four years and the associated actions and risk mitigations.

8 **Appendices Attached**

‘A’ - Medium Term Financial Strategy

9 **Background Papers**

‘1’ - Previous MTFS report to cabinet

‘2’ - Local Government Finance Settlement 2014

Medium Term Financial Strategy: 2015-19

Introduction

The Medium Term Financial Strategy (MTFS) seeks to set out the background to the Council's current financial position, and estimate its future financial position, and highlight some of the key strands to deliver a balanced position over the period of the MTFS.

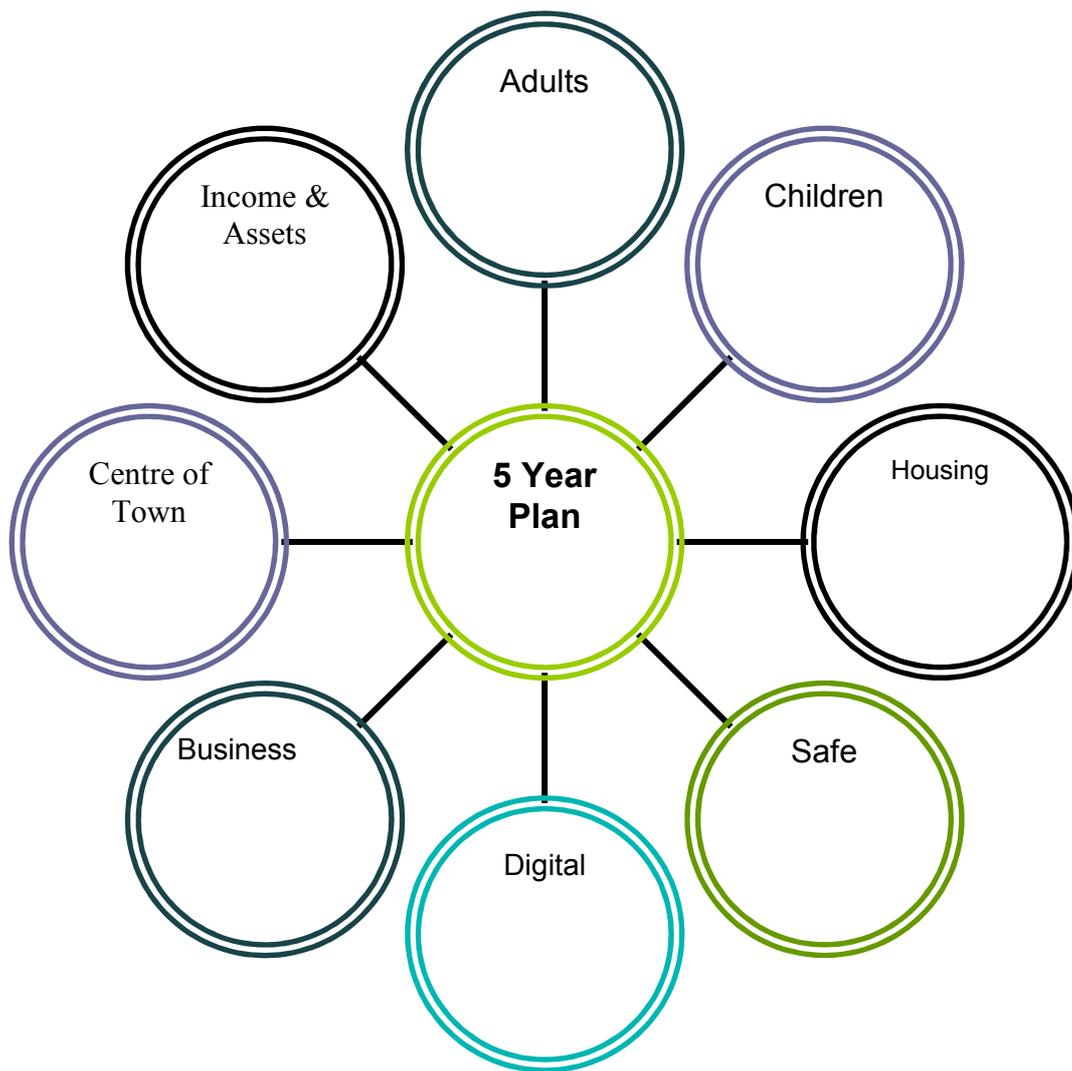
Given the scale of the ongoing reductions in Central Government spend, the Council has, and will increasingly need to, deliver public services in a more joined up, effective and efficient manner. Maintaining the current levels and delivery of existing services is unlikely to be an option to the Council in the future.

The Council is well prepared to meet the financial challenges of the coming years. It has a history of ensuring a balanced budget is delivered, as well as over recent years increasing general reserves to a sustainable level to meet the future financial challenges. The Council has successfully delivered a number of change projects in recent years, with a number of the Council's services being delivered by private sector partners. At the same time, the Council has maintained investment in its infrastructure through the approval of capital budgets to deliver a variety of programmes. The Capital Strategy going forward will be even more focussed on delivering revenue savings through the effective use of infrastructure investment.

This document provides the overarching framework for the Council; the revenue budget 2015-16, Capital Strategy 2015-20 and the Treasury Management Strategy 2015-16 provide the detail behind this and are due to full Council meeting in February 2015.

The Council has a new corporate plan that provides the high level outcomes that this document seeks to deliver through the financing of the Council's activities. The Five Year Plan (5YP) summary themes (to be considered by Cabinet in January 2015) are highlighted in the below:

Graph 1.1: The 5 Year Plan – summarised outcomes focus



The strategy will also be informed by the Government's vision for Local Government and its funding going forward. The current coalition Government has introduced a Council Tax referendum requirement for those Councils exceeding 2% (for 2015-16), as well as significantly reducing funding to Local Government. It is also likely that similar levels of Government grants reductions will continue with the current Government going forward, or indeed, whichever Government is in power from 2015 onwards. Integrated health and social care is also a theme that will be strengthened upon over the period of the MTFS irrespective of the Government in power. Some of the more pronounced Government driven impacts on Council policy and finances may be across housing and these will continue to be monitored over the period of the MTFS to identify any impacts upon the Council.

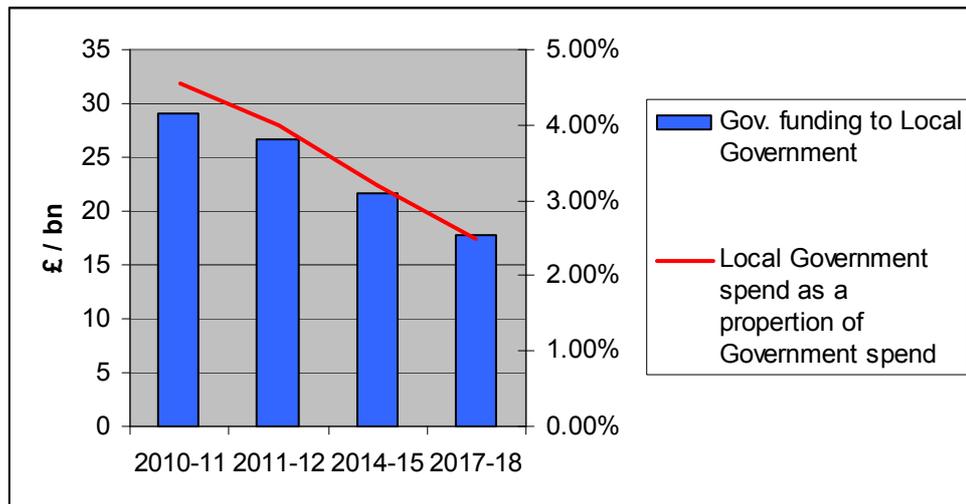
Included throughout the MTFS are some case studies outlining where the council has, or is proposing to over the MTFS, make savings to provide services and protect the public purse.

The Financial Challenge

The Council's financial position needs to be considered by being in the middle of a long-term process of contracting public sector spending.

Since 2010, Government spending on Local Government as a whole has reduced by 25% from 2010 to 2015 as shown by the chart below.

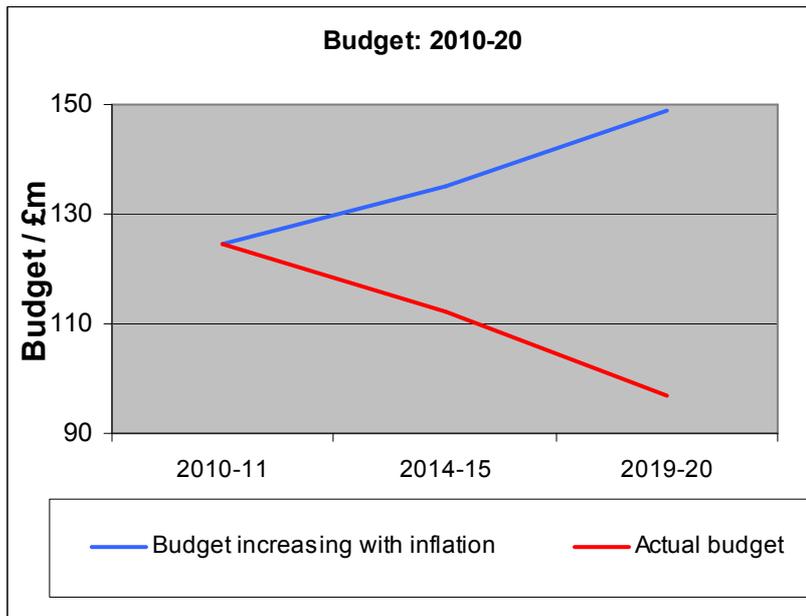
Chart 2.1: Reductions in Local Government revenue spending: 2010-18



The impact on the Council has been significant. Since 2010, the Council's overall net budget has reduced by 14% and by the end of this MTFS, it is expected to have declined by 22%. Put another way, what the Council delivered for £100 in 2010-11 will now need to be delivered for £66 in real terms in 2018-19.

Over this period, there would be a substantial gap between the Council's budget forecast against the Council's budget rising with the Bank of England's target inflation rate:

Chart 2.2: Net budget vs Inflation

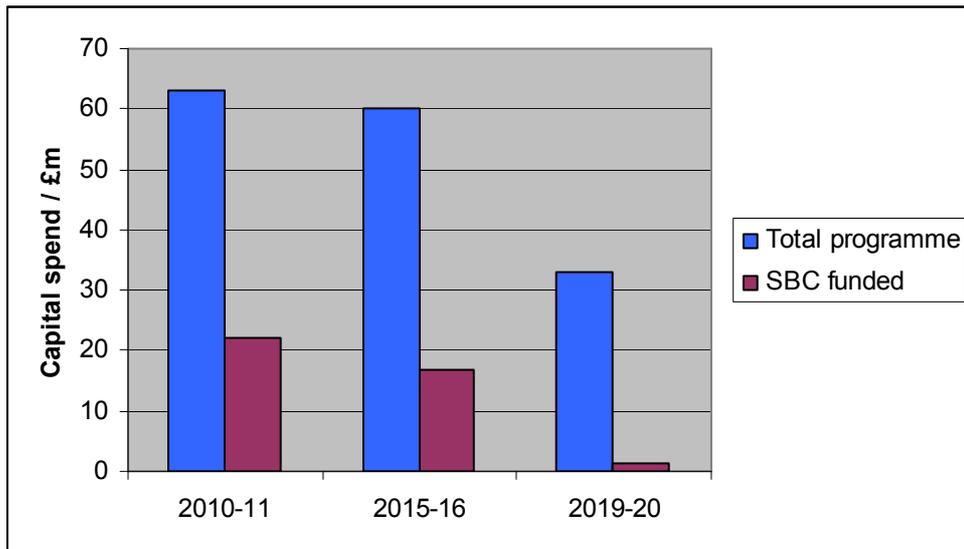


Over this period of reduced expenditure, the Council has been given greater freedoms with where it spends money with the removal of many of the previously ring-fencing funding streams. Though this has not compensated the Council for the funding reductions it has faced, it has meant that the Council has more control over its future spending priorities. With the Department for Education's intention that Children's Social Care in Slough is run through a separate organisation, the Council faces a new financial challenge to ensure that the provision and cost of these services remain affordable in light of the other pressures placed upon the Council for its services over the MTFS.

The Council has maintained capital investment over the recent past and is due to continue to invest in infrastructure into the period covered by the MTFS. Through the Slough Regeneration Partnership (SRP) the Council will seek to deliver its most significant infrastructure projects outside of the Housing Revenue Account and Education schemes. The Capital Strategy 2015-20 details more the future capital plans for the Council going forward.

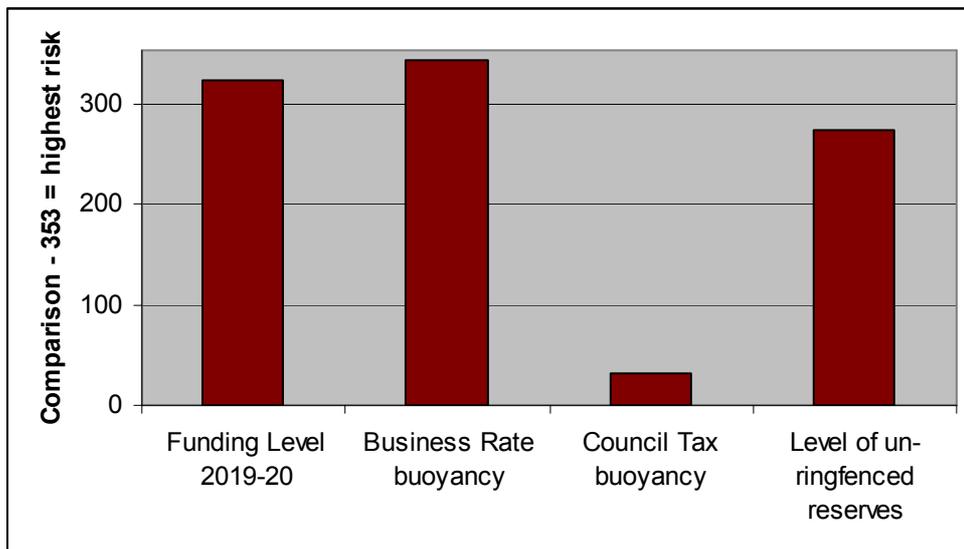
As can be seen from the below, capital spend is expected to reduce over the coming years, though this is with lower assumptions of education spend, and will be once much of the significant works on the Curve and transportation schemes are completed.

Chart 2.3: Capital expenditure & future plans



The Local Government Association has also completed some analysis of how the council compares to other Councils when considering the risk and opportunities available to the Council going forward over the life of the MTFs.

Chart 2.4: Financial comparison analysis¹



The analysis above is consistent with the previous MTFs and the much of the work completed concerning the finances of the Council. This chart shows SBC's comparison against all other Councils. A ranking of 1 means the lowest risk, whilst 353 represents the greatest comparative amount.

Looking at the key outliers, and starting with the funding level and volatility around this, it shows that the Council is at a greater risk than many of

¹ A score of 1 indicates the 'best' position compared with all other Councils, and one of 353 indicates the 'worst' position'.

delivering its services within the funding available to it. This is because of rising pressures within Council services in Children's and Adults social care, but also because the Council is exposed to risk from Business Rates and from falling Government Grants. Many Councils will face a significant risk from one of these funding sources, whereas Slough faces the risk from both of these due to it having a large business community and also a higher level of financial need for the borough compared to other Councils.

Business Rate buoyancy highlights that the fluctuation in business rates has been significant and that the overall rate of growth has been lower in Slough compared to other Councils before 2014. The 5YP is very much focussed on ensuring that there is less risk from this area. Council Tax buoyancy highlights the growth in the Council tax base in recent years, and this has been reflect yet again for 2015-16 with a year on year Council taxbase growth of almost 3%.

The overall un-ringfenced reserves (i.e. the General Fund and earmarked reserves) show that Slough's position is that as a Council we hold slightly lower levels of reserves than others. It is important to note however that the General Reserve is above the minimum level set by the s151 (Chief Finance) Officer, and that the Council has to ensure that there are suitable general and earmarked reserves to ensure the proper functioning of the Council against holding excess reserves that could be utilised more effectively to assist the Council going forward. More information on reserves can be found in the revenue budget papers for 2015-16.

The Council sits in the middle of risk in respect of the impact of welfare reforms; this will be a key risk going across the period of the MTFS for the Council and impacts that these will have upon the Councils services e.g. housing.

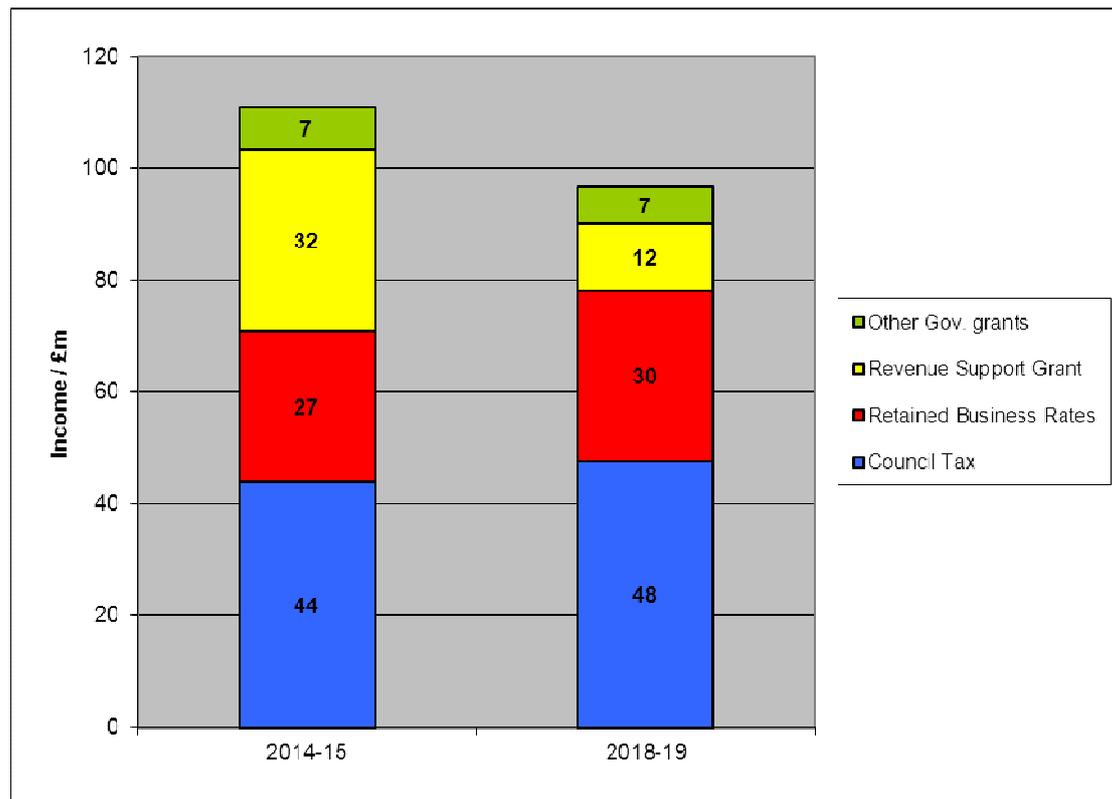
Case Study – increasing Treasury Management Returns

The Council manages around £90m of investments each year. The Strategy for managing these was significantly changed in 2014-15 to diversify investments across a wider portfolio of deposits. This has included completing some longer term investments, including with a property fund. The Council's average returns has improved from approximately 0.5% to 1.3%, with an increase of over £1m to offset having to make savings elsewhere in the Council. The Council's comparative performance has been greatly improved, and in quarter 2 was one of the best performing in its comparator group.

