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Date of issue: Friday, 12 June 2015

MEETING	**CABINET**	
	Councillor Anderson	**Leader of the Council - Finance & Strategy**
	Councillor Carter	**Community & Leisure**
	Councillor Hussain	**Health & Wellbeing**
	Councillor Mann	**Education & Children**
	Councillor Munawar	**Social & Economic Inclusion**
	Councillor Parmar	**Environment & Open Spaces**
	Councillor Sharif	**Performance and Accountability**
	Councillor Swindlehurst	**Neighbourhoods & Renewal**
DATE AND TIME:	**MONDAY, 22ND JUNE, 2015 AT 6.30 PM**	
VENUE:	**MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP**	
DEMOCRATIC SERVICES OFFICER:	**NICHOLAS PONTONE**	
(for all enquiries)	**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 1

sustainable forest

AGENDA ITEM	REPORT TITLE	PAGE	WARD
	Apologies for absence.		
1.	**Declarations of Interest** *All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.* *The Chair will ask Members to confirm that they do not have a declarable interest.* *All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.*		
2.	Minutes of the Meeting held on 13th April 2015	1 - 6	
3.	Provisional Financial and Performance Outturn Report: 2014-15 Financial Year	7 - 72	All
4.	Slough Labour Party's Manifesto	73 - 76	All
5.	Cabinet portfolios and Commissioner Responsibilities	77 - 80	All
6.	**Promoting and Supporting the Wellbeing of Residents with the Voluntary Sector 2015 - 2020 Partnership Strategy**	81 - 122	All
7.	School Places Strategy	123 - 142	All
8.	High Speed 2 / Heathrow Express Depot	143 - 148	Langley St Marys, Langley Kedermister, Foxborough and Colnbrook with Poyle
9.	Scheme of Delegation to Officers - Executive Functions	149 - 150	All

sustainable forest

10.	References from Overview & Scrutiny	151 - 194	All
	Recommendations from the Education & Children's Services Scrutiny Panel: • *Raising Achievement Strategy & Policy* • *Protocol for Working with Academies and Free Schools* *Recommendations from the Overview & Scrutiny Committee:* • *Town Centre Car Parking Task & Finish Group*		
11.	Notification of Decisions	195 - 204	All

Press and Public

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

Minicom Number for the hard of hearing – (01753) 875030.

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Cabinet – Meeting held on Monday, 13th April, 2015.

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

Apologies for Absence:- None.

PART 1

111. Declarations of Interest

No declarations were made.

112. Minutes of the Meeting held on 9th March 2015

Resolved – That the minutes of the meeting of the Cabinet held on 9th March 2015 be approved as a correct record.

113. Carbon Management Plan April 2015 - March 2020

The Commissioner for Environment & Open Spaces introduced a report which sought approval for the new five-year Carbon Management Plan 2015-20 which set out how the Council aimed to reduce its carbon emissions and mitigate against the effects of climate change.

The Council's first Carbon Management Plan, adopted in 2009, had set a target of a 40% reduction in carbon emissions against the 2008/9 baseline. The Council achieved a 49% reduction in CO2 emissions during the period of the previous plan due to a number of both planned and unplanned factors. The new plan aimed to reduce total carbon emissions by a further 20% against the 2013/14 baseline, which would mean a total reduction of 60% since 2008/9, and reduce operating costs relating to carbon emissions by 10% by 2020. The approved Capital Programme included a fund of £100,000 per annum between 2015/16 and 2019/20 to support invest to save projects which would deliver both CO2 reductions and revenue savings.

Commissioners asked about the governance arrangements and how the outcomes would be monitored. It was responded that Carbon Management Board was the primary monitoring authority for the plan and it involved the Commissioner for Environment & Open Spaces and relevant Council departments such as asset management, transport and waste. The potential of utilising solar panels on Council buildings was raised and it was noted that these options would continue to be appraised to evaluate whether they had the potential to contribute to the carbon and revenue savings targets. A number of the key actions and suggestions were discussed including the planned investment in new LED street lighting which would deliver major energy savings and the trial use of electric vehicles.

The Cabinet approved the plan, subject to a minor textual amendment to paragraph 3.9 (2) Priority Actions.

Resolved – That the Carbon Management Plan April 2015 – March 2020, as attached at Appendix A to the report, be adopted.

114. Parks & Open Spaces Strategy 2015-20

The Commissioner for Environment & Open Spaces introduced a report which sought approval of the Parks & Open Spaces Strategy 2015-2020 which set out the priorities for further improvements to the 87 parks and open spaces in Slough and to encourage more people to use them.

The importance of parks and open spaces was recognised, with around three quarters of residents using them on a regular basis. However, with both parks usage and physical activity levels in Slough both lower than national averages, the strategy was an opportunity to promote formal and informal activity by increasing the number of 'welcoming, safe and easily accessible' parks with a diverse range of facilities. The new strategy defined the Council's vision and priorities to 2020 and incorporated the views of more than 900 residents surveyed. The key priorities and targets were detailed in section 5 of the report which included new facilities, improved landscaping, promotion and a more meaningful role for residents in shaping the facilities and environment of their local parks. Significant improvement works were planned in 2015/16 at several parks including Bails & Godolphin and Kennedy Park.

Commissioners discussed the importance of links with the broader Leisure Strategy which had been agreed last year, and in particular how the actions proposed would contribute to the targets to reduce obesity and increase levels of activity. The Assistant Director, Community & Skills responded that the two strategies were closely aligned and that informal activity in parks and open spaces was a vital step towards more formal leisure activities. The five-year implementation plan for the Leisure Strategy agreed by the Cabinet in March 2015 included a range of specific programmes to promote these opportunities. Members were updated on some of the practical actions underway including the Get Active Programme using parks as their primary location during the summer months and multi-sports course training that had been provided to more than 30 people who had committed at least 20 hours to community activity.

Members suggested that there was more potential in engaging local people in the gardening and upkeep of the parks. The Assistant Director recognised this and highlighted that Priority 5 of the strategy aimed to encourage residents to take a more active role in parks and contribute to the delivery of projects. The Commissioner for Education & Children's Services stated that many young people often cited concerns about safety as a barrier to using parks and requested that Slough's Youth Parliament be fully engaged in seeking to address these issues. The Assistant Director agreed that this would be taken forward. Commissioners also discussed the short and medium term options to resolve parking and traffic issues in Salt Hill Park.

The Cabinet welcomed the strategy and agreed that it be approved.

Resolved – That the Parks and Open Spaces Strategy be approved for adoption and implementation.

115. SRP Partnership Business Plan

The Strategic Director Regeneration, Housing and Resources introduced a report which informed Cabinet of the progress of the Slough Regeneration Partnership and sought approval for the SRP Partnership Business Plan 2015-2019. The report had been considered by the Overview & Scrutiny Committee on 9th April and no specific comments had been referred to Cabinet.

The Partnership had made substantial progress on a number of key projects during its second year including The Curve, the construction of which was on time and on budget; the Ledgers Road development of 73 homes for which construction would start this month; and the Wexham Nursery site for 104 houses which had recently secured planning permission. It was noted that circa 30% of these homes would be purchased by the HRA to provide new council properties. Members were updated on the revised profile of capital receipts for the next five years; the potential opportunities from the SRP procurement process on other projects; and the strengthened partnership working between the Council and Morgan Sindall.

The Cabinet were updated on the option of the SRP developing smaller residential sites of less than 20 units, rather than the Council establishing a dedicated Subsidiary Housing Company. The potential benefits of developing through the SRP were noted although Commissioners also recognised the potential benefits the flexibility of a housing company could provide in meeting the council's wider strategic objectives. It was agreed that Cabinet would receive a further report recommending a way forward later in the year.