How the Council is financing & where it spends money

The Council is financed at present through three main sources of funding; Council Tax, Retained Business Rates and Government Grant. As the chart below shows, the proportion of these income strands will be changing over the period of the MTFS. It is also important to note the overall income figure is reducing significantly over this period.

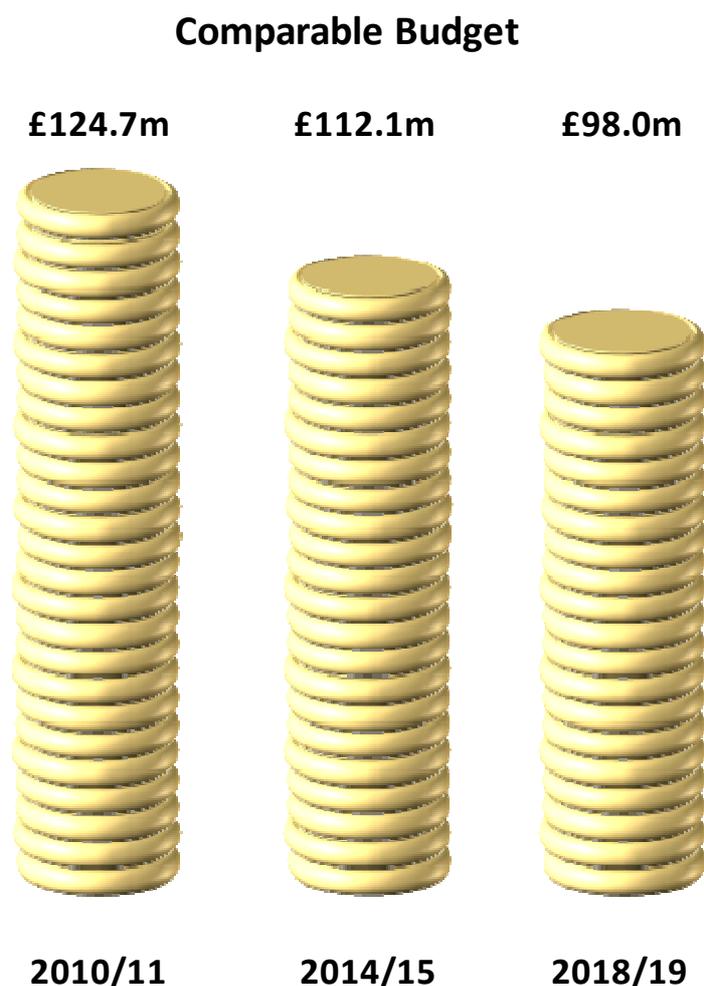
Chart 2.4: Income streams 2015-19



As can be seen from the above the relative importance of Council Tax and retained business rates grows over the period of the MTFS from 63% to almost 80% of the Council's income; the Council will by the end of the MTFS be much less reliant upon Government funding. To reflect this, the Council has made retaining existing businesses and attracting new businesses, as well as ensuring a strong supply of housing two of the key outcomes within the new 5YP.

This fundamental change to how the Council is financed provides an opportunity for the Council to have greater financial clarity about the future (this should be assisted by the Government providing longer term financial settlements to Councils following the General Election) and therefore enable greater planning for future years. It also provides an opportunity for the Council to have more control and influence over its future income streams and so reduce its reliance upon Government.

Chart 2.5. Comparable budget: 2010-19²

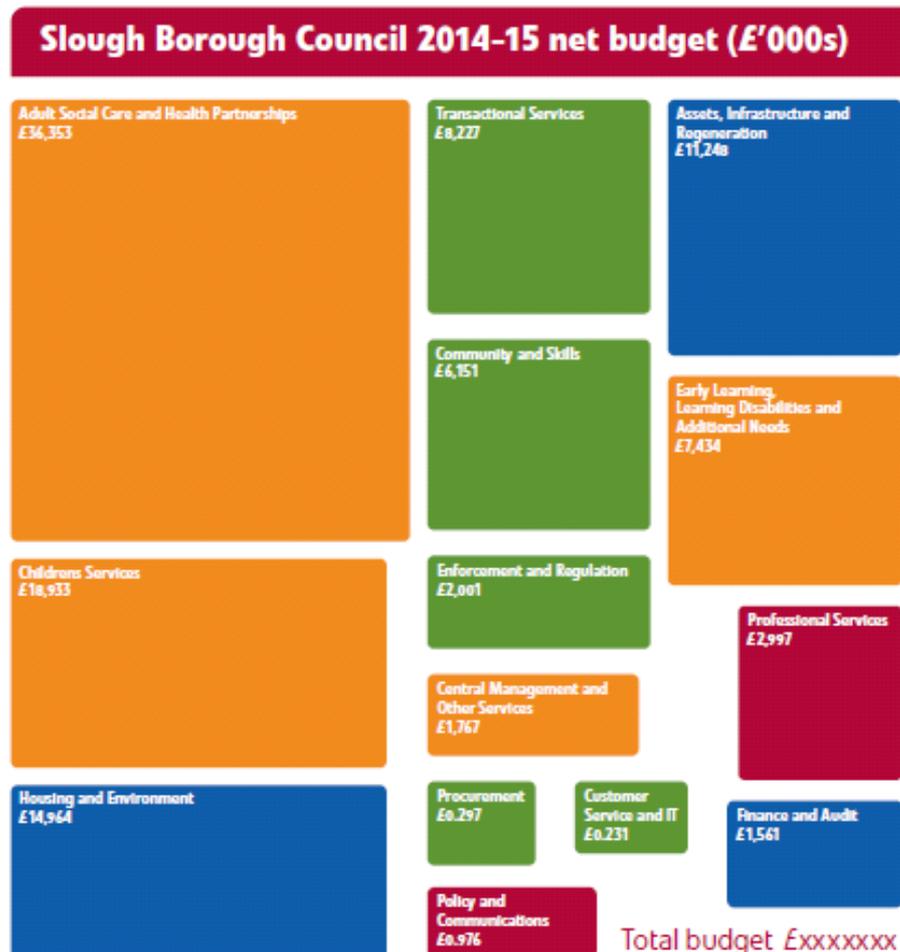


It is also clear from the above chart that the Council will have significantly reduced funds going forward. The chart above highlights the relative decrease in the comparable budgets over time from 2010 through to the end of the MTFS. Over this same period, many of the demands on the Council have not gone away, and responsibilities remain for the plethora of services that the Council delivers to its taxpayers. One of key pressures that the Council faces concerns Children's Social Care (CSC). Following the Department for Education's intention to place Children's Social Care services into a separate organisation, the Council will need to work closely with this new organisation to ensure that the delivery of services remain affordable and deliver improvements. The CSC service makes up approximately 17% of the Council's net budget; any new financial pressures emerging from this service will only place even greater savings onto all other Council services. The Council needs to work with the new organisation for CSC to ensure that whatever model of delivery is pursued that it remains affordable within the Council's overall budget, and anticipates that the CSC organisation will deliver the same percentage level of savings as the rest of the Council.

² These are actual cash amounts

On the expenditure side of the Council's finances, the summary position for 2014-15 is below.

Chart 2.6: Net expenditure by service – 2014-15



The three largest spends areas of Adult Social Care, Children's Social Care and Waste Management (the main bulk of the Housing & Environment budget) are all seeing demographically led demand growth to their budget; Slough's population as a whole is growing and this places pressure on its public services. The strategy further in the MTFs details some of the methods that might be utilised over the period of the MTFs, but the Council will need to ensure that these three areas of spend are as well controlled, and are delivered to their maximum efficiency over the period of the MTFs, as possible to ensure that the Council continues to provide all of its other services.

Case study – Adult Social Care Transformation

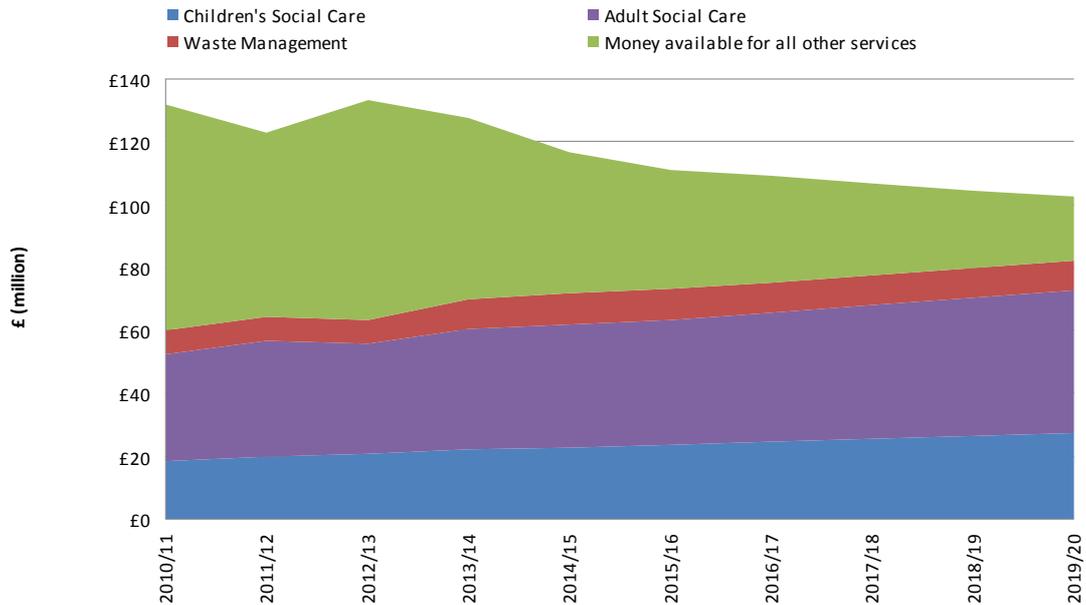
The way in which the council delivers services to adults is changing fundamentally. The two main reasons for this are the Care Act and the Better Care Fund. These will see services delivered in new ways: more people will be encouraged to manage their own care and support via personal budgets, there will be a cap on the amount clients contribute towards their care costs and the council and health care providers will work even closer together to ensure both better value and reduce delays in social care clients leaving hospital. For these reasons plus the fact that the council has less money to spend, Adult Social Care is transforming its services to ensure it meets the new requirements of the Care Act and the Better Care Fund and at the same time ensure those clients meeting our eligibility criteria receive a quality service at the best possible price.

In particular the Learning Disabilities Change Programme will continue to contribute to the overall ASC Transformation agenda. This is being achieved by ensuring all LD clients are placed in the right accommodation at the best possible value. So far 15 clients have moved into supported accommodation from traditional residential settings and a further 13 is planned over the coming financial year. Other clients not moving will have their care costs reviewed to ensure these meet industry standard best value pricing tools. This particular initiative will contribute a further **£1m** in 2015/16 on top of the **£1m** already achieved over the past 2 years.

Overall the ASC Transformation Programme will save **£3m** in 2015/16. This is in addition to another **£3m** that has been already been saved in the current financial year.

The graph below highlights that, assuming that the Children's Social Care additional costs are approved and that costs rise by inflation in this service, that Adult Social Care holds its costs flat in cash terms, and that waste management makes savings but that costs rise by inflation, that the following scenario will occur by 2019-20. The Council's strategy through the 5YP is key to ensuring that this does not occur and that the Council shapes its budgets to deliver growth and make its priority services affordable:

Graph 1.3: Comparative budgets 2010-20



The Council's Strategy

The period of the MTFS is likely to see a significant contraction in the Council's overall spend, whilst at the same time seeing a growing population base that the Council must provide services to. To ensure that these two challenges are delivered, the Council will need to undergo a period of concentrated transformation to enable a continuation of those services that provide a universal benefit to all residents whilst at the same time deliver services for the vulnerable in society.

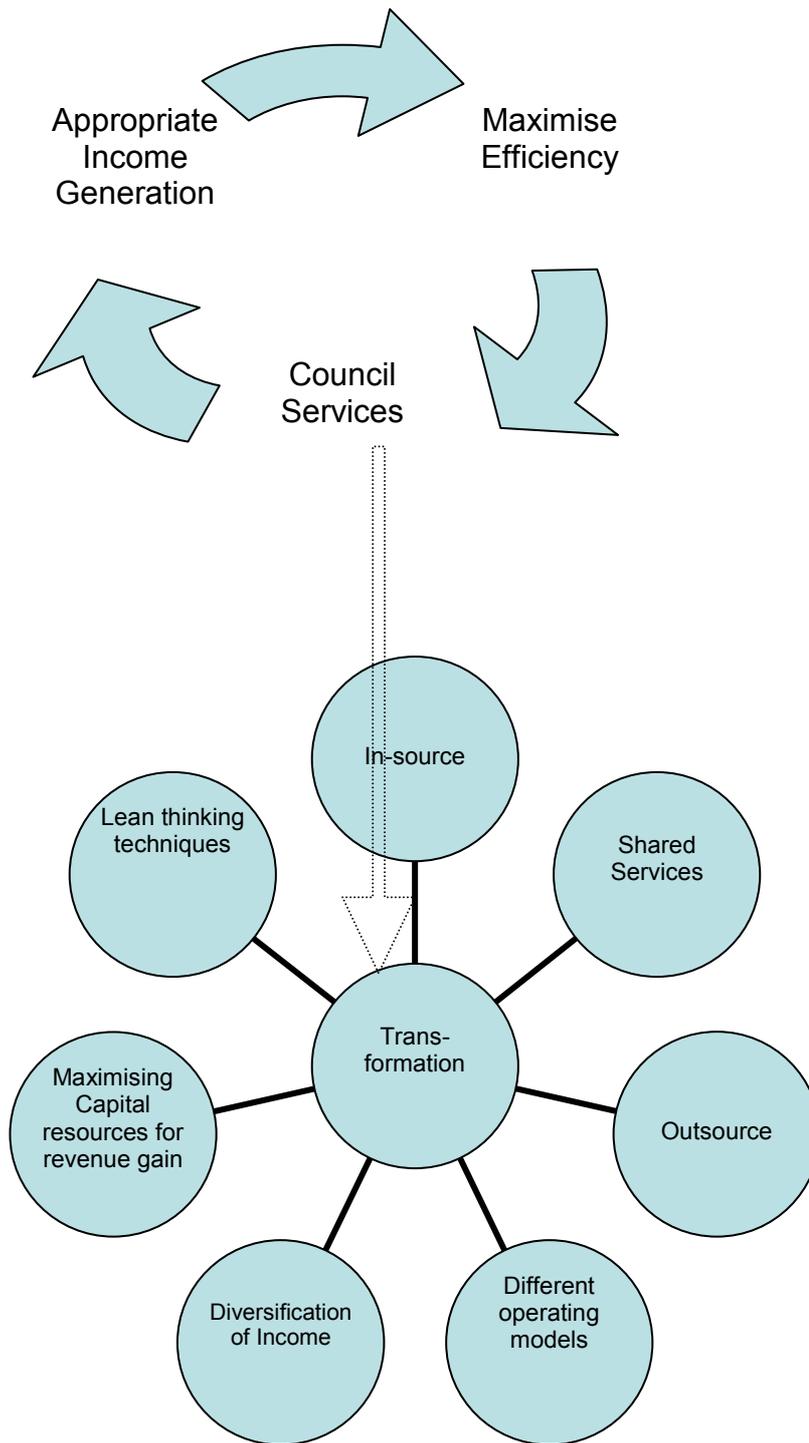
The first step the Council will undertake is to maximise all efficiencies from across its service areas; before any further transformation is completed, it is important that all services' comparative costs are understood and the Council is either content with these, or wishes to drive out further reductions in cost. It is also important that the Council maximises the generation of income. The two main income sources are Council Tax and Business Rates and there is a very real incentive for the Council to collect a higher percentage of overall Council Tax and Business Rates through its transactional services partner, arvato. The Council also collects income through how it sets its fees and charges and over the coming year the Council will review further where subsidies are provided through its charging regime and where it would be appropriate to adjust these subsidies for the Council Tax payer and / or for the service user.

Case Study – Council Tax Single Person Discount Review

It is more important in the current financial climate than ever to ensure that the Council maximises its income from Council Tax and that discounts are claimed correctly. The Council worked through its transactional services partner, arvato, to review the Single Person Discounts of 25%. Using a data matching exercise, almost 4,000 cases were reviewed for investigation with nearly 500 discounts now stopped.

Using a Band D property average, removing the 25% SPD will yield approximately £150k per year over the life of the MTFS.

Chart 2.7: Approach to the financial challenges



Finally, the Council will develop transformation through a variety of themes as articulated in the above. Given the scale of the financial pressures on the Council, following one theme alone is unlikely to yield all of the savings required going forward, and so the Council will need to be aware of the opportunities presented through the life of this MTFS via the themes above.

The Council has experience of delivering services using many of the themes identified. Already in the MTFs there are examples of these and case studies are highlighted throughout this document demonstrating some of these.

Case Study – Reducing premises costs

The premises cost review links into the Five Year Plan under the ‘Using Resources Wisely’ Outcome and includes all operational assets held, occupied, leased, used or contracted to be used on behalf of the council. This includes (but is not limited to) offices, SBC funded schools, leisure centres, parks buildings, waste management centres, crematoriums, libraries and community centres; HRA assets, except for social rented housing, are also included.

Along with understanding the location, usage and strategic fit of existing operational assets, mapping the cost drivers of the premises will help the council to make more efficient and effective use of office accommodation, rationalise usage of other corporate assets, and adopt a consistent approach to the management of corporate premises.

It is planned to realise major savings of up to £2m and a 20 % reduction in the council’s corporate footprint within four years. This will be achieved through the disposal of surplus and ‘unsustainable’ premises, reducing liabilities in terms of lease/hire agreements with third parties, maximising income from investment and operational properties (including renting space to other public bodies), and the implementation of a Corporate Landlord approach to the central management of assets.

The Financial Model

Below is a summary of the financial model that drives the anticipated figures included within this document. Also included below the model are some of the key assumptions contained within the model.

Table 3.1: The MTFS financial model

No.	2014-15	Funding	2015-16	2016-17	2017-18	2018-19
1	43.85	Council Tax	45.13	46.36	47.52	48.72
2	27.13	Retained Business Rates	29.13	29.37	29.66	29.96
3	32.47	Revenue Support Grant	23.81	19.60	15.60	12.48
4	1.96	Education Services Grant	1.46	1.24	1.05	0.90
5	2.36	NHS monies through BCF	2.36	2.36	2.36	2.36
6	2.01	New Homes Bonus	2.60	3.20	3.20	3.20
7	1.03	Other non-ringfenced grants	1.08	0.80	0.70	0.60
8	1.30	Collection Fund	1.90			
9	112.11	Total Budgeted income	107.46	102.92	100.09	98.20
10	114.25	Prior year baseline (adj.)	112.34	108.51	102.76	99.81
11	3.54	Base budget changes	3.52	2.90	2.90	2.90
12	8.20	Directorate Pressures	1.89	2.92	1.86	2.00
13		Revenue impact of Capital investment	0.00	0.60	0.00	0.00
14	-1.34	Other adjustments	-0.50	0.16	0.28	0.10
15	-12.53	Savings requirement o/s		-5.72	-2.01	-1.01
16		Savings identified	-9.79	-6.45	-5.70	-5.60
16	112.11	Net Expenditure	107.46	102.92	100.09	98.20

n.b. Rounding errors apply. Further detail contained within the 2015-16 figures will be included within the 2015-16 Revenue Budget papers.

- (1) Council Tax – assumed that the taxbase (i.e. number of properties in Slough) rises by 1.5% from 2016-17 onwards. Council Tax is due to be frozen in 2015-16 by utilising the Council Tax Freeze Grant.
- (2) Retained Business Rates – assumed small growth in Business rates for 2015-16 and that they rise in line with inflation thereafter.
- (3) Revenue Support Grant (Government grant) – includes 2015-16 figures announced by Government in December 2014. All future years to see a reduction in line with anticipated reductions to Departmental Expenditure Limits (DEL) from the HM Treasury. These are purely estimations until further clarity is provided in the next spending review.
- (4) Education Services Grant (Government grant) – expect to reduce as this grant reduces with every school that converts to academy status.
- (5) NHS monies to support Social Care – assumed flat at the £2.4m level for 2015-16 onwards. This amount is now included within a wider Better Care Fund allocation of £8.1m that includes the pooling of NHS and SBC monies together. In future years, this will be shown in a different presentation, but to ensure consistency with the previous year it is per the above.
- (6) New Homes Bonus – assumed growth in the taxbase.

- (7) Other non-ringfenced grants – similar assumptions through the MTFS as this relates to smaller non ringfenced grants that are announced in the finance settlement e.g. adjustments for NHB allocations retained by Government, or for Council Tax Freeze grant (which is likely to be mainstreamed in future years).
- (8) Collection Fund – the balance of surplus / deficit on retained business rates and Council Tax compared to original assumptions
- (10) Prior Year baseline – the previous year net budget position.
- (11) Base budget adjustments – increases due to non-pay and pay pressures across the Council.
- (12) Directorate pressures – the 2015-16 items are detailed in the revenue budget paper. These were far lower than the previous year, and similar levels have been forecast going forward in the MTFS.
- (13) Impact of capital investment – the amount of revenue budget required to pay off any additional capital borrowing required in future financial years from the capital strategy. For 2015-16 the costs through using internal balances are expected to met by utilising one off capital receipts and increased Treasury Management Returns.
- (14) Other adjustments – in 2015-16 this is the use of the £500k of one-off reserves released following a review of earmarked reserves.
- (15) & (16) Savings– the amount of savings required for each financial year.

Long Term Financial Position

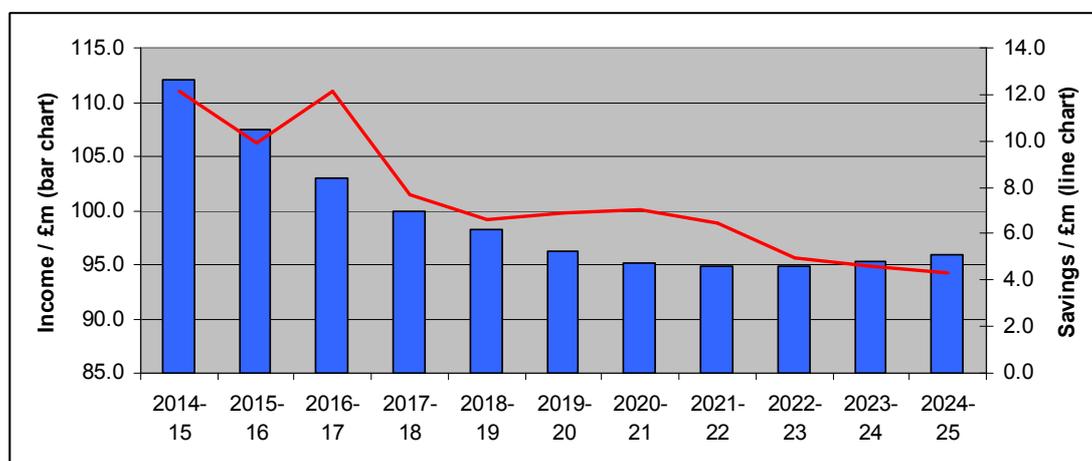
The scale and the timeframe for funding reduction remain an unknown from Government, however, it is important that the Council considers the longer term financial impact of decisions that are being made at the moment.

One unknown at present is the impact of the macro-economic position on the decisions made by whichever UK Government is in place from 2015. Continued instability in European and world financial markets may well change Government fiscal policy and this will then impact on the Council's financial position.

Over the longer term, it is likely that the Council will need to borrow to support its capital programme. Though much of this is dependent on the level of Government grants in the future, it would be reasonable to assume that within 5-10 years the Council will have a borrowing requirement through using its internal balances and through the repayment of loans when they finalise (with £12m finishing within the current MTFs).

The graph below highlights at a very simple level the income and expenditure requirements, with relatively benign inflation levels, that Council Tax base growth slows to 1% and that Business Rates remain static except inflation. It also assumes continued suppressed pay inflation and that Government funding reduction of 25% p.a. remain.

Chart 2.8: Long Term Financial Model



The above highlights that around 2021, the Council's income would start to level off. The reason for this is that by this point the Council would have minimal Government Grant. One of the unknowns is that the Government are due to rebase the business rates system in 2020 and this will have an impact upon the above but it is impossible to quantify.

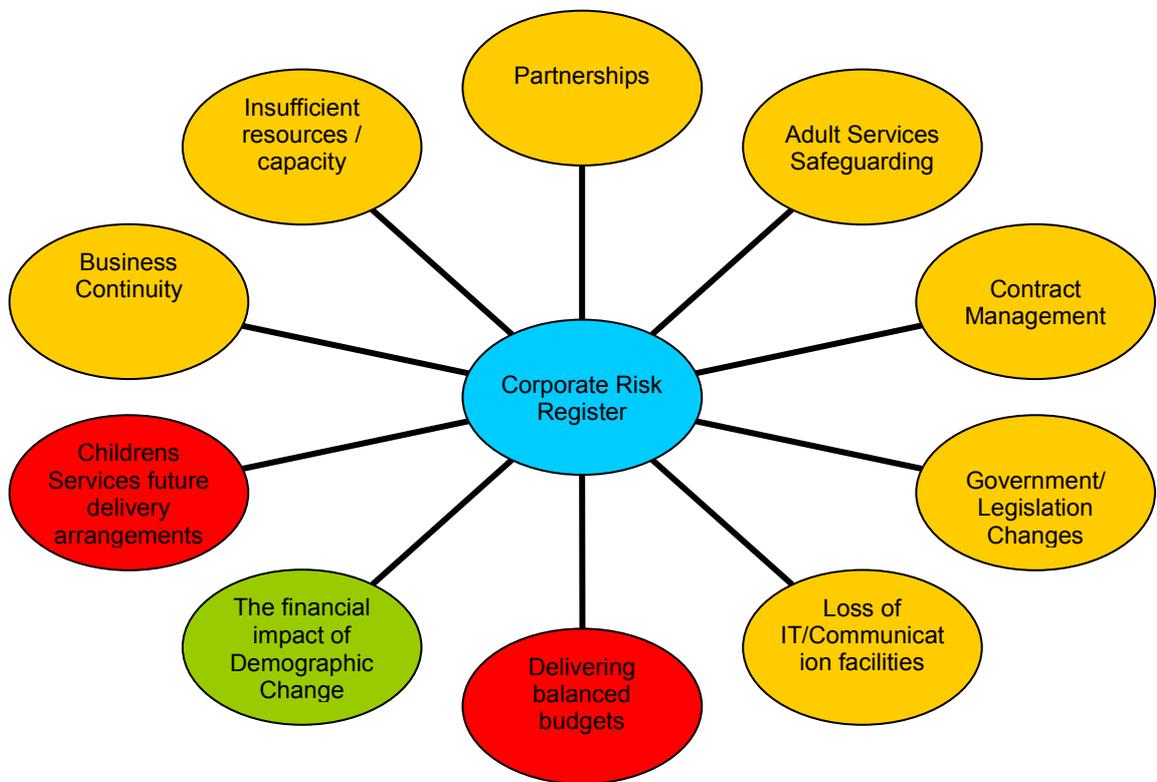
What this highlights is that the impact of any increased demand on the Council's services will have a significant impact on the rest of the Council's services. The savings requirement throughout the above is still far higher than

the pre 2010 levels seen, and so the Council will need to make sure that transformation is not only ongoing, but that it is constantly eroding the cost base.

Managing Risk

Ensuring that there is appropriate risk management is key to underpinning the success of the MTFs. The Corporate Risk Register currently includes delivering the MTFs as a key risk, along with other related risks highlighted in this strategy e.g. children's social care, the delivery of the SRP and the impact of demographic changes.

Table 3.2: Corporate Risk Register



The Council also needs to be prepared for other scenarios that have yet to emerge at present, or are just emerging, and it needs to consider the impact that these will have upon the Council via different scenarios.

Table 3.3: Scenarios and their financial impact

Scenario	Positive impact / £m	Negative impact / £m
Increased cost due to the new CSC organisation	2	-2
CTX Collection rates change by 1%	0.45	-0.45
BR Collection rates change by 1%	0.3	-0.5
Business Rates appeals ³		-2
Over / under delivery of savings	1	-3
Further Government funding reductions – new budget following the general election		-2
Performance on Council investments	0.5	-0.5
Total	4.25	-10.45

It is highly likely that all of the above scenarios will occur *to an extent*. There are some positive as well as negative risks. The Council has seen significant in year pressures from Children’s Social care in the 2013-14 and 2014-15 financial years. However, as highlighted above and as will be detailed in the revenue budget papers, significant sums are being proposed to go to this service to help deal with the financial pressures.

The two largest risks come from reduced business rates and savings delivery. In the current financial year, Business Rates increased initially, but the collectable amount has fallen by over £1m in four months at the time of writing. Business Rates numbers are volatile as businesses demolish, convert and redevelop sites in the borough. From a savings delivery viewpoint in 2014-15 there are savings still highlighted as amber as not being delivered in year; any unmet savings have been adjusted for in the budget going forward where appropriate. However, 2015-16 will have a very high savings target of circa £10m. By its very size (almost 10% of the Council’s budget), this savings plan will be an inherent risk.

³ The Council holds a Medium term Financial Volatility reserve that would dampen the impact of the appeals for a one off period. It is current at a level broadly halfway between the expected business rates retained and the Government safety net.

There are processes in place to manage some of these risks, and these are highlighted below. Many of these overlap with the Corporate Risk Register or service risk registers where further details can be found.

Table 3.4: Managing risks

Risk	Management Control
Increased cost due to the new CSC organisation	CEX regularly meetings with the commissioner for CSC. Transition Board setup headed by the Strategic Director CCS.
Collection rates change by 1%	Monthly collection rates monitored to CMT Regular meetings with the transactional services provider
Business Rates appeals	Notifications from the Valuation Office Pro-active visits to be undertaken by the transactional services provider
Over / under delivery of savings	Monthly monitoring of savings against a RAG framework, quickly highlighting to CMT where savings might not be achieved and to take action.
Further Government funding reductions	Regular monitoring of DCLG announcements. Informal networks with other Councils
Performance on Council investments	Monthly meetings of the Treasury Management Group to monitor investments and change strategy if required.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 9th February 2015

CONTACT OFFICER: Joseph Holmes; Assistant Director Finance & Audit, section 151 officer
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr Rob Anderson; Leader and Commissioner for Finance & Strategy

PART I
KEY DECISION**REVENUE BUDGET 2015/16****1 Purpose of Report**

To detail the overall Revenue Budget for 2015/16, and the decisions required for the Council to achieve a balanced budget for the year ahead.

The paper demonstrates the levels of Council Tax proposed, the Government grant assumptions and estimations required for the next financial year's budget.

To approve a Council Tax freeze for the year ahead, and the associated Council Tax notices and resolutions required as per various Local Government Finance Acts as detailed in Appendix G.

To approve the proposed increase in Housing Rent Account rents and service charges (as detailed in Appendix J and set out in paragraph 2 below).

To approve the increases in Fees and Charges as detailed in Appendix Fi.

2 Recommendation to Council

The Cabinet is requested to Recommend that the Revenue Budget 2015/16 be approved by Council on 19th February 2015, noting that other organisations have yet to set their Council Tax precepts.

Council Tax Resolution – In relation to the Council Tax for 2015/16

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2016 be as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 15 December 2014 Cabinet calculated the following Tax Base amounts for the financial year 2015/16 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
 - (i) 38,462.6 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax

Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2015/16; and

(ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2015/16:

a)	Parish of Britwell	597.0
b)	Parish of Colnbrook with Poyle	1,781.1
c)	Parish of Wexham	1,270.3

(c) That the following amounts be now calculated for the year 2015/16 in accordance with sections 31A to 36 of the Act:

- (i) £437,571,351 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);
- (ii) £ 392,237,445 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);
- (iii) £45,333,906 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
- (iv) £1,178.64 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
- (v) That for the year 2015/16 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £207,046 representing the total of Parish Precepts for that year.
- (vi) £1,173.27 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

(vii) Valuation Bands

Band	Slough Area £	Parish of Britwell £	Parish of Colnbrook with Poyle £	Parish of Wexham Court £
A	782.18	44.06	31.80	24.48
B	912.54	51.41	37.10	28.56
C	1,042.91	58.75	42.40	32.64
D	1,173.27	66.10	47.70	36.72
E	1,434.00	80.79	58.30	44.89
F	1,694.72	95.47	68.90	53.05
G	1,955.45	110.16	79.50	61.21
H	2,346.54	132.19	95.40	73.45

Being the amounts given by multiplying the amounts at paragraph c (iv) and c (vi) above by the number which, in the proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with section 36 (1) of the Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (viii) That it be noted that for the year 2015/16 the Thames Valley Police Authority precept has been provisionally stated in line with previous year increases, in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £
A	109.14
B	127.32
C	145.52
D	163.70
E	200.08
F	236.46
G	272.84
H	327.41

These precepts have not been formally proposed or agreed by the Thames Valley Police Authority and may be revised when agreed.

- (ix) That it be noted that for the year 2015/16 the Royal Berkshire Fire Authority has provisionally stated the following amount in precept issued to the Council, in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Royal Berkshire Fire Authority
	£
A	40.44
B	47.18
C	53.92
D	60.66
E	74.14
F	87.62
G	101.10
H	121.32

These precepts have not been formally proposed or agreed by the Royal Berkshire Fire Authority and may be revised when agreed.

- (x) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council including the precepting authorities will be as follows:

Band	Slough	Office of the Police and Crime Commissioner (OPCC) for Thames Valley	Royal Berkshire Fire Authority	TOTAL
	£	£	£	£
A	782.18	109.14	40.44	931.76
B	912.54	127.32	47.18	1,087.04
C	1,042.91	145.52	53.92	1,242.35
D	1,173.27	163.70	60.66	1,397.63
E	1,434.00	200.08	74.14	1,708.22
F	1,694.72	236.46	87.62	2,018.80
G	1,955.45	272.84	101.10	2,329.39
H	2,346.54	327.41	121.32	2,795.27

- (xi) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiii) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the

Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.