Resolved –

(a) That the progress being made by the Slough Regeneration Partnership be noted and that the Partnership Business Plan for the period 2015 to 2019 be agreed.

(b) That it be noted that the SRP was working collaboratively with SBC asset management team to prepare a development programme for a package of small sites within Slough and that it be agreed that a follow-up report with recommendations for the delivery of small sites be presented to Cabinet by July 2015.

116. Policy for Significant Asset Purchases

The item was withdrawn.

117. School Places Strategy

The item was deferred.

118. Real Time Passenger Information

Further to the discussion by Cabinet in March about the low detection rates of the Real Time Passenger Information system in Slough, Commissioners considered a report setting out ways to improve performance and recommending a suitable target detection rate.

The Acting Head of Transport and the Business Performance Director at First Buses answered questions from Commissioners about the reasons for the low levels of detection. A number of improvements to the system had been made as detailed in the report and it was recognised that the rate had improved from 30% to 60% in the past few months, since the Neighbourhoods & Community Services Scrutiny Panel began scrutiny of the issue.

Commissioners felt that the recommended target detection rate of 75% rising gradually towards 100% over the next year following three month reviews should be more ambitious. The technical challenges of achieving a 100% detection rate were noted, however, Members agreed that a target rising rapidly towards 100% by June 2015 on First Bus services should be set to ensure passengers could be confident in the system and to reflect the significant level of capital investment made by the Council in the infrastructure. The Council and bus operators shared the same objectives of promoting public transport use and RTPI had the potential to make bus services more attractive to passengers. It was also agreed to actively work with London Buses, Arriva, other bus companies and neighbouring authorities to improve detection rates on these services and adopt a monitoring framework to manage performance.

Commissioners asked that the Neighbourhoods & Community Services Scrutiny Panel monitor the rate of improvement in detection rates and report back to Cabinet if performance failed to met expected levels. The Cabinet welcomed the more positive recent dialogue with First Buses and thanked them for their contribution to the meeting.

Resolved –

(a) That the improvements detailed in section 5 of the report be made to enable RTPI on all First bus services in Slough, and move towards a detection rate of 100% on these services by June 2015.

(b) That real time links be implemented for London Buses, Arriva and other operators in Slough and that a monitoring framework be developed for detection rates on these services.

(c) That the Neighbourhoods & Community Services Scrutiny Panel monitor detection rates on a regular basis and report to Cabinet, if required, should detection rates fall below acceptable levels.

119. Contracts in Excess of £250,000

The Cabinet considered a report detailing the contracts with an estimated value of over £250,000 that were proposed to be let in the 2015/16 financial year and exemptions to competitive tendering. The contracts listed in Appendix A to the report were included in approved budgets and all contracts would be let in accordance with the Financial Procedure Rules. After due consideration, the Cabinet endorsed the list of contracts.

Resolved – That the list of contracts attached at Appendix A to the report be endorsed.

120. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

121. Notification of Forthcoming Decisions

Commissioners considered the published Notification of Decisions which set out both the key and non-key decisions expected to be taken by Cabinet between April and June 2015.

Resolved – That the published Notification of Forthcoming Key Decisions for the period between April to June 2015 be endorsed.

122. Exclusion of Press and Public

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

123. Part II Minutes - 9th March 2015

Resolved – That the Part II minutes of the Cabinet meeting held on 9th March 2015 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.38 pm and closed at 8.16 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd June 2015

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

WARD(S): All

PORTFOLIO: Cllr Anderson (Leader & Commissioner for Finance)

PART I
NON-KEY DECISION

PROVISIONAL FINANCIAL & PERFORMANCE OUTTURN REPORT: 2014-15 FINANCIAL YEAR

1 Purpose of Report

To provide members with the provisional financial outturn information for the 14-15 financial year.

To summarise the Council's performance against the balance scorecard indicators during 2014-15.

To summarise the Council's performance on 'Gold' projects during 2014-15.