- (xiv) The above figures assume a council tax freeze for the Royal Berkshire Fire Authority. If this is not the case this report requests the Section 151 or nominated officer be authorised to adjust the council tax charges in line with final figures in consultation with the leader and leader of the opposition

HRA Rents and Service Charges –

- (e) That the proposed increase in Housing Revenue Account rents and service charges for 2015/16 be as follows:
 - (i) Council house dwelling rents for 2015/16 increase by an average of £2.24 per week (2.2% average increase) with effect from Monday 6th April 2015. This is in line with current government guidelines on rent increases, linked to September CPI+1%.
 - (ii) Garage rents, heating, utility and ancillary charges increase by 2.3% with effect from Monday 6th April 2015. This is based upon the September RPI figure.
 - (iii) Service charges increase by 2.2% with effect from Monday 6th April 2015. This is based upon the CPI+1% uplift used for rent setting.
 - (iv) ‘Other committee’ property rents increase by an average of 2.2% from Monday 6th April 2015 in line with the average increase of all housing properties.

Fees and Charges –

- (f) That the proposed increase in Fees and charges outlined in Appendix Fi for 2015/16 be as follows:
 - (i) Sports Pitch fees and Allotment fees increase by the benchmark plus 4.2%
 - (ii) The sports pitch fees will be implemented from the 1st April 2015 but the allotments will take effect from the 1st December 2017 as the allotment holders are normally given a year’s notice and the fees for 2016 have already been set.

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

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

3a. Slough Joint Wellbeing Strategy Priorities –

This paper assists in the achievement of the all of the SJWS priorities:

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

3b **Five Year Plan**

This report helps achieve all of the outcomes by providing an overall financial strategy to support the delivery of the Five Year Plan.

4 **Other Implications**

(a) Financial - Detailed within the report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	none
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	A number of posts will be affected by changes proposed. These will be managed through the council's restructure, redundancy and redeployment policy and procedure. As highlighted in the December report these could total over 20.	None
Equalities Issues	To be assessed per each proposed saving	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery	Risk of overspend and making further savings elsewhere	Decisions that could bring savings proposals forward
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any savings must not undermine the Council's responsibilities to provide minimum levels of provision in key areas. The set of savings proposals for 2015/16 does not recommend any savings that will affect the council's ability to carry out its statutory functions. However,

Members should be mindful of the cumulative year on year effects of savings and reductions in services and continue to make assessments of the impact on statutory functions. All the savings proposals included within this report will be closely monitored throughout the financial year.

(d) Equalities Impact Assessment

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

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

(e) Workforce

The proposed savings included within this report will have an impact on staffing levels, with more than 100 staff affected. The Council has a number of measures to minimise compulsory redundancies including;

- Developing staff skills to redeploy to alternative roles.
- Obtaining staff savings from deletion of vacant posts.
- Opportunities for Voluntary Redundancies.

5 Supporting Information

5.1 **Summary**

- 5.1.1 2015/16 is set to be another difficult year financially for the Council, with a continued reduction in Government funding, as well as an increased demand for Council services. The Council has managed to, wherever possible, protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver its key outcomes. This has been achieved whilst delivering a freeze for Council tax for the third time in the past four years.
- 5.1.2 There remain many difficult years ahead for the Council due to the financial pressures that it faces, but the budget for the 2015/16 ensures that the Council's finances are based on solid footings for the future.
- 5.1.2 This paper sets out the revenue budget for 2015/16 and the associated plans and assumptions contained within it. The Medium Term Financial Strategy, which accompanies this paper for approval, details the longer term financial challenges that the Council faces into the future years, whilst the capital strategy sets out the wider financial implications of decisions made in investing in the borough's infrastructure. The Treasury Management Strategy details how the Council will undertake transactions concerning investments and borrowings and this is contingent on the capital strategy as well as having an impact on the revenue budget savings proposals for 2015/16.

5.1.3

No.	2014-15	Funding	2015-16
1	43.85	Council Tax	45.13
2	27.13	Retained Business Rates	29.13
3	32.47	Revenue Support Grant	23.81
4	1.96	Education Services Grant	1.46
5	2.36	NHS monies through BCF	2.36
6	2.01	New Homes Bonus	2.60
7	1.03	Other non-ringfenced grants	1.08
8	1.30	Collection Fund	1.90
9	112.11	Total Budgeted income	107.46
10	114.25	Prior year baseline (adj.)	112.34
11	3.54	Base budget changes	3.52
12	8.20	Directorate Pressures	1.89
13		Revenue impact of Capital investment	0.00
14	-1.34	Other adjustments	-0.50
15		Savings requirement o/s	
16	-12.53	Savings identified	-9.79
16	112.11	Net Expenditure	107.46

5.2 Income

5.2.1 The Council has three main sources of income, as highlighted in the chart below:

5.2.2 The amount of retained Business Rates is determined by the Council setting its estimation of Business Rates for the year ahead to central Government. The Government then allows the Council to retain 49% of this income, subject to a further tariff that the Council must pay Central Government. For 2015/16 the tariff has been set at **£18.4m**. The Government sets the tariff based on the historical average of business rates collected set against the level of spend the Government believes the Council should have. If Business Rates growth compared to the estimate, the Council retains 30% of this growth. If Business Rates drop, the Council is liable for 50% of the drop.

5.2.3 The Council also receives Revenue Support Grant (RSG). RSG is determined, and comes from, Central Government and consists of Government's expectation of what the Council should spend in line with the Government's deficit reduction plans. For 2015/16, the amount of RSG announced in the provisional Local Government Finance Settlement is **£23.8m**. The finalised settlement is unlikely to be announced until just before the Cabinet meeting in early February

5.2.4 The final main sources of Council income is Council Tax. This is based on the Council Taxbase (i.e. the number of properties in the borough) as per the report to Cabinet in December 2013 multiplied by the average band D Council Tax amount. For 2015/16 the Council Tax levels across the borough will be frozen for the Slough Borough Council element at £1,173.27 for a band D equivalent. This leads to an assumed Council Tax income of **£45.1m** for the Council in 2015/16.

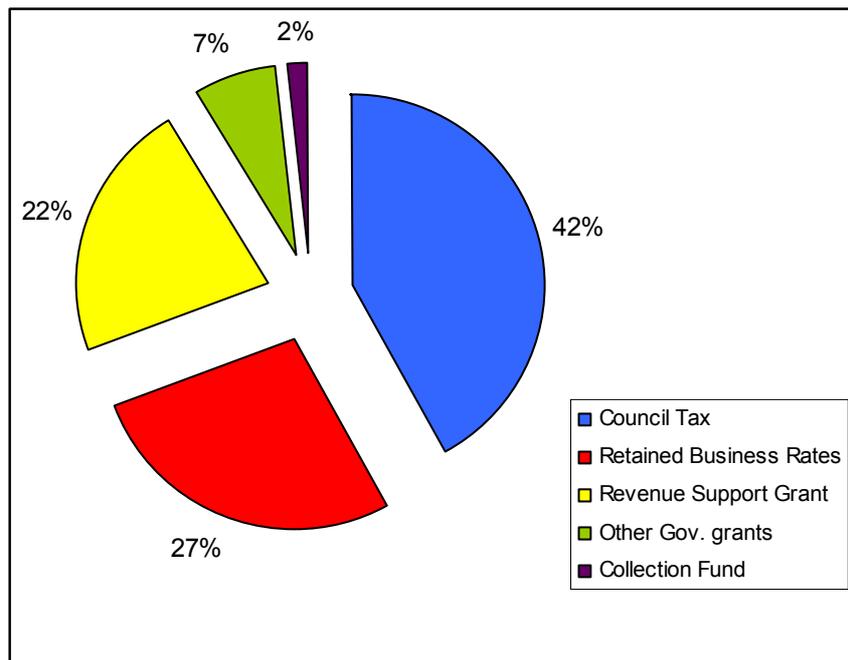
5.2.5 The other sources of Government grant income are clarified as per the Local Government Finance Settlement. Any variation from these in the finalised settlement will be reported to the Cabinet and Council. The total amount of non-

ring-fenced Government Grants anticipated for 2015/16 is **£7.4m**. The main items included are the New Homes Bonus (£2.6m), NHS Monies to support Social Care (£2.3m), and Education Services Grant (estimated at £1.4m).

5.2.6 The final source of income is the Collection Fund. This is a statutory account which details the actual income received in respect of Council Tax and retained business rates compared to the estimates made in January 2013 for the 2013-14 budget. At present this is anticipated to produce a surplus of **£1.9m**.

5.2.7 The total income available to the Council for the 2015/16 for its net budget is therefore **£107.4m**.

Chart 1.1: Council income sources



5.2.8 The Council also receives income from specific Government grants and these are included in appendix I. The Council budgets for an anticipated nil net cost on these specific grants; i.e. that all expenditure will be contained within the income received from Government and that the local Taxpayer does not fund these activities.

5.2.9 By far the largest specific grant the Council receives is the Dedicated Schools Grant (DSG). The majority of this is pass-ported through to Slough Schools via a formula mechanism developed through the Schools Forum. The expected level of DSG for Slough is **£136.6m**.

5.3 Expenditure

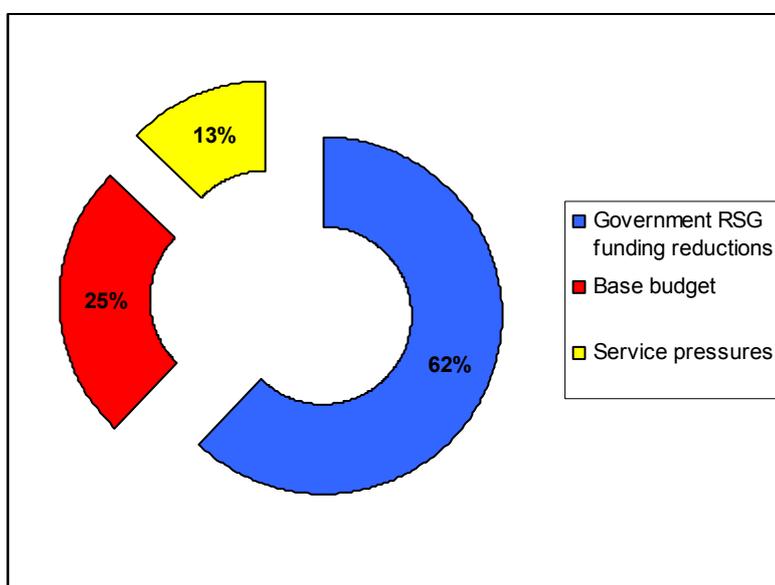
5.3.1 The Council's base budget for 2013-14 stood at £112.1m and it is against this figure that all adjustments are completed. The adjustments included:

- (1) Base budget **£3.5m** – these are movement due to inflationary pressures, pay award (assumed at 1% for 2015/16), incremental rises and other adjustments related to previous years and virements. Appendix B has further details.

- (2) Directorate Pressures **£1.8m** – these are the totals of increased pressures on the council for 2015/16. Appendix C provides details of these.
- (3) Savings of **£9.8m**. The items above combined with the reduced overall income to the Council leave a savings target that needs to be closed. Appendix A details the proposals behind the savings

5.3.2 The savings target is driven by the increases to the base budget, i.e. the structural costs of operating an organisation the size of the Council with its current conditions, service pressures and the reduction to RSG. These overall cost rises are offset by any growth in Council Tax income and / or retained Business Rates as well as any movements from other non-ringfenced grants and the Collection Fund. The main pressures are highlighted below, and are detailed further in appendices B and C:

Chart 1.2: Council wide pressures



5.3.3 As can be seen from the above, the main driver for savings is the Government funding reduction to Revenue Support Grant. Though additional income from Council Tax and Business Rates partial offsets this, the scale of funding reduction are such that this is by far the primary driver for savings.

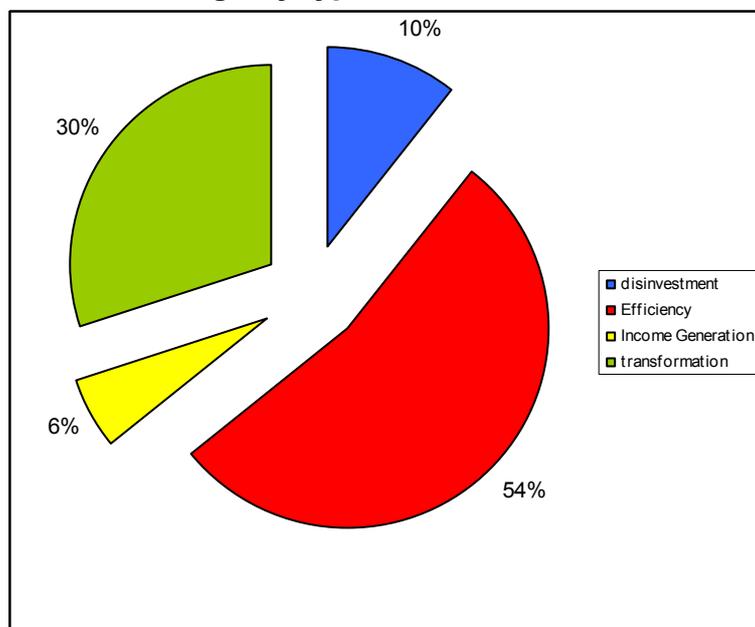
5.4 Strategy

5.4.1 The council has been regularly monitoring the levels of savings required for the year ahead, and reports have been presented to Cabinet in July and November detailing the levels of savings required and providing an early sight of the savings proposals themselves. In November, the Cabinet approved for £7.6m of savings to be included in the 2015/16 Revenue Budget with a further £0.7m at the December Cabinet, and these are contained within appendix A to this report.

5.4.2 The Council has approached the budget round for 2015/16 utilising four main areas of challenge to deliver a balanced budget. Firstly, to ensure that any pressures are included within the budget setting process, but that these are supported by a strong evidence base. The second approach has been to ensure that business efficiency has been paramount throughout the savings approach; though this element of

savings proposals will dwindle over the scale of the Medium Term Financial strategy, it is vital that the council continues to ensure that efficiencies are driven out of the organisation at every opportunity. The third element is delivering transformation programmes and changing how the Council operates and delivers services to its populations. Finally, and though these have been mitigated wherever possible, is a reduction in the service availability either internally to the Council or to our residents.

Chart 1.3: Council Savings by type - 2015/16



5.5 Reserves

5.5.1 The Council holds a variety of reserves, and these are detailed further in appendix D. It is vital for the Council to hold a minimum level of reserves to ensure that if there is an overspend in the financial year due to demand pressures or emergencies, that the Council can cover this without going out to residents immediately requesting additional Council Tax; the general reserve gives the Council more time to deal with impact of overspends on the services that are delivered.

5.5.2 As per this report, the minimum level of recommended General Fund reserve has been set at 5% of the Council's net revenue budget plus 10% of the net Children's services budget. This is because it is in children's services that the greatest level of risk is coming from at present. This would mean a minimum level of **£7.3m** at the proposed budget figures. The current level of general reserves as at 31.3.2014 is £8.1m.

5.6 Risk Management

5.6.1 Given the level of savings for 2015/16, it is vital to ensuring the long term stability of the Council that these are delivered to enable a balanced budget, but also that the savings package as a whole is considered across the Council and that the sum of the savings do not create difficulties for other parts of the Council when delivering services for its residents.

5.6.2 During the 2015/16 financial year, as has been the case in 2014-15, there will be monthly monitoring of the savings proposals to identify which are green, i.e. on

track to be deliver, amber or red (not expected to be delivered in year). This will enable the Council to adjust it's future budget position for any unmet savings as well as ensure that it can take appropriate in year steps to rectify any growing overspends that arise.

5.7 Impact on service budgets

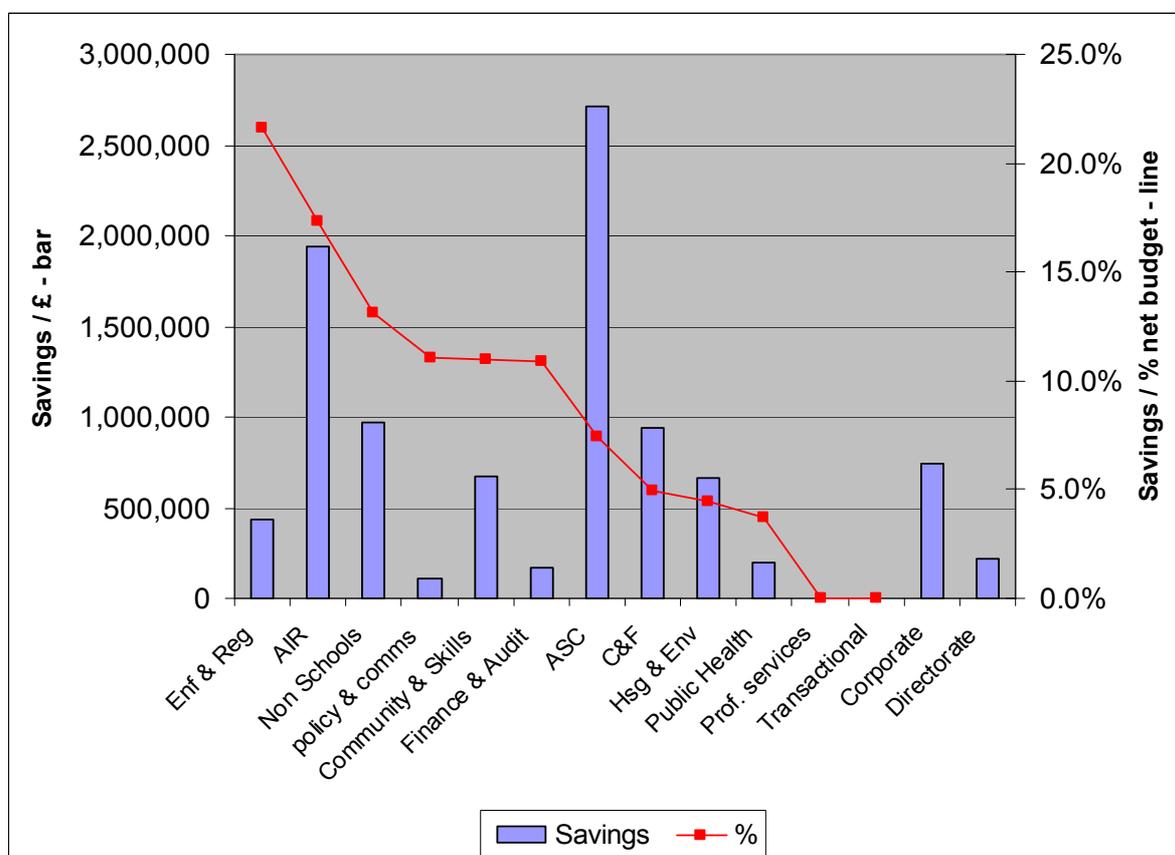
5.7.1 The table below highlights the changes to service budgets as a result of all of changes detailed in the budget and associated papers.