2 Proposed Action

The Cabinet is requested to note the report, and the key information:

a) That the provisional revenue outturn for 2014-15 is a break even position. This is after allowing for a contribution of £277k to reserves.

b) That the provisional capital outturn is expenditure of £37.55m against the capital programme of £60.42m, with £22.0m reprofiled into the 2015-16 financial year

c) That within the Council's balanced scorecard, 66% of indicators were green, with the following 'red' indicators:

   a. % of Single Assessments completed and authorised within 45 working days (in month).

   b. Number of families placed in Bed and Breakfasts

   c. Number of Households in temporary accommodation including hostels

d) That all Gold projects have progressed overall as 'amber'.

The Cabinet is requested to resolve that the following be approved:

e) The transfer of £138K to the Transformation fund and £139k to the Future Budget Requirement Fund reserve from the 2014/15 underspend.

f) The revised 2015-16 capital programme to take account of re-profiling of previously approved 2014-15 projects into the 2015-16 programme

g) The revenue carry forwards included within the 2014/15 outturn

h) The Virements and write-offs detailed within the report

i) The start of the tendering process for the smoking cessation contract

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 strategic 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 achieve through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

3b. Five Year Plan

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 budget.

4 Other Implications

(a) Financial

The Financial implications are contained with this report, but in summary, the 2014-15 provisional outturn will maintain the Council's General Fund reserve at **£8.143m as at 31st March 2015**

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	none
Communications	None	none
Community Safety	None	None

Financial; Detailed in the report and above	As identified	None
Timetable for delivery; A number of capital projects will be reprofiled into the 2014-15 financial year	The capital programme will be closely monitored by the capital strategy group in 2014-15.	None
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

5 Executive Summary

5.1 The Council provisional financial outturn for the 2014/15 year is break even after adjustments made to and from reserves. The Council has successfully contained the pressures it has faced, has delivered the planned budget and is allocating the £277k under spend to the future budget requirement reserve to help mitigate some of the Government's funding reductions in future years and to the Transformation Reserve to provide invest to save monies for future savings programmes.

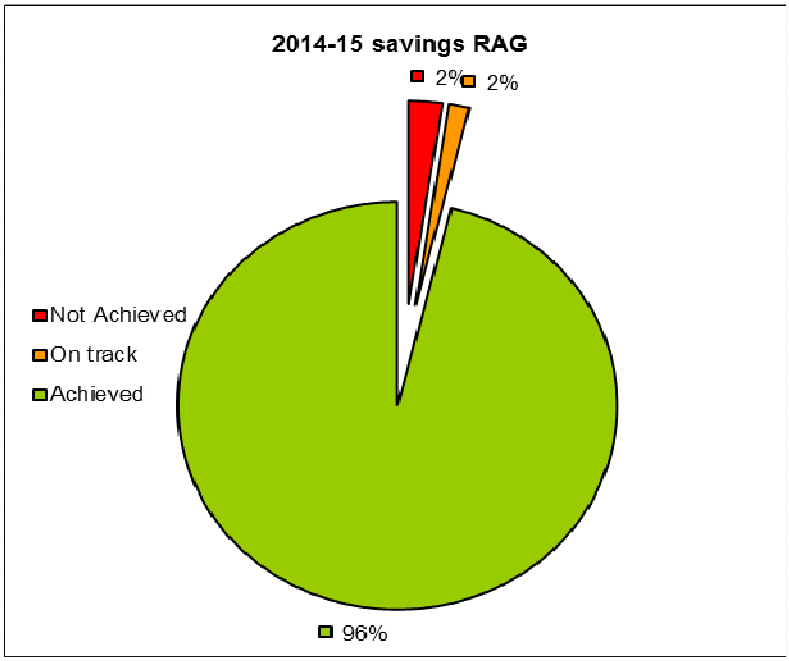
Summary of key deliverables

Item	Outcome
Revenue Budget	Delivered £277k under-spend
Savings	96% of the £12.5m highlighted as Green - delivered
Capital Budget	61% delivery with key schemes progressing
Balanced Scorecard	66% performance measures Green, 25% amber, 9 % Red
GOLD projects	All showing as Amber

5.2 The Council Budget was set in February 2014 and approved a council tax freeze for the local taxpayer for 2014/15. This is the third council tax freeze in the past four years. The budget delivery was based on a variety of savings measures that were geared towards minimising the impact on service users. 2014/15 was set to be a very difficult year financially for the Council, with a continued significant reduction in Government Funding, as well as and increased demand for Council services. The Council has managed to protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver key outcomes.

5.3 The 2014/15 budget included built in savings totalling £12.53m, amongst the largest savings requirements the Council has faced. The Council has successfully contained the pressures it has faced, has delivered the planned budget and is allocating £277k to reserves to help mitigate the future impact of Government funding reductions. 96% of all savings targets have been met which is a key

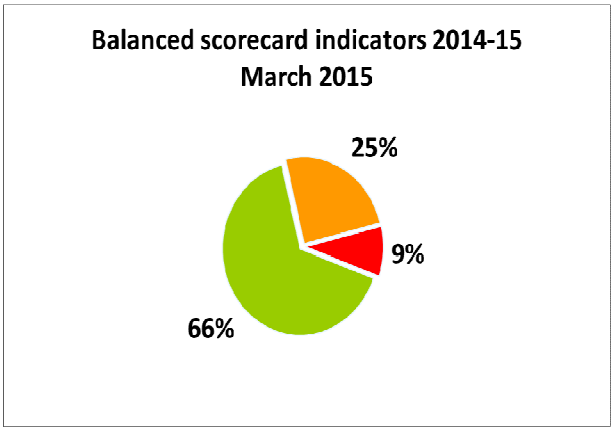
success measure for the future financial position of the Council, and any areas where there are future pressures have been adjusted for in the 2015/16 budget.



5.4 A comparison of revenue budget and outturn is set out in Appendix 1.

5.5 The Council's capital programme for the 2014-15 year has been completed with 62% of the capital programme budget spent in the financial year. The major items of re-profiling are £4m on the Curve project, a significant amount of the Housing capital programme the Crematorium / Cemetery project and the ERP financial system upgrade.

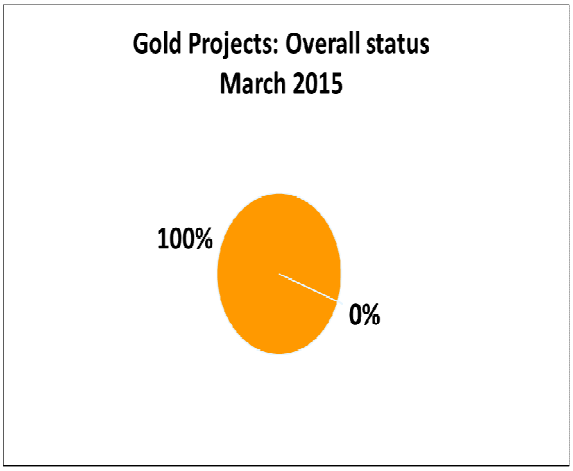
5.6 The latest position for the Council's balanced scorecard demonstrates that at the end of March 2015 the Council's performance is as below:



5.7 Key areas of noteworthy concerns flagged as **'Red'** status are:

- Number of households in temporary accommodation including hostels
- 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 ***massive improvement,*** see below].

The summary of the seven Gold projects updates submitted as at March 2015 indicates that the overall status of all eight projects have been assessed as '**Amber**'.