Table 2.1: Impact on service budgets

	2014-15 / £m	2015/16 / £m	Variance / £m	% variance
Wellbeing	63.7	61.8	1.9	-3.0
Customer and Community Services	17.4	16.9	0.5	-2.9
Regeneration, Housing and Resources	27.8	26.0	1.8	-6.5
Chief Executive	4.3	4.2	0.1	-2.3

n.b. This table includes internal restructures as well as a result of all of the increase in costs from pressures and base budget adjustments and reduced by savings items. This table highlights how budgets are changing in their entirety rather than where savings are being made.

Chart 1.5: Total savings proposed by service area



6 Comments of Other Committees

- 6.1 The high level budget was consulted on with the Slough Business Community Partnership on the 18th December 2014. The partnership noted the changes to the Council's funding position, and the growing importance of retained business rates, and the role that growing and retaining local businesses had for the Council's overall financial position.
- 6.2 There was an endorsement that a council wide focus on the economy is a positive one but that SBC's current capacity does not match that of other neighbouring LA's and that to effectively support local businesses and the economy the capacity of the Council will need to grow.
- 6.3 It was noted that both small and micro businesses require suitable and cost effective office space in the town centre. Some businesses may be finding it difficult to find suitable spaces and noted that a neighbouring LA had more supply and was cheaper.
- 6.4 This report is due to be considered by the Overview & Scrutiny Committee on 5th February 2015 and any comments will be reported at the Cabinet meeting.

7 Conclusion

- 7.1. This report underlines a 0% Council Tax rise for the local taxpayer for 2015/16, and the delivery of this is based on a variety of savings measures that are geared towards minimising the impact on service users. These savings measures need to be considered in light of the risks that they represent and in line with any impact assessments that are required.
- 7.2. This report also contains a subsequent number of Council Tax resolutions for approval to enable the Council to bill residents in appropriate time.

8 Appendices Attached

'A'	-	Savings proposals
'B'	-	Base budget assumptions
'C'	-	Service pressures
'D'	-	Reserves position
'E'	-	Collection Fund
'F'	-	Fees & Charges
'G'	-	Council Tax Resolution
'H'	-	Section 151 officer statement
'I'	-	Specific Grants
'J'	-	HRA Rents and Service Charges
'K'	-	Equality Impact Assessment

9 Background Papers

'1'	-	Local Government Finance Settlement 2015/16
'2'	-	Council Taxbase Report (December 2014 Cabinet)
'3'	-	Medium Term Finance Strategy update paper to Cabinet (November 2014 and December 2014)

Appendix A

No	Directorate	Service	Service Lead	Commissioner	SAVINGS	Item	Delivery	Risk	Staffing impact	Consultation	EIA required
Page 130	RHR	Asset Management	SG	Swi	50,000	Restructure asset support to Age Concern	AC occupies premises at Trelawney Avenue, Langley Pavilion, the Village, Manor Park and Maria Cowling Hall. The occupancy is a combination of formal lease agreements and hire agreements. The Council is committed to paying £280,000 per annum to the landlord of AC until 2019. The saving will be achieved through a combination of re-negotiation with Age Concern to reduce their overall office space, reducing service contract expenditure and making better use of existing assets.	The Council is tied into the lease of the Village until 2019 whether AC occupies the building or not. The risk to SBC would be to re-locate AC and not backfill the space. In reality the risk of doing so is very low. The Council's DAAT service is an obvious example of a service that needs a town centre location and requires new premises.	None	Consultation has already started with AC. They are already aware of the Council's desire to reduce it's overall liabilities and/or make better use of space within the Village	
	2	RHR	Asset Management	SG	Swi	62,500	Capital disposals income	Target level to be agreed	Low	None	No
3	RHR	Housing	NA	Swi	150,000	Restructure proposals merging Emergency Planning with Neighbourhood to create a service and corporate wide resilience team. Primarily HRA funded	Delivery by end of Q3 14-15 subject to corporate finance signoff of proposals and HRA growth bid.	Flexing HRA ring fence	1-2	aimed for 15th September	Incorporated into the September 2014 Staff Consultation Document.
4	CCS	Building Control & Planning	SD	Swi	30,000	Restructure	In Progress	Low	1-2	Yes	No

5	CCS	Building Control & Planning	SD	Swi	55,000	Further Restructure	1 FTE to be deleted	Low	1-2	No	No
6	Wellbeing	Non-schools	JP	Sha	500,000	Contract savings as part of the PFI - Local Partnerships engaged with SBC being used as a pilot for the DfE	Service Redesign	Medium	None	No Public Consultation	Not Required
7	CCS	Parks	Ast	Par	50,000	Underspend/Contract efficiencies and increased pitch charges (increase by up to 30%)	Apr-15	Medium	none	No	No
Page 131	CCS	Community & Skills	ASt	Par	10,000	Parks	Charges (Increase around 30% and still below competitor/neighbour rates)	Medium	None	Yes	Yes
	9	RHR	Commissioning	SR / NH	Par	514,000	Contract savings in respect of Amey	£200k on street cleaning, £176k on grounds maintenance and £180k on collections	Medium	None	No
10	RHR	Directorate	SR	n/a	171,000	Efficiency target		Medium			
11	RHR	Transport	SDC	Mun	20,700	Car Parking lighting efficiency scheme	Scheme approved at CSB on 28/01/2014 and £185k included in 2014/15 capital programme to deliver scheme.	Low	None	No	No
12	RHR	Transport	SDC	Mun	180,000	Pay On Foot Barrier system for Herschel and Hatfield Multi Storey Car parks	Scheme approved at CSB on 28/01/2014 and £200k included in 2014/15 capital programme to deliver scheme. Change in Vinci contract.	Medium	None	Yes	No
13	RHR	Transport	SDC	Mun	25,000	Reduce Traffic Management/Environmental Schemes	01/04/2015	Medium	1-2	None	None

14	RHR	Transport	SDC	Mun	12,500	Increase Traffic management income/recharges	01/04/2015	Low	1-2	None	None
15	RHR	Transport	SDC	Mun	12,500	Parking Development Cost recovery	01/04/2015	High	1-2	None	None
16	RHR	Transport	SDC	Mun	50,000	Permit Scheme - to be introduced by March 2015	Utility companies etc. would require a permit from the council before works could commence on the local road network. This would be administered using existing staff and a fee charged for the permit.	Low	6-10	Yes	No
17	CCS	Community & Skills	ASt	Mun	30,000	Cemetery & Crem Services to Schools Review Saving resulting from the new contract	Abatement, Charges	Medium	None	No	No
18	Wellbeing	Non Schools	JW	Man	450,000	Services to Schools Review Saving resulting from the new contract	Outsourcing	Low to Medium	20+ (CE not SBC)	Not Required	Required (after 15/16), not before
19	CCS	Primary Authority	GdH	Hus	50,000	Additional income	Maintenance of partnership delivery on 34 contracts and continue to develop new contracts to generate income target	Low	none	None required	None required
20	CCS	CP&BC reshape	GdH	Hus	40,000	Restructuring	Amalgamation of posts. Risk that statutory role will be undermined	Medium	1-2	Yes	No
21	CCS	Berks East TS	GdH	Hus	50,000	Shared service or service reduction	Delivery of TS service across Berkshire East or stop proactive services and delete one post	Medium	1-2	Yes	No
22	CCS	Shared Management RBWM	GdH	Hus	25,000	Shared Service or service reduction	Shared management of F&S service or delete 0.5 post	Medium	1-2	Yes	No
23	CCS	Reduction in Business support service	GdH	Hus	12,000	Restructuring	0.4FTE	Low	1-2	Yes	No

24	Wellbeing	ASC	ASi	Hus	1,000,000	Transformational Strategy LD Change Programme	Service Redesign	Medium to High	None	Required after 15/16	Not Required
25	Wellbeing	ASC	ASi	Hus	100,000	Mental Health Services Review of Day Services, High Cost Packages & Supported Living	Service Redesign	Medium to High	None	Not Required	Not Required
26	Wellbeing	ASC	ASi	Hus	350,000	Service Reform Extra Care; Internal Day & Residential Services	Outsourcing	Medium to High	20+	Required	Required
27	Wellbeing	ASC	ASi	Hus	275,000	Prevention & Early intervention Community & Vol Sector Commissioning & Telecare	Service Redesign	Medium	20+ (but not SBC staff)	Required	Required
28	Wellbeing	C&F	KF	Hus	200,000	Children's service commissioning efficiencies Savings resulting from better commissioning and cheaper types of LAC provision	Better Commissioning, Contracting & Reviewing	Medium	None	Not Required	Not Required
29	Wellbeing	Non Schools	RC	Hus	25,000	Raising Participation Partnership Service to cease, SBC surplus contribution	In Sourcing	Low	None	Required (but completed)	Required (but Completed)
30	CCS	Young People's Service	ASt	Car	155,000	Restructure	Consultation proposals issued June 2014	Medium	10+	Yes	Yes
31	CCS	Libraries Review	ASt	Car	185,000	Restructure	Completed	Low	6-10	Efficiency	Contractor duty
32	CCS	Community & Skills	ASt	Car	126,000	Divisional Restructure	Apr-15	Medium	3-5	Efficiency	Appendix 4 of the Staff Consultation report dated 14th January 2015

33	CCS	Arts Post	ASt	Car	5,000	Service reduction	Delete arts post (i.e. stop any support for arts). Post fixed term to 2015. First year impact final quarter after Curve opened. Used to develop Curve programme up to Dec 2015	Low	none	No	No
34	CCS	CLASS Management	ASt	Car	30,000	Restructure	Apr-15	Medium	1-2	Yes	Appendix 4 of the Staff Consultation report dated 14th January 2015
35	CCS	Library Stock Fund	ASt	Car	25,000	Service reduction	Reduced level of service for Curve and other sites. Impact on issues (falling)	Low	None	No	No
36	CCS	Community & Skills	ASt	Car	6,000	Archive charge	Reduce Berkshire Charge subject to 6 LA agreement	Low	None	No	No
37	RHR	Corporate Property	SG / SR	Swi	50,000	Corporate Properties	Premise Reduction Costs through more efficient usage of corporate buildings	Low	None		
38	RHR	Asset Management	SG	And	25,000	Increase AM income/recharges to capital	Staff timesheets and closer mapping of work to capital projects	Low	None		
39	RHR	Property Client	AT	and	30,000	Further capitalisation of corporate repairs	Would require capital investment for the next two years.	Low	None	No	No
40	RHR	Finance & Audit	JH	And	6,000	Reduced External Audit fees	Ensure compliance with closedown procedure and reduced grant audit costs	Medium - SBC hasn't had both the accounts signed by the CFO and external auditors on time since 2009-10	None	No	No
41	RHR	Finance & Audit	JH	And	25,000	Counter fraud income	Ensuring appropriate recovery of administration penalties and other recovery costs	Medium	None	No	No
42	RHR	Finance & Audit	JH	And	50,000	Counter fraud income	Recovered income through increased trading activity	Medium - recent successful cases indicate this as achievable	None	Yes	no

43	RHR	Finance & Audit	JH	And	13,740	Remove management support	Restructure	Low	0.5	Yes	No
44	RHR	Finance & Audit	JH	And	5,000	Removal of change in budgeted posts	Restructure	Low	2	Yes	No
45	RHR	Finance & Audit	JH	And	5,000	Supplies & services	Efficiency review	low	None	no	No
46	RHR	Asset Management	SG	And	100,000	Full cost recovery	Increase AM income/recharges to capital etc.	Low	None	No	No
47	Corporate	Finance & Audit	JH	And	93,000	Repayment of debt	There is a loan due to finish in 2015-16 and this will not be re-financed	None	none	none	no
48	RHR	Finance	JH	And	14,000	Transfer of staff to SFIS - delete remaining budget	Restructure due to the DWP moving counter-fraud staff from the LA to the DWP	Reduced counter-fraud capacity, though this is an enforced change	2.6	Disinvestment	
49	Wellbeing	ASC	ASi	Hus	300,000	Reform of Social Care 1 - Front Door, Assessment, Brokerage and Reviewing	Restructure	Medium to High	20+	Required	Required
	Wellbeing	ASC	ASi	Hus	500,000	Reform of Social Care 2 – Promoting Independence	System re-design, transformation	Medium to High	20+	Required	Required
51	Chief Executive	Media and Communications	TL	Sha	7,700	Efficiency savings through the service	System re-design, transformation	Low	0		
52	Chief Executive	Community Cohesion	TL	Sha	25,000	Remove budget	System re-design, transformation	Medium to High	0	Efficiency	
53	RHR	Highways	AD	Swi	265,000	One off reduction in annual routine highways maintenance.	Rescheduling/delay of highways maintenance e.g. patching, pothole filling on roads and surfaces.	Low if short term	None	No	No

54	RHR	Highways	AD	Swi	265,000	Additional one off reduction in annual routine highways maintenance.	This would allow a limited/constrained level of routine highway maintenance for 15/16. The budget would allow safety matters to be addressed keeping the network predominately safe for its users. The visual decline of the asset would be noticeable, although lesser in early years.	A 20% £530K savings would result in a 40% reduction in routine highways maintenance activities including a significant reduction in patching and pothole filling on the roads and footpaths. The reduction would result in some less urgent maintenance defects remaining unaddressed which in time would worsen; this would start the deterioration of the £500M highway asset which would result in greater expenditure in future years. Longer term decline would also increase the safety risk to its users and this is likely to result in an increase of 3rd party accident claims/compensation payouts. With this reduced budget it would be challenging for the service to keep its customers satisfied and likely to lead to an increase of complaints from dissatisfied residents, business and Cllr's.	None	No	No
55	Wellbeing	Public Health	Asn	Hus	200,000	Mainstreaming	Efficiency	Medium to High	None	Not Required	Not Required
57	Chief Executive	policy & comms	TL	Sha	75,000	Efficiency savings through re-procured printing devices					
58	Wellbeing	Children's	KF	Man	738,000	Efficiencies through improved commissioning arrangements for placements and stabilising LAC numbers	Efficiency	Medium to High	None	Required	Required

59	RHR	Transport	SDC	mun	297,000	Transportation review	£150k - change the start time on concessionary fares to 9 a.m. or 9.30a.m., £107k - withdrawal of services with high cost for low user benefit, £40k saving on youth bus pass as service is not well used and better alternatives are being considered.	High	None	Yes	Yes
60	Corporate	All	JH	And	450,000	Increased Managed Vacancy Factor to 3% across all staffing budgets	Reduce staffing budgets	Medium - Lower turnover will mean that staff have to keep posts vacant for longer to deliver this saving and there could be consequential impact on reduced service levels	None	no	no
61	Wellbeing	ASC	ASi	Hus	189,000	Increase fees and charges to threshold					
Page 37 62	Chief Executive	Directorate	RB	tbc	50,000						
	RHR	Finance & Audit	JH		26,000	Removal of vacant post	Delete vacant post	Low	1-2	No	No
65	RHR	Finance & Audit	JH		25,000	Further counter-fraud income	Utilisation of POCA income to support counter-fraud activity. Further selling of investigative services to other Councils	Medium	None	No	No
66	RHR	Corporate Property	Sarah Richards/ Stephen Gibson		200,000	Corporate Properties	More efficient usage of premises (This is in addition to the £50k submitted to Cabinet on 17 November 2014)	Low	None	no	no
67	RHR	Transport	Savio DeCruz		300,000	Subsidised Bus routes	Additional review of subsidised bus routes. (This is in addition to the £297k already submitted).	High	None	Yes	Yes
68	Corporate	All	CMT		£200,000	Change of HR policies	Change to HR policy	High	Potentially - not on numbers	Yes	Potential

69	CCS	Building Control and Planning	Sanjay Dhuna	22,000	Deletion of two vacant posts (0.5 FTE Planning Enforcement Officer & 0.5 FTE Environment Management Officer)	No recruitment to these posts and delete from establishment				
70	CCS	CP&BC further reshape	Ginny de Haan	85,000	Deletion of 3 post (2.1 FTE)	Restructure early in 2015		3-5		
71	CCS	Primary Authority	Ginny de Haan	0,000	Further PA income	In progress				
72	CCS	Building Control & Planning	Sanjay Dhuna	45,000	Additional Planning Income			None		
Page 38	CCS	Environmental Quality	Sanjay Dhuna	8,000	Reduction in supplies and service spend		Low	None		
74	CCS	Community & Skills	Andrew Stevens	40,000	Additional savings over £126k already submitted for 2015/16 to Cabinet on 17th November 2014 (Item 32, Appendix A)	Apr-15	Medium	6-10	Yes	Appendix 4 of the Staff Consultation report dated 14th January 2015
75	CCS	Libraries Review	Andrew Stevens	15,000	Additional savings over £185k already submitted for 2015/16 to Cabinet on 17th November 2014 (Item 31, Appendix A)	Completed	Low	6-10		Contractor duty

Appendix B - Base Budget Adjustments

As part the Council's budgeting process, the Council faces a variety of pressures due to the nature of its activities.

Detailed below are the key pressures that the Council faces and identifies how these are applied across the Council's different directorates (all £'000s):

	Wellbeing	CCS	RHR	CEX	Non-Service	Total
Pay Inflation	582	426	263	63	11	1,345
Contractual Inflation	753	161	352			1,266
Reversal of one-off items from 2014/15	0	(350)	200	0	1,057	907
IT Software Costs			150			150
Shortfall in Organic Verification Income		20				20
Shortfall in CRC Income		230				230
Use of Reserves					(750)	(750)
	1,335	488	965	63	318	3,169

Included with the above is an assumption of an increase to the employer's contribution to Local Government Pension scheme of 0.5%.