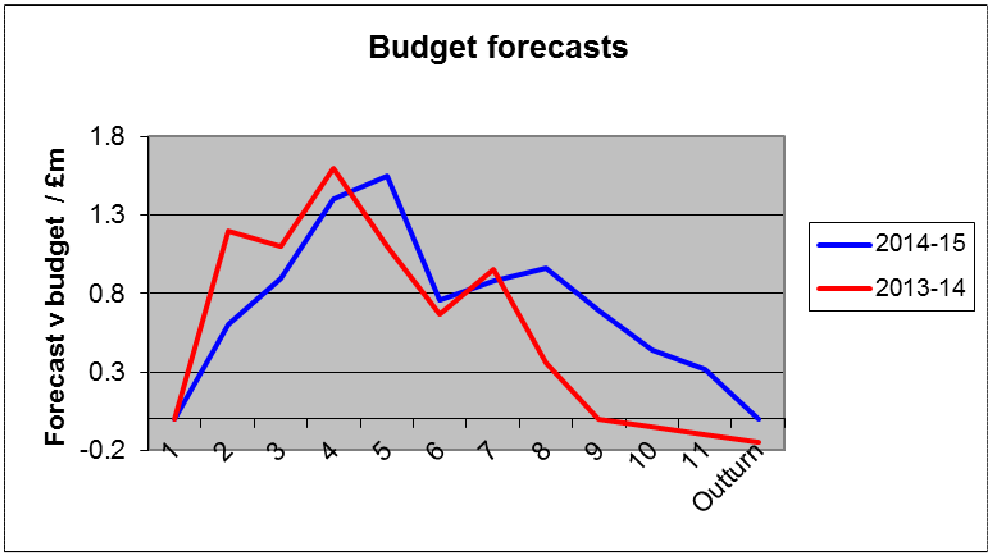
6 Supporting Information

Financial Performance - revenue

6.1.1 The 2014/15 financial year saw the Council contend with a further reduction in Central Government funding and a Council Tax freeze. The Council had to deal with the volatility arising from being able to retain some of the risks and rewards from retaining a proportion of business rates. Against this backdrop of reducing funding for Council services the Council has performed strongly to achieve a breakeven position and maintain General Fund balances at previous year levels.

6.1.2 The Council had to contend with other additional externally driven pressures during 2014/15 that had not existed in previous years. The budget included a total expected budget savings programme of £12.53M, driven by funding reductions from Central Government. The changes to non-domestic rates and localisation of business rates continue to result in a fundamental shift in the way local government is financed. The changes have resulted in significant new risks to local authority resources that have needed to be incorporated into financial planning. In relation to Council Tax there has been a need to forecast the level of council tax support claims and ensure that overall Collection Rates held firm. Any additional income or shortfall from the above will materialise as a surplus or deficit on the collection fund and these will feed into the resources available to the Council the following year.

6.1.3 There were also some internally driven pressures that the Council managed. There has been a significant overspend in the Children's and Families service of £1.4m. The Council has successfully managed these pressures through a variety of means, and primarily through driving out savings from other services areas. Although initially showing an over spend the overall financial position continued to improve steadily throughout the year culminating in an overall breakeven position for the council after making contributions to the Transformation and Future Budget Requirement Funds. At its highest point there was a forecast overspend of £1.6m. This was gradually reduced during the remainder of the year with a series of action plans and management action. The following chart shows how the Council has managed to control spend to breakeven after showing an over spend.



6.1.4 General Fund Reserves have been maintained at £8.143M to help mitigate against the continuing economic climate. Contributions have been made to reserves to fund future procurements and transformational activity.

6.1.5 The 2014/15 savings programme has been continually monitored and reported during the financial year. This process has progressed well during the year and has delivered 96% of the £12.53M savings programme. This process will continue in 2015/16.

6.1.6 The Capital Programme is significantly below budget by £23.7M against the revised budget of £60.8M. Re-profiling for the year into 2015/16 is largely due to the Curve project, a significant amount of the Housing capital programme the Crematorium / Cemetery project and the ERP financial system upgrade. A more intense and critical focus on capital monitoring will be a priority for 2015/16. It should be noted that the Curve remains on track to be completed within agreed timelines.

6.1.7 The main area of the Council's overspend was in respect of Children's services. The outturn total was £1.4m over budget. The service's income and expenditure is being subject to an in-depth review. This review has highlighted several opportunities to deliver services more efficiently and has identified areas for short term and longer term benefit to reduce expenditure. This review is critical for the service to remain within current, and future, restricted budgets as the Council's overall financial resources decline over the next four years.

6.1.8 Customer Services and IT is reporting an under spend at year end. There is a favourable variance of £370k. The main reasons for this underspend are £109k in IT growth bids and under spends in customer services, Blue badges and Information governance. The favourable variance within the Community and Skills area is a result of staff vacancies in Youth Services and lower transport and associated costs. There has also been an under spend in Community Centres due to additional income and lower staffing costs. Within the Enforcement and Regulation team there is a small overspend as a result of funding pressures for the CCTV service and underspends from additional planning and development income and lower Environmental Quality costs.

6.1.9 Resources, Housing and Regeneration Directorate is reporting an overall underspend of £585k. These underspends have been predominantly generated in the Housing and Environment and the Estates and Regeneration services. The 2014 Amey profit share and the Lakeside EFW credit has resulted in the Housing and Environment underspend. The under spend position of £445k within Estates and Regeneration comprises an under spend in Property services due to a shift in planned corporate repairs and maintenance to only emergency repairs and maintenance. Facilities & Corporate Landlord has received business rate refunds for St Martins Place due to the refurbishment works. The overspend in Corporate resources was due to pressures from an insurance contract and additional cost through funding the new ERP solution as well as paying for current systems; this pressure is a one-off.

6.1.10 The Chief Executive's directorate is showing an expected underspend of £430k. Savings throughout the directorate in line with savings with action plan targets enabled the directorate to contribute their share to the overall reduction of overspends.

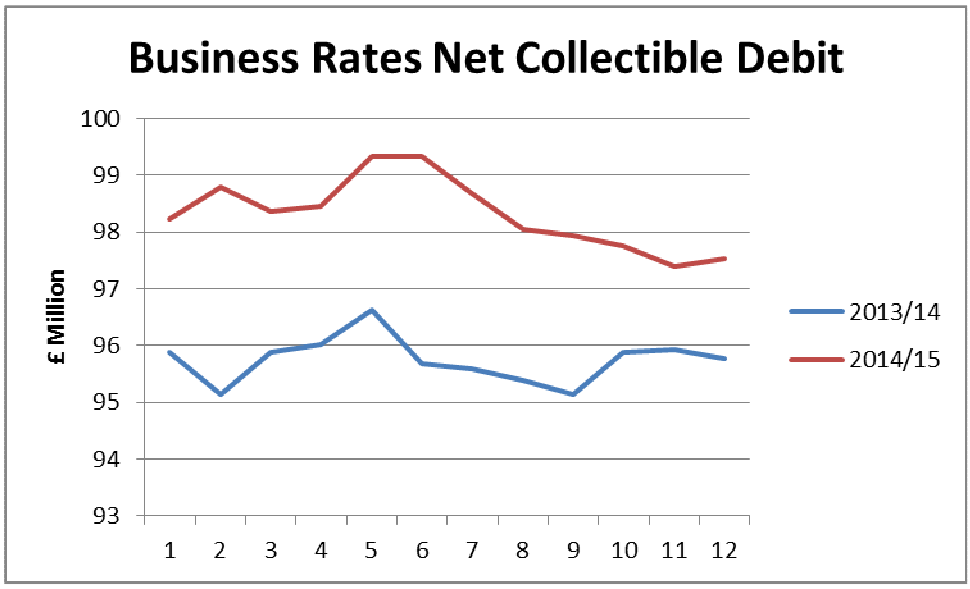
6.1.11 The Housing Revenue Account finished the year with a surplus of £1.282m against an expected deficit of £3.593m. The main positive outturn variances to note for the HRA were lower interest rates (£800k), property costs (£1.47m), bad debt provision costs (£517k) and management costs (£165k) along with additional receipts from dwelling rents and chargeable works (£1.29m). Offsetting the above were reduced receipts from garage rents and service charges of £99k and the setting aside of £4.88m for future housing provision.