Use of Reserves includes £150k from the future budget requirement allocated at the 2013-14 year end. £350k of surplus earmarked reserves from a review of all earmarked reserves. £250k is being used to support the capital programme from previously accrued revenue contributions to capital.

Appendix C – pressures

No	Directorate	Service	Service Lead	Year	Growth bid	Amount £'000	Service Benefits	Impact of not Approving	Additional Staffing impact
1	Wellbeing	Corporate	KF	2015-16	Additional permanent staffing	843	To increase the numbers of social workers and reduce the number of cases per social workers. To decrease the Council's reliance upon agency staff and to 'grow' the Council's own staff	Higher levels of cases per social workers; increased agency costs	
2	Wellbeing	Corporate	KF	2015-16	Mother & Baby placement pressure	¹ 450			
3	Wellbeing	ASC	Asi	2015-16	Implications of the New Care Act	100			
4	Wellbeing	ASC	Asi	2015-16	Transitions from CSC to ASC	300	To meet the cost of demographic / transitions for adult social care clients	Significant Budget Pressure as most of these clients are already known to the Council and receiving care as children.	
5	CCS	Community & Skills	Astevens	2015-16	Curve property revenue cost	45	Enables savings exceeding the additional cost in other council budgets. Improved customer services. Manifesto commitment	Cannot afford to operate the new facility	<i>None</i>
6	CCS	Community & Skills	Astevens	2015-16	Leisure and library rates	93	The contract costs operated on the model of discretionary relief being awarded to the contractor which has led to ongoing reductions in costs since the commencement of the contracts. However, the recent change in the granting of discretionary relief has altered this model. This growth bid	Reduced leisure and library services	<i>None</i>

¹ Both items 1 and 2 will be allocated to a specific reserve and released when the growth rationale has emerged as a financial pressure.

No	Directorate	Service	Service Lead	Year	Growth bid	Amount £'000	Service Benefits	Impact of not Approving	Additional Staffing impact
							recognises this change and restores the operating model with the contractors.		
7	CCS	Community & Skills	Astevens	2015-16	Community leisure programme	50	Increase in active participation in physical activity, delivering leisure strategy	Leisure strategy objective to have more people more active not delivered	1-2
8	CCS	CCTV/Careline	P Webster	2015-16	Business Rates	7	The service is being charged business rates for rooms occupied in the former Town Hall but no budget currently exists to fund this cost.	Continuing financial pressure on the service	None

1,888

2015/16 Council Reserves

As part of the Council Tax setting process it is important that the Council takes into account its level of reserves in order to cover all known risks over the future financial year. The Council's main reserves have been detailed below, along with a commentary concerning their use and size. Reserves are one-off elements of funding and would require additional funds to increase these in future years.

During the year, a review of all earmarked reserves has been undertaken to ensure that these are fit for purpose and where any excess reserve has deemed to be held this has been re-provided into other reserves or released to support the 2015-16 budget position.

General Fund

The Council's General Fund reserve is the amount set aside for the year ahead that is uncommitted and for any purpose. The s151 officer's commentary in the later appendix details the level of reserve that the Council's Chief Finance Officer believes should be set aside as a minimum. For 2015-16, the minimum level has been set at £7.3m

General Fund	Amount / £m
As at 31.3.2013	8.1
Forecast Q3 (2013-14) position (under / over (-) spend	-0.7
In year movements to / from the General Fund – s31 ²	0.6
Forecast 31.3.2014 position	8.0

Children's Social Care Risk fund

This reserve has been set aside as part of the Children's social care budget pressure for 2014-15. Funding for pressures in this area has been highlighted and will be held outside of the CSC budget at the beginning of the year.

It is anticipated underlying level of this reserve is expected to be at a minimal level for 2015-16.

Medium Term Financial Volatility Reserve

The Government's programme of public sector financial reform has led to an increase in the volatility that the income that the Council receives; primarily because of:

² Depending on the scale of section 31 monies returned to the Council following completion of the NNDR3 return, these monies may be transferred to the Medium Term Financial Volatility Reserve at year end

- the introduction of the retained Business Rates (the Council receives up to 30% of any growth in business rates but is liable for 50% of any losses up to a safety net of over £2m from the Council's baseline position)
- the introduction of the Council Tax support scheme; if more residents are included within this, the Council is liable for the cost (unlike the previous CTX Benefit regime)
- Reductions to Government non - ring fenced grants
- Reductions to Government ring fenced grants

Due to the above, the Council's planning for income levels is much more volatile. Also, because of the scale of the reductions to Council funding, some of the Council's savings plan have a higher level of risk within them.

To minimise the short-term volatility to the Council's budget, there is a Medium Financial Volatility Reserve (MTFVR). The purpose of this is to mitigate short term pressures by its use and so delay the impact of these pressures to enable more long term planning into the Council's budgets.

MTFVR	Amount / £m
As at 31.3.2013	1.5
Payment in respect of Business Rates levy due to increase Business Rates collected	-0.5
Year end forecast movements to / from the Reserve	-0.5
Increase in reserve following a review of all earmarked reserves held	0.7
Forecast 31.3.2014 position	1.2

Future Debt repayment reserve

The purpose of this reserve is to enable the Council to take the most opportune periods of debt repayment. This might be to delay a long term borrowing decision because future capital receipts maybe forthcoming, or to fund the premium on debt repayment to generate revenue savings. This reserve is linked to the Council's Minimum Revenue Provision (MRP) which is detailed further in the Treasury Management Strategy and the Capital Strategy. The reserve is also utilised for any smoothing effects due to the LGPS.

The present value of this reserve is £1.0m

Collection Fund

This the balance of the previous year's deficit or surplus carried forward on the Collection Fund. The Collection Fund is an in-year account comparing the anticipated Council Tax

and Retained Business Rates receipts with the forecasts made in January the previous year. Any deficit or surplus must be recognised in the next financial year's budget setting. Appendix E provides further detail.

Economic Risk fund

This fund is for future restructuring liabilities. Where a restructure occurs and generates on-going revenue savings to help the Council achieve its objectives set out in the MTFs, then funding will be released.

The forecast year end value of this reserve is circa £2m less any calls on this for 2014-15. An additional sum of £1.55m has been allocated to this fund following the review of reserves during the year.

Organisational change / Transformational reserve

The purpose of this reserve is to provide funding for future on-savings or to fund in year efficiency measures. A business case must be produced for funding to be allocated from this reserve.

The forecast year end value of this reserve is £0.4m

The Council does hold a number of smaller reserves which are earmarked for specific purposes following the review undertaken during the year.

Unusable reserves

The Council also holds a number of unusable reserves; these include the pensions reserve, revaluation reserve and Capital Adjustment Account. These reserves are not resource backed and cannot be used for other purposes beyond ensuring the Council complies with proper accounting practice

2015/16 Collection Fund

The Collection Fund is a statutory account that the Council must maintain. The fund considers the amount of Council Tax that was anticipated to be collected when the Council sets its Council Taxbase (i.e. the number of properties in the borough at Band D equivalent) in January before the financial year begins. The fund also consider the anticipated receipts from retained Business Rates that the Council received compared to the forecast made in January before the start of the financial year.

There are two key variables which alter the Collection Fund position; (i) an increase or decrease in the number of properties compared to the forecast, or (ii) an increase or decrease to the collection rate at which the Council is collecting these taxes. Following the introduction of its Council Tax support scheme in January 2013, any increase or decrease in Council Tax support claimants impacts upon the Collection Fund position.

The Council must estimate its Collection Fund position for the year ahead before setting its budget. Any surplus or deficit on the collection fund position must be taken into accounts in the following year; i.e. if the Council had a surplus of £10k in the collection fund for 2014-15, it would need to show this in the 2015-16 budget paper.

The anticipated Collection Fund position as at January 2015 is as follows:

- Council Tax £0.8m Surplus
- Retained Business Rates £1.1m Surplus

The figures above relate purely to the Council's share of the collection fund. The fire authority shares both the Council Tax and Retained Business Rates collection fund and the Fire alone shares the retained business rates fund.

2015/16 Fees and Charges

Local councils are able to charge users for the provision of a wide variety of services. It is important to ascertain the legal position prior to introducing or varying charges as Councils are obliged to provide some services by law (known as mandatory services). For example, currently legislation prevents a local council from making a charge for its domestic refuse collection service and for borrowing a library book, but does allow a charge to be made for a special collection of bulk domestic refuse and for borrowing a DVD from a library.

Where there is no specific legislation relating to the service, the Local Government Act 2003 provides all councils with a power to charge for all discretionary services, where users have a choice whether to use the service or not. Also the 2003 Act states that income generated by individual services, or groups of similar services, must not exceed the cost of providing the service, taking one year with another. Finally, the 2003 Act enables councils to create charging structures to provide different levels of charge to different groups of users, including offering the service free to certain individuals or groups.

The usual definition of a discretionary service is one where the council has the power to provide the service, possibly under the powers of well being provided in the Local Government Act 2000, but where the service is not specifically required to be provided by law. It should be noted, however, that for the purposes of charging, the 2003 Act also enables charges to be made if a council provides a mandatory service above the level of quality required by legislation, as the additional service is defined as discretionary within the provisions of the Act. For example, legislation requires local planning authorities to consider planning applications (an example of a mandatory service where legislation requires a charge to be made), but does not require such authorities to provide pre-planning advice to householders and developers. Where a council does provide such advice, it may charge for the advice under the 2003 Act as it falls within the definition of a discretionary service.

The Council raises approximately £20m of its total income from general fees and charges. Therefore these charges are a crucial funding source for the provision of services and in maintaining the council tax at a reasonable level.

The Council is currently undertaking a detailed review of all fees and charges to ensure that as a Council we understand where full cost recovery is in place for the fees and charges for services we provide. Any significant proposed changes to the charging structure from this review will be reported and seek Cabinet approval.

Under Delegated powers for 2014/15 Strategic Directors can, in consultation with the S151 Officer and the appropriate Commissioner, set rent, fee charges and other income levels provided the change does not:

- Exceed inflation by more than 3% and/or
- Involve a change in policy, or
- Potentially have significant political implications.

Any exceptions to this general policy will require specific Cabinet approval. These are highlighted in the following appendix (Fi).

This appendix highlights proposed increases in fees that need to go to Cabinet for approval as they exceed inflation plus 3%. The sports pitch fees will be implemented from the 1st April 2015 but the allotments will take effect from the 1st December 2017 as the allotment holders are normally given a year's notice and the fees for 2016 have already been set; allotment fees are set by the calendar year. Parks have a 2015/16 savings target of £50k to be met from efficiencies and these increased fees for sports pitches

Proposed Sports pitch Fees and Charges Increases 2015/2016

Activity	2014 Fees	Benchmark 2014	Proposed Increase 2015 (Benchmark + 4.2%)	% Increase on 2014	Additional revenue 2015
Adult Football	£43.70	£65.09 ³	£67.82	55%	£8,000 ⁴
Child Football	£38.80	£37.84 ⁵	£39.42	17%	£43
Adult Cricket	£36.10	£73.62 ⁶	£76.70	112%	£ 900 ⁷
Minibus hire	£67.50	£118 ⁸	£70.50 ⁹	4.4%	£3,500

³ Benchmarked as price per single game across 12 other neighbouring local authorities

⁴ Based on an assumption of a 50% decline in usage

⁵ Benchmarked as price per single game across 12 other neighbouring local authorities

⁶ Benchmarked as price per single game across 12 other neighbouring local authorities

⁷ Based on the number of games played/revenue in 2014 and an assumed decline on level of paid for games

⁸ Benchmarked as price for 17 seat minibus 100 mile trip hire across 5 other neighbouring local authorities/community transport groups and commercial organisations.

⁹ The fee increases for community transport are based upon the recommendations of Peopletoo (an external consultancy)

Allotment Proposed Fees and Charges Increases for 2017

Activity	2015 Fees	Benchmark 2014	2016 Fees ¹⁰	Proposed Increase 2017 (Benchmark plus the annual inflation increase)	% Increase on 2016	Additional revenue 2016	Additional revenue 2017 ¹¹
Allotments ¹²	£5.50 ¹³	£6.22 ¹⁴	£5.26	£7.05	35%	£2461.50	£9791.30

¹⁰ 2016 fees set by devolved authority i.e. inflation + 3%

¹¹ The figure is based on the assumption of 946 plots. Work on M4 SMART project and continued plot halving will affect this figure over the next 5 – 10 years

¹² By law, Allotment fees are set 1 year in advance. The allotment fee for 2015 has been set at £5.08. Thus the benchmark fee increase figure only shows in 2016.

¹³ An average fee per pole across 12 sites with a total of 5470 poles

¹⁴ Benchmarked as price per pole (5 Sq m) across 10 other neighbouring local authorities#

Assistive Technologies (AT)/Telecare: on-going weekly service charge

In line with Procedure ASC/FC1 for chargeable community services (signed on 1st April 2011), a plan was drawn to instigate charging AT/Telecare service users subject to Fairer Access to Care Services eligibility criteria. This was done to enable the authority to make the benefits of assistive technology available to self-payers without putting cost pressure on the AT budget. An impact assessment and a benchmarking exercise were carried out to identify the impacts of the plan on service users and to establish an appropriate pricing model. The fees charged by other authorities across the UK for a similar service and costs of various elements of the service to the council were also reviewed and considered in setting up the pricing models. In October 2014, two pricing models were proposed to the current service users and their carer's in the form of a consultation.

In line with the results of the consultation we are planning to charge a weekly fee of up to £4.50 per person for the service subject to Fairer Access to Care Services eligibility criteria/national eligibility criteria. The set fee will cover the supply, installation, and maintenance of linked devices plus 24/7 monitoring and response services. We will continue providing standalone devices (non-linked) free of charge.

Note: Assistive Technology (AT): AT is an umbrella term that includes a range of linked and standalone devices and systems that can help people with disabilities to live safely and independently. For the purpose of this policy Telecare is considered as part of AT. Telecare is support and assistance provided at a distance using information and communication technology. It is the continuous, automatic and remote monitoring of users by means of sensors to enable them to continue living more independently, while minimising risks such as a fall, gas and flood detection and relate to other real time emergencies and lifestyle changes over time.

Proposed Development Management Pre-Application Fees: 2015/16

(increases over 4.2% highlighted in yellow)

	SBC (now)	SBC (proposed)	% Increase
<u>Householder extensions</u>			
Desktop study, resulting in checklist response.	£45	£45	0%
Site visit, Meeting & Written reply	£140	£140	0%

<u>Residential Development</u>			
1 dwelling	£180 (£100 includes up to 2 additional meetings)	£180 per dwelling (£55 per dwelling for follow up meeting or written response)	0%
2 - 5 dwellings	£400 (£200 includes up to 2 meetings)	£180 per dwelling (£55 per dwelling for follow up meeting or written response)	0% to 125%
6 - 9 dwellings	£750 (£300 includes up to 2 additional meetings)	£180 per dwelling (£55 per dwelling for follow up meeting or written response)	44% to 116%
10 - 29 dwellings	£1,100 (£500 includes up to 2 additional meetings)	£1,800 (£500 per additional meeting or response)	64%
30 - 49 dwellings	£1,800 (£900 includes up to 3 additional meetings)	£2,200 (£660 per additional meeting or written response)	22%
50 - 149	£3,250 (£2,500 includes up to 4 additional meetings)	£3,250 (£980 per additional meeting or written response)	0%
150+		£4,200 (£1260 per additional meeting or written response)	New
Outline (change of use to residential - no details)	£350 (£175 includes up to 2 meeting)		Included in category below.
Change of Use from C3 (dwelling house) to C1 (Hotel and hostel), C2 (Residential Institutions, Houses in Multi-occupation and Flat Conversions.	£240 (£150 includes up 2 meetings)		Included in category below.

<u>Non-residential uses</u> (area in terms of gross floor space created or total site area for change of use)			
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Up to 249m ²	£130 (£130)	£130	0%
250m ² - 499m ²	£200 (£150 Includes 2 additional meetings)	£200 (£60 per additional meeting or written response)	0%
500m ² - 999m ²	£650 (£400 Includes up to 2 additional meetings)	£600 (£180 per additional meeting or written response)	0%
1,000m ² - 9,999m ²	£1,300 (£1,000 Includes up to 3 additional meetings)	£1,400 (£420 per additional meeting or written response)	8%
10,000m ² +	£3,250 (£2,400 Includes up to 4 additional meetings)	£3,250 (£980 per additional meeting or written response)	0%
<u>Pre-application relating to other services</u>			
Trees and landscaping	£100	£100	0%
Works to TPO trees or Conservation area		£100	New
Advertisements		£100	New
Non-material amendments		£100	New
Approval of Details / Clearance of Planning Conditions		£100	New
Variation of Conditions		£100	New
Extension or alterations to listed buildings		£100	New
Certificate of Lawfulness, Prior Approval		£100	New
Local Community Groups	£100	£100	0%
Telecoms	£180	£180	0%

Statutory Determination of Council Tax

Council Tax Resolution

In relation to the Council Tax for 2015/16 Cabinet is requested to resolve:

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2016 be as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 15 December 2014 Cabinet calculated the following Tax Base amounts for the financial year 2015/16 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
- (i) 38,462.6 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2015/16; and
 - (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2015/16:

a)	Parish of Britwell	597.0
b)	Parish of Colnbrook with Poyle	1,781.1
c)	Parish of Wexham	1,270.3
- (c) That the following amounts be now calculated for the year 2015/16 in accordance with sections 31A to 36 of the Act:
- (i) £437,571,351 being the aggregate of the amounts which the Council estimates for the items set out in section 31A(2)(a) to (f) of the Act. (Gross Expenditure);
 - (ii) £ 392,237,445 being the aggregate of the amounts which the Council estimates for the items set out in section 31A(3) (a) to (d) of the Act. (Gross Income);
 - (iii) £45,333,906 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
 - (iv) £1,178.65 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.