6.1.12 The achieved surplus of £1.282m has been set aside in general HRA balances and can be summarised as follows:

Service	Budget / £k	Outturn / £k	Variance / £k	Variance / %
Income	(36,161)	**(37,359)**	**(1,198)**	**(3.3%)**
Expenditure	39,754	**36,077**	**(3,677)**	**(9.25%)**
TOTAL	**3,593**	**(1,282)**	**(4,875)**	**(135.7%)**

Income

6.1.13 The Council's funding is now open to much greater levels of volatility than before with the retention of business rates and the Council Tax Support scheme. Overall, there is a year-end pressure of £99k in funding, though there are various components within this. The Council received additional monies through s31 grants for measures taken by the Government as part of the Autumn Statement. These monies, of circa £750k were offset by a lower than expected retention of business rates overall by £400k and by the Council paying a levy over to Government for receiving Business Rates above its baseline position. All these adjustments go through as in year changes, whilst the overall collection fund surpluses for Council Tax and Business Rates flow into the next financial year (for 2015/16 the Council forecast a surplus of £1.9m and the outturn is £1.5m). We are facing significant volatility from business rate appeals at the moment and these could impact the level of income we receive. Currently 67% of the net collectible debit is being appealed.



6.1.14 The Council also saw reduced grant of £200k compared to expectation on Education Services Grant and Local Services Support Grant. For 2015/16 these figures have been reduced significantly.

6.1.15 These figures are all provisional at present; the final figures will be included as part of the Council's Financial Statements which will be published on its website by the 30th June 2015 in draft format. The provisional outturn detailed in this report is unlikely to move significantly by the time the Financial Statements are finalised. The Financial Statements will be externally audited by BDO during the summer 2015 and the externally auditor's report will be presented, along with the final set of Financial Statements to the Audit Committee in September 2015.

Financial Performance - Capital

6.1.16 The Council has reprofiled a number of capital schemes from 2014/15 into 2015/16 for a variety of reasons with further detail on the progress against the capital programme by directorate in the directorate appendices attached to this report.

6.1.17 Overall, the Council spent 62.2% of the approved Capital Programme for 2014/15. The majority of programmes not spent in 2014/15 will be re-profiled into the 2015/16 financial year thus increasing the notional size of the 2015-16 capital programme.

6.1.18 The Curve has been incorrectly profiled during 2014/15. The project is still on track to be delivered on time and within the expected agreed budget. If this had been correctly profiled during the year the total capital spend would have been 65.72% of the overall programme.

6.1.19 The Council is still in negotiations with the new CSO and the DfE regarding the relocation of the new organisation (to ground floor west within SMP). Following several meetings the demise has been agreed, although the final layout will not be signed off until w/c 15 June 2015. Cabinet is requested to note that the Council will front fund the fit-out costs and recover works and associated management costs from the DfE.

6.1.20 The capital spend can be summarised as follows:

	Expenditure		
Directorate	**Budget**	**Actual £000s**	**% Expend v Budget**
Resources (Including Heart of Slough)	22,519	17,531	77.85%
Wellbeing	6,492	4,858	74.82%
Chief Executive	76	80	104.92%
Customer & Community Services	12,177	4,414	36.25%
Housing Revenue Account	19,155	10,672	55.71%
Total	**60,419**	**37,554**	**62.16%**

6.1.21 Write offs

The final quarter write offs can be summarised as followed

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Benefits	Total
	£	£	£	£	£	£
Unable to trace / Absconded	15,864.89	2,052.49	19,892.17	3,900.49	5,095.67	46,805.71
Vulnerable persons			515.02			515.02
Deceased