- (v) That for the year 2015/16 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £207,046, representing the total of Parish Precepts for that year.
- (vi) £1,173.27 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.
- (vii) Valuation Bands

Band	Slough Area £	Parish of Britwell £	Parish of Colnbrook With Poyle £	Parish of Wexham Court £
A	782.18	44.06	31.80	24.48
B	912.54	51.41	37.1	28.56
C	1,042.91	58.75	42.4	32.64
D	1,173.27	66.10	47.70	36.72
E	1,434.00	80.79	58.3	44.89
F	1,694.72	95.47	68.9	53.05
G	1,955.45	110.16	79.5	61.21
H	2,346.54	132.19	95.4	73.45

Being the amounts given by multiplying the amounts at paragraph c (iv) and c (vi) above by the number which, in the proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with section 36 (1) of the Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (viii) That it be noted that for the year 2015/16 the Thames Valley Police Authority precept has been provisionally stated in line with previous year increases, in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

BAND	Office of the Police and Crime Commissioner (OPCC) for Thames Valley
	£
A	109.14
B	127.32
C	145.52
D	163.70
E	200.08
F	236.46
G	272.84
H	327.41

- (ix) That it be noted that for the year 2015/16 the Royal Berkshire Fire Authority has provisionally stated the following amount in precept issued to the Council, in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

BAND	Royal Berkshire Fire Authority
	£
A	40.44
B	47.18
C	53.92
D	60.66
E	74.14
F	87.62
G	101.1
H	121.32

- (x) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council including the precepting authorities will be as follows:

Band	Slough	Office of the Police and Crime Commissioner (OPCC) for Thames Valley	Royal Berkshire Fire Authority	TOTAL
	£	£	£	£
A	782.18	109.14	40.44	931.76
B	912.54	127.32	47.18	1,087.04
C	1,042.91	145.52	53.92	1,242.35
D	1,173.27	163.70	60.66	1,397.63
E	1,434.00	200.08	74.14	1,708.22
F	1,694.72	236.46	87.62	2,018.80
G	1,955.45	272.84	101.1	2,329.39
H	2,346.54	327.41	121.32	2,795.27

- (xi) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiii) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.

- (xiv) The above figures assume a council tax freeze for the Royal Berkshire Fire Authority. If this is not the case this report requests the Section 151 or nominated officer be authorised to adjust the council tax charges accordingly in line with final figures.

S151 officer statement on the robustness of reserves and the robustness of estimates

Section 25 of the Local Government Act 2003 requires the Section 151 Officer (Assistant Director, Finance and Audit) to formally report to Council as part of the tax setting report his view on the minimum level of reserves available to the general fund and on the robustness of estimates used on the budget setting process. The Council is required to take these views into account when setting the Council Tax at its meeting on 19th February 2015.

Adequacy of Reserves

When assessing the minimum level of reserves required, there are some important considerations. Firstly, the reserve for budget setting purposes is the general fund reserve. This is the Council's reserve which is not allocated to specific risks, policy decisions or under legislative or accounting requirements. The general fund reserve can be spent on any activity and there is no restriction on its deployment.

As a unitary Council, with a number of complex services and transactions, the Council has an inherently higher risk than a number of other local authorities. The Council provides a much wider scope of services compared to a County Council or District Council; each different service comes with a different level of risk. The Council has made policy decisions which have engaged the Council into a wide range of service provision e.g. significant outsourcing of services, PFI arrangements, and the creation of the Slough Regeneration Partnership ('the LABV'). Some of these mitigate the Council's financial risk whilst other arrangements increase the level of risk.

The Council is also facing a period where demand is increasing in key areas, namely:

- Increased population increases demand on 'universal services' i.e. more bins to collect, more Council Tax bills to issue etc.
- Demand pressures in Children's social care
- Increased adult social care pressures due to changes in demography
- Increased risk over the delivery of savings; the savings figures in the MTFs and since 2010 are far higher than in previous years and are over a sustained period
- Risk of grants fluctuating during the financial year e.g. Education Services Grant
- The impact of the macro-economic position and the impact on residents and businesses being able to pay for respective fees and charges

In light of the above, the proposed minimum level of reserve for the Council should be 5% of the net budget (as defined by Council Tax, retained business rates and non-ring fenced revenue Government grants); plus 10% of the Children's social care budget as this is the most high risk area to overspend. This total **£7.3m¹⁵**.

Robustness of Estimates

The treatment of inflation and interest rates

¹⁵ Circa 5% of £107m and 10% of circa £19m

The 2015/16 pay award for staff has been included at an average of 2.2% in line with the Government's pay announcements. Non pay related budgets have been inflated at the contractually committed rate of inflation or where services can demonstrate a requirement to do so to maintain service delivery levels.

Efficiency saving and productivity gains

The budget contains proposals to deliver approximately £10m of savings. The medium term financial strategy includes a four year savings programme to ensure that future revenue budgets remain in financial balance to ensure the council has adequate resources to deliver its Council Strategy outcomes. The savings programme will also help to ensure that Council Tax increases are kept to as low a level as possible and deliver efficient local services. The proposals set a far greater level of required savings than in past years and there are inherent risks to the delivery of a balanced budget at the end of the 2015/16 financial year.

Budget and Financial management

The level of under spends in recent years is as follows:

- 2009/10 - £253k underspend – 0.2% of budget
- 2010/11 - £995k underspend – 0.9% of budget
- 2011/12 – £1,736k underspend – 1.7% of budget
- 2012/13 - £23k underspend – 0.0% of budget
- 2013/14 - £150k underspend – 0.1% of budget
- 2014/15 - £xx Overspend forecast

All relevant reports to Members have their financial effects identified and the Corporate Management Team keep any emerging budget pressures under review during the year. Monthly reports are received by Corporate Management Team and quarterly reports to the Cabinet detail both budgetary and performance indicators. A traffic light system of indicators is used.

The Council has a number of demand led budgets and has historically been able to manage changes to demand to ensure a sound financial standing at the end of the financial year. The revenue budget includes £0.4m for adult social care cost pressures and £1.3m for Children's social care.

Adequacy of insurance and risk management

Strategic risk management is being embedded throughout the Council to ensure that all risks are identified and managed appropriately. The Council's insurance arrangements are a balance of external insurance premiums and internal funds to self insure some areas. As well as an internal risk manager the Council also make use of an external consultant to advise on the level of funds required to underpin those risks not externally insured.

Overall financial standing of the authority

Slough Borough Council borrows money to support the Council's capital programme. It has calculated its capacity for borrowing within the provisions of the prudential framework and budgeted accordingly. The assumed Council Tax collection rate is 98.2% and this is an achievable if demanding target. Each 1% uncollected amounts to

approximately £0.43m and any surplus or deficit on the collection fund is apportioned between the Council and its major precepting bodies the Royal Berkshire Fire and Rescue Authority, and the Office of the Police and Crime Commissioner (OPCC) for Thames Valley.

Maintaining balances

The balance of the in year budgetary position against the proposed budget will be managed against the general reserve. As and when budget pressures emerge then it is first for the service to contain, then the directorate and finally a corporate issue. If there is still a pressure at year end then General Reserves will reduce and will need to be replenished up to a level in future years as noted above. This helps ensure that the Council is in a position to maintain its service provision without drastic actions.

If an event occurs that is so serious it depletes the Council reserves to below the limit set, then the Council will take appropriate measures to raise general fund reserves to the recommended level in as soon a timeframe as possible without undermining service provision.

Specific grants

The Government provides the Council with a number of specific grants. These grants have conditions attached to their use as detailed by Government.

The grants are allocated out to specific directorates and these are utilised to deliver the objectives contained within the grant conditions.

Grant	Amount / £m
Public Health	5.49
Community Right to Bid	0.01
Community Right to Challenge	0.01
Local Reform and Community Voice (Dept. of Health)	0.06
Local Council Tax Support and Housing Benefit administration subsidy	0.9
Better Care Fund (through existing NHS and Social Care budgets)	8.1

HRA Rents and Service Charges 2015/16

The annual increases in rents and service charges reflects the need to increase income in order to meet the increase in utility and service costs, and to provide sufficient financial resources to reinvest in the programmes of improvement for social housing to ensure that the needs of local residents are met; the increases follow government guidance and are based upon the previous September's inflation rate. These increases are built into the HRA 30 Year Business plan and are intended to ensure that the Housing service, annual housing repairs and maintenance programme, and the long term capital investment programmes, provide decent homes to meet local needs over the life of the Business Plan.

- Council house dwelling rents for 2015/16 increase by an **average of £2.24 per week** (2.2% average increase) with effect from Monday 6th April 2015. This is in line with current government guidelines on rent increases, linked to September CPI+1%.
- Garage rents, heating, utility and ancillary charges **increase by 2.3%** with effect from Monday 6th April 2015. This is based upon the September RPI figure.
- Service charges **increase by 2.2%** with effect from Monday 6th April 2015. This is based upon the CPI+1% uplift used for rent setting.
- 'Other committee' property rents increase by an average of 2.2% from Monday 6th April 2015 in line with the average increase of all housing properties.

HRA 30 Year Business Plan

Introduced as part of the Housing restructure in Autumn 2014, the HRA will have five temporary fixed term posts over the next two years at estimated costs of £207k in 2015/16 falling to £123k in 2016/17. These temporary posts will provide additional support in the Neighbourhood and estates services, as well as supporting new projects, namely the re procurement of the Interserve repairs & maintenance contract.

A number of permanent posts have also been added to the HRA establishment at an estimated annual cost of up to £350k to enhance and support the provision of neighbourhood and estate services to tenants.

Re procurement of the Interserve repairs & maintenance contract will also necessitate an estimated £200k investment in IT systems and £600k in legal and consultancy costs over the next 18 to 24 months. It is proposed to meet these one-off costs from within the existing repairs and maintenance budgets and HRA general reserves as required.

APPENDIX K

Equality Impact Assessments

YPS Structure

TOTAL NUMBER OF STAFF – Number of staff in the Service = 48					
Number of staff impacted on = 46					
		Minor Impact	Significant Impact	Neutral Impact	Reason
Gender	Women	1	28	3	Staff are significantly affected as their posts have been deleted, and have not been matched to posts. It is proposed to mitigate the risk of compulsory redundancy by allowing staff to apply for vacant posts and we will also be seeking suitable redeployment opportunities throughout the process.
	Men		18		
Race	African				
	Black British		3		
	Black African		2		
	Caribbean		6		
	English		2		
	Indian		3	1	
	Other Asian Background				
	Other Mixed Background				
	Sikh		2		
	British Asian				
	Irish				
	Not Stated				
	Mixed White				
	Left Form Blank				

	Chinese				
	East African Asian				
Disability	Yes				
	No				
	Not Stated				

Equality Impact Assessment

Directorate: Customer and Community Services	
Service: Culture and Sport	
Name of Officer/s completing assessment: Alison Hibbert	
Date of Assessment: 6th December 2014	
Name of service/function or policy being assessed: parks efficiencies and charges	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>This impact assessment will address the proposed savings that will be presented to Cabinet for approval in 2014. It is intended to increase some parks charges by up to 30% to bring them into line with neighbouring benchmark authorities.</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The proposed savings will be agreed by Cabinet and the head of community services will be responsible for the delivery of the savings.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>Age: Predominantly older people (allotments) and younger people (pitch charges)</p> <p>Disability:</p> <p>Gender Reassignment:</p> <p>Marriage and Civil Partnership:</p> <p>Pregnancy and maternity:</p> <p>Race:</p> <p>Religion and Belief:</p> <p>Sex:</p> <p>Sexual orientation:</p> <p>Other:</p>

4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>Charges are very low and haven't been adjusted to reflect charges in other neighbouring areas for many years. The amount of increase in each case is very small, though the percentage increase is substantial.</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>Particularly for clubs there may be an impact on demand (at present demand for pitches in Slough exceeds supply)</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>Children's football restricted to 60 increase per match Adult football £43 to £67 Cricket from £36 to £76</p> <p>Changes reflect what other authorities charge. Increases for children minimised to protect sports development and participation. See also Appendix 1</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>Consultation will be undertaken. Charges take effect Dec 2015 for allotments</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>Yes. See protection of children's sports bookings</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>Improved pitches availability – new pitches at Eltham, Chalvey in particular available 2014/15</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>Monitor feedback from the community.</p>

What course of action does this EIA suggest you take? More than one of the following may apply	✓
Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	
Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	

Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date
Improve pitches availability	Football	Ollie Kelly	New pitches available.	Ongoing	March 2015	

Name:
Signed:(Person completing the EIA)

Name: ...Andrew Stevens.....
Signed:(Policy Lead if not same as above)

Appendix 1

SBC Sports Facilities Fees and Charges Benchmarking - Oct 2014

Background

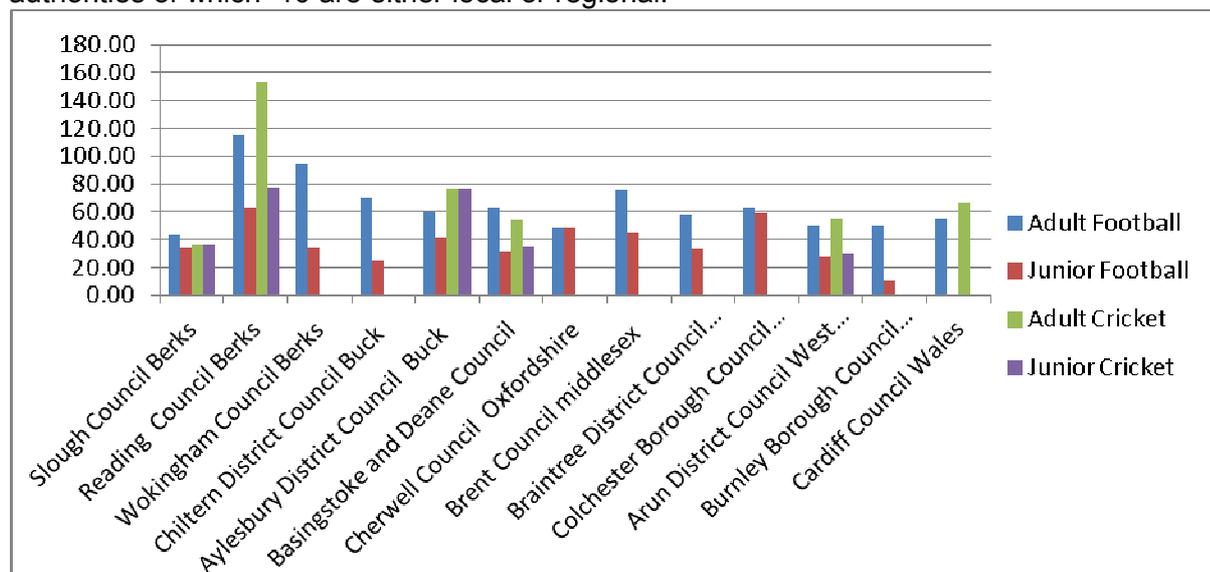
SBC wish to reassess the fees and charges structure in relation to cricket and football pitches. A benchmarking exercise was carried out by the Parks Department specifically to look at fees and charges in a local and regional context though some local authorities from further afield have been included in the comparison table below.

It is not easy to draw simple direct comparisons due to a lack of common denominators. For historical reasons too, at Slough, the charging structure is unclear. Any review of charges needs to address this situation.

To explain, VAT normally applies to the hire of pitches and sports facilities. An exemption applies to block bookings in excess of ten games. However, this is not simple as VAT exemption is conditional and an area requiring specialist guidance as to its application in any particular situation¹⁶. A review of charges needs to include a single hire charge, VAT and exemption information.

Most local authorities charge on a seasonal, annual or per game basis. In slough, teams in local football leagues generally book on a block booking basis (15 or 30 games). The fees and charges in Slough include changing facilities whilst other local authorities have various way of charging for sports pitches i.e. member, non-member and concession basis.

The graph below shows charges for football and cricket pitches including adult and junior games where a changing facility is included in the cost. As with all benchmarking exercises, different local authorities have different offers and charge accordingly. The table below compares 13 local authorities of which 10 are either local or regional.

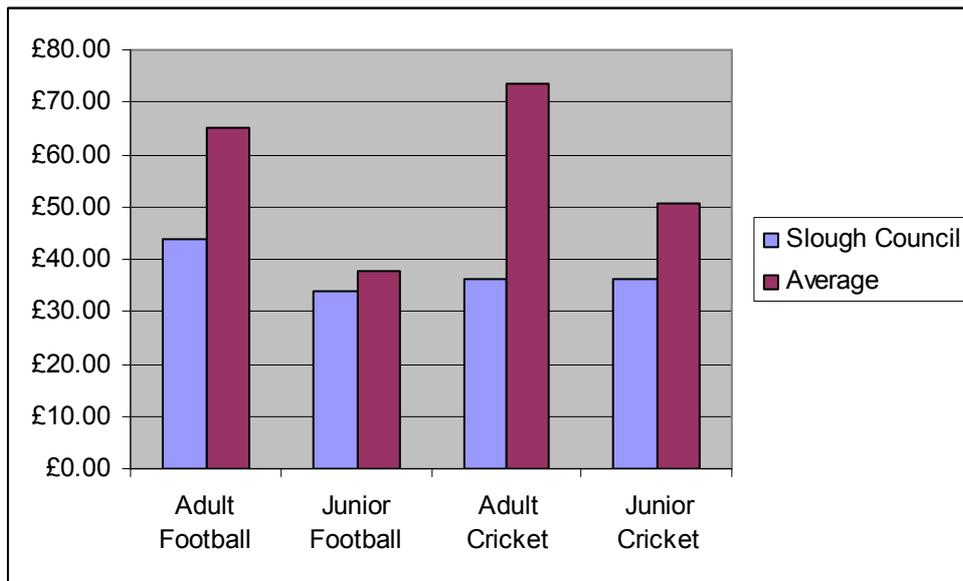


¹⁶ VAT is payable on all pitch hire charges. However, block bookings are exempted from VAT subject to the following conditions;

- The hirer is a school, club, association or an organisation representing affiliated clubs or constituent associations, such as a local league.
- There is at least 1 day and no more than 14 days between each game or session.
- Payment for booking is made in full
- The pitch is used by the organisation that made the booking (it cannot be sublet or the hire transferred).
- All games/sessions are at the same venue.
- Each session is for the same sport or activity

In the event that any of the above is not met, the Council must charge VAT. In the event that any of the above are breached during the period of the block booking a charge for VAT payable must be raised retrospectively.

The average cost of hire of Slough pitches against the average of all thirteen authorities surveyed is as follows.



Local Authority	Adult Football	Junior Football	Adult Cricket	Junior Cricket
Slough Council				
Berkshire	£43.70	£33.80	£36.10	£36.10
Average	£65.09	£37.83	£73.60	£50.83
Difference	£21.39 (33% less)	£4.03 (10.65% less)	£37.50 (51% less)	£14.73 (29% less)

As is apparent from the table, SBC charge significantly less for everything but junior football so, there would seem to be some scope to increase the charges however, it should also be noted that the majority of football pitch bookings are for leagues of whatever format and they are subject to other charges which are invisible to SBC i.e. referee, linesmen etc. Pitch bookings and fee payments are managed by the Parks/Community Services Team.

Equality Impact Assessment

Directorate: Chief Executive's	
Service: Policy and Communications	
Name of Officer/s completing assessment: Tracy Luck, Head of Strategic Policy and Communications	
Date of Assessment: December 2014	
Name of service/function or policy being assessed: Equalities budget and Community Cohesion budget	
11.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>Two budgets within Policy & Communications B416 (Equalities) and B419 (Community Cohesion) are proposed to be reduced as part of the 2015/16 budget savings. The savings are Equalities £3,500 and Cohesion £25,000. The former will remove the Equalities conference budget completely. The latter remove the community cohesion budget completely.</p>
12.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>These are corporate budgets administered by Policy and Communications. They are used for a variety of purposes including working with partners. The cohesion budget has been allocated using an agreed application process by the Community Cohesion PDG, a group which sat beneath the Slough Wellbeing Board and which was chaired by the Local Police Area commander. This PDG was wound up by the Wellbeing Board in November 2014. The equalities conference budget was used to hold an annual diversity conference. This conference was last held in 2012, but it has been agreed that this is no longer the best way to communicate with partners and communities on equalities issues.</p>
13.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>Most of the below are potentially affected. The budgets could have been used for a range of projects or events. It is less likely that marriage and civil partnership and pregnancy and maternity would be affected.</p> <p>Age: Disability: Gender Reassignment: Marriage and Civil Partnership: Pregnancy and maternity: Race:</p>

	<p>Religion and Belief: Sex: Sexual orientation: Other:</p>
14.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>None identified.</p>
15.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>Reduced budget to fund projects, research, events etc. However, there was no identified use of the equalities budget in 2014/15 and there has been limited call on the cohesion budget (£10k of which has been offered as an in year saving) and the responsible PDG has been wound up. Furthermore there is a community cohesion reserve which could be called upon should any pressing need arise.</p>
16.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>Not applicable.</p>
17.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>There has not been any specific consultation . The Community Cohesion PDG were aware of the need to make savings before they were wound up.</p>
18.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>There remains a community cohesion reserve of £75,000 which can used if an event or incident requires. There is budget to employ a part-time Equality & Diversity Manager and small budget for project work so activity will still continue.</p>
19.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p>

	As there has been limited call on these budgets mitigation is not considered necessary. Answer to question 8 indicates the resource that remains so not all support has been removed.
20.	What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below. They will be monitored by the Policy Team.

What course of action does this EIA suggest you take? More than one of the following may apply	✓
Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	
Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	✓
Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

Action Plan and Timetable for Implementation
At this stage a timetabled Action Plan

should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date
Review impact on community cohesion	As per answer 3	Policy Team	Aim for no concerns raised by community groups, any community tension issues successfully responded to, requests for funding still met by remaining budget	Via CMT	March 2015	N/A

Name:
Signed: Tracy Luck.....(Person completing the EIA)

Name:
Signed:(Policy Lead if not same as above)

Date: 03/12/14

SLOUGH BOROUGH COUNCIL

REPORT TO Cabinet **DATE:** 9th February 2015

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

WARD(S): Langley Kedermister

PORTFOLIO: Neighbourhoods & Renewal - Cllr James Swindlehurst
Community & Leisure – Cllr. Martin Carter

PART I
KEY DECISION

TRELAWNEY AVENUE REDEVELOPMENT PLAN INTERIM UPDATE REPORT**1 Purpose of Report**

1.1 The purpose of this report is to provide an update on the Trelawney Avenue Redevelopment Plan.

2 Recommendation

The Cabinet is requested to resolve:

- (a) That following consultation with NHS England and Slough Clinical Commissioning Group (CCG) the provision of an additional GP practice or satellite practice does not fit with existing or future strategies for the area and therefore cannot be supported.
- (b) That Thames Valley Police (TVP) remain interested in working collaboratively with the Council to re-locate into new or refurbished premises.
- (c) That following consultation with community groups, internal departments and TVP, the option of remodelling existing retail is being considered. In addition to giving TVP a greater presence within the local area, this option would allow the Council to develop residential-led proposals for the site of the existing police station (an HRA site owned by SBC) as part of the overall strategy.
- (d) That subject to (c), the Cabinet confirms that a residential development scheme that provides a mix of affordable housing with a range of house types be pursued on the Merry Makers Site (Area A), 324 Trelawney Avenue (Area B) and Trelawney Avenue Residential Infill (Area C).
- (e) That the proposals to introduce new sporting facilities in Langley Academy part funded by the Council that will support local sports clubs, promote improved health and well being and meets a need identified by the community be noted.
- (f) That a follow-up report be presented to Cabinet in June 2015.

3 Corporate Plan

The plan has the potential to make the following contributions to corporate objectives:

Housing – the introduction of new housing would increase quality, improve choice and stimulate the local economy.

Regeneration & Environment – The objectives of the plan go beyond housing and aim to create an environment where people want to live, work, shop and do business.

Community Cohesion – The objective of incorporating bookable/rentable space for local public services, local residents and community groups would enhance community cohesion by reflecting the specific requirements of local residents.

4 Joint Strategic Needs Assessment

The proposals to build a combination of housing and community facilities will meet the strategic requirements of SBC and TVP. Subject to approval, the recommendations in this report will allow the Council to maximise the value of its existing assets and provide local facilities that can match the aspirations of the local community.

5 Other Implications

(a) Financial

There are no financial implications as a direct consequence of this interim report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Property The option to locate the community hub to Trelawney Avenue will require the vacation of 1 or more retail units.	Engage the Council's retained agents with regards advice and options to ensure vacant possession is achieved in good time.	Opportunity to utilise otherwise vacant units.
Community The New Langley Community Group operate from the facility attached to the Merrymakers public house.	Consultation has been undertaken with the Group. The group had a preference for a hub created at the shops since this could be programmed to retain continuity of services offered by the Group.	Potential to include community space within community hub, Trelawney Avenue Shopping Parade option.
Financial Regeneration of the new housing stalls due to insufficient HRA funding.	A detailed business case will be developed and presented to the Capital Strategy Board prior to any commitment to fund the project.	
Financial/Legal Health providers or other public/commercial tenants do not occupy space, resulting in significant revenue losses for SBC owned hub at Trelawney Avenue Shopping Parade.	The introduction of the hub option will be dependent on the approval of a detailed business case. Before entering into a contract to refurbish the hub, the tenant(s) would sign a robust agreement for Lease that commits the Council to provide and the tenant(s) to occupy upon completion.	Dispose of community hub site to a 3 rd party and transfer all risk.
Human Rights	None	
Employment	None	
Planning The proposed development does not meet planning policy requirements.	Consultation has been undertaken with Planners.	

Public Consultation Poor resident consultation leading to a negative reaction to the proposed development and/or services provided.	Feedback received from public consultation demonstrated support for a mix of new housing. Residents will be involved in developing the proposals.	In the consultation process there was local support for a community hub within the Trelawney Avenue Shopping Parade. This option can now be fully explored and consulted upon.
Public Consultation The Council may be criticised for failing to deliver a new/satellite GP on Area A.	Throughout the consultation process it was made very clear that the introduction of a GP practice would be dependent on providers confirming they have sufficient capital and/or revenue and NHS support.	

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

The Trelawney Avenue Redevelopment Plan will have a positive impact on the local community. Since the benefits will not be identified until the options appraisal is completed, the EIA will be carried out at this juncture.

f) Land and Property Implications

The redevelopment of sites A, B and C have the potential to provide circa 40 properties for rent that will meet local need and contribute to the HRA Business Plan. These will be complemented by the redevelopment of the existing Police Station at Trelawney Avenue/Langley High Street. The introduction of an HRA financed community hub within the existing Trelawney Avenue Shopping Parade would be subject to approval of a robust business case.

6. Supporting Information

6.1 In September 2013, Cabinet agreed that the Council should commence consultation with tenants, residents and key stakeholders regarding the potential to redevelop three areas in Trelawney Avenue:

Area	Description	Comment
A	Merrymakers site, garages and 6 SBC residential properties.	This has been identified as a possible location for housing and community facilities. The redevelopment of this site would include the demolition of 6 SBC properties between 313-323 Trelawney Avenue.
B	Former GP Practice at 324 Trelawney Avenue	This is a potential housing site. The former GP premises are currently occupied; however this is on a tenancy at will basis, allowing occupation within 7 days.
C	Trelawney Avenue residential infill	This is a potential housing site. This would involve the introduction of a row new housing with an active frontage overlooking the retail units between 265 and 298 Trelawney Avenue.

Area A – Merrymakers Site

- 6.2 Detailed discussions have taken place over several months with a local dental practice that was interested in developing a community hub, which would include a GP, within Area A. The proposal included the co-location of dental practice, GP, other NHS Services, Police and community space. However as previously reported, the viability of business case was dependent on support from Slough Clinical Commissioning Group (CCG) and NHS England Local Area Team (NHSE).
- 6.3 Feedback from NHSE and the CCG has confirmed that they are unable to support the proposal. Both organisations have advised that the Langley Area is already well served by existing GP practices. Additionally, the CCG has emphasised that a new or satellite practice does not fit in to its existing health provision strategy for Langley.
- 6.4 In the absence of support from the NHS and CCG a residential development is the only viable option for Area A.

Area B – Former GP Practice

- 6.5 Initial feedback from Planning supports the introduction of residential accommodation on this area. However due to the proximity of a main sewer, it is likely that only two units will be accommodated on the site.
- 6.6 Residential development of Area B should be pursued in conjunction with the residential development of Area A.

Area C – Trelawney Avenue residential infill

- 6.7 The initial proposals showed the potential for up to 6 flats on this site. Due to concerns about the impact on adjacent flats, it is unlikely to gain support from planning. However, it may be possible to provide a short terrace development. Further design options are being explored.
- 6.8 When an acceptable design for the residential development of Area C has been developed this should be pursued in conjunction with the residential development of Area A.

Existing Trelawney Avenue Shopping Parade

- 6.9 Due to the difficulties in securing support in relation to relocating or co-locating a GP practice into Area A, Asset Management is investigating the possibility of a multi service/community space within the existing shopping parade on Trelawney Avenue. The public consultation undertaken in May 2014 demonstrated local stakeholder support for this proposal. The initial idea for the parade was to create an infill between the 2 existing retail blocks, however this proved unfeasible due to a main sewer pipe that runs between the two blocks.
- 6.10 An existing vacant unit could be utilised along with a second adjoining unit to create a community facility. Asset Management is currently exploring if there is further stakeholder support for this location particularly with the Police given the potential to free up Langley Police Station.

- 6.11 The Council owns the current police station which is occupied by TVP on a long lease (to 2042) but the property is now too large and expensive for their ongoing operational needs. TVP has confirmed a desire to relocate to a smaller facility locally, while maintaining the current operational team presence and capability. Asset Management is currently working with TVP to establish if there is a viable opportunity to co-locate with other community services and enhance service provision. Discussions have already begun with TVP regards the retail units in Trelawney Avenue. This would introduce the potential to redevelop the site at the axis of Trelawney Avenue and High Street.
- 6.12 If a large enough community space cannot be accommodated at the existing shopping parade there is the potential to explore joint arrangements with other community space providers in the area such as Holy Family Church, Langley Parish Club and Langley Free Church which are all situated on Trelawney Avenue. Options to utilise Langley Library could also be explored.

External Consultation Feedback

- 6.13 A series of public consultation events were undertaken in May 2014. These include individual meetings with tenants in 313-323 Trelawney Avenue, meetings with local community groups and three drop-in events. During the meetings it was stressed that the introduction of a health-care led facility was dependent on support from NHS England and the CCG.
- 6.14 Participants at the drop-in events were asked to complete a survey to give views on their preference for redevelopment. A total of 76 survey forms were completed, the findings from which can be summarised as follows:

Which Option do you prefer?

- 75 (98%) out of 76 people said they would like to see a combination of housing and a community facility.
- 1 person said they wanted to see all three sites developed exclusively for housing.
- Of the 75 people who had a preference for a community facility, 25 people (33%) said they did not want it located on Area A (Merrymakers site).
- Providing a community facility at the shops was the most popular alternative location. Other suggestions included “on its own”, Harvey Park, Kedermister Park and Langley Village Club.

Do you use the existing community hall?

- 51 (67%) out of 76 people said they used the existing community hall.
- Of the 51 people, 8 people (16%) use it once per week, 6 people (12%) use it 2-3 times per week, 34 (76%) use it 4 or more times a week and 3 (6%) use it once in a while.

If a community hub were to be built, what services do you think it should provide?

Eight options were given for respondents to identify preferred uses. The most popular services identified were:

- Community hall/function rooms - 29
- GP Surgery - 26
- Café - 20
- Meeting/Conference rooms - 19
- Nursery/Pre-school - 13

When asked to identify other potential uses/services, the most popular answer was the introduction of a replacement bar with a beer garden. Other suggested services/uses included dance, boxing, karate, a club house for football teams, a walk-in clinic and a police station.

Planning considerations

- 6.15 Core Strategy Policy 6 requires retention of community facilities. The policy requires that where a facility is lost a contribution towards new or enhanced community facilities/services should be provided. Whilst the loss of the public house will be accepted, feedback from planning confirms that the loss of the associated community room needs to be addressed. If a solely residential scheme is proposed a special exception will need to be justified.

Planned sports facilities

- 6.16 The requirements of local football clubs featured highly during the consultation process, representatives from the local football club attended the drop-in events to discuss the wider role they undertake to promote health and wellbeing in the area.

Since May 2014 the Council has agreed to fund construction of a full size 3G pitch at Langley Academy with a project budget of £650K. A Community Use Agreement is being prepared which will ensure that the pitch is available for hire outside school hours, this would generally be 6pm-10pm during weekdays in term time and 8am-10pm weekends and holidays.

- 6.17 Subject to obtaining planning approval the 3G pitch will be floodlit and fully fenced. A set of changing rooms will be provided adjacent to the pitch including male a female changing, showers and disabled changing facilities. The pitch will be designed so that it can also be split into 3 smaller pitches that can be hired individually.
- 6.18 The school and SBC have agreed joint aims for the facilities that include providing opportunities for local people, local schools and sports organisations to participate in sport and physical activity, primarily football and hockey, to develop their skills and improve health and sports benefits.

7 Conclusion

- 7.1 The lack of CCG support for a new/satellite GP surgery on Trelawney Avenue means that option to locate a health-led community hub at Trelawney Avenue is no longer viable. During a meeting with New Langley Community Group, the Committee raised the idea of introducing a replacement facility in the vicinity of the shops. This was viewed as preferable since it would avoid disruption to their activities.

7.2 The option of providing consolidated services within the parade of shops would seem to offer a viable solution that meets the aspirations of local people, fits with the strategic requirements of TVP and frees up two sites for residential use.

8 Appendices Attached

None.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 9th February 2015

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 FEBRUARY 2015 TO 30 APRIL 2015

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.

Page 184 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 (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. 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 - 9th February 2015

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Financial & Performance Report - Quarter 3 2014-15</u>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny; Audit & Risk	None		
<u>Medium Term Financial Strategy 2015-19</u> To consider, and if agreed, to recommend to Council the Medium Term Financial Strategy 2015-19.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny Committee	None		
<u>Revenue Budget 2015-16</u> To agree the recommendations to be made to Council on the 2015-16 Revenue Budget.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny Committee	None		
<u>Welfare Policies for 2015-16</u> Following regular review of the Council's policies in relation to Welfare Benefits and Council Tax, to approve the following policies for 2015-16: <ul style="list-style-type: none"> • Council Tax Hardship Policy; • Discretionary Hardship Policy; and • Local Welfare Provision Policy. 	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		

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

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

<u>SRP Partnership Business Plan</u> To consider a report seeking approval of Slough Regeneration Partnership's Partnership Business Plan.	N&R	All	All	Sarah Richards, Strategic Director, Regeneration, Housing and Resources Tel: 01753 875301	-	None		
<u>Trelawney Avenue Redevelopment Plan</u> Further to the Cabinet report of 14 th April 2014, to consider a report detailing the progress of the Trelawney Avenue Redevelopment Plan.	N&R	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		
<u>Asset disposal of Arbour Park</u>	N&R	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA
<u>Children's Services Organisation Decisions</u> To consider a report on the progress of the establishment of the new Children's Services Organisation.	E&C	All	All	Ruth Bagley, Chief Executive, Slough Borough Council	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & 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 endorse the published Notification of Decisions.</i>	F&S		All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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

Cabinet - 9th March 2015

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & 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 endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Cabinet - 13th April 2015

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Subsidiary Housing Company Update</u> Further to the Cabinet report of 19 th January 2015, to take further decisions in relation to the establishment of a Subsidiary Housing Company.	N&R	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>Contracts over £250k</u> To report those contracts in excess of £250k likely to be awarded in 2015/16.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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

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

<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & 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> To endorse the published Notification of Decisions.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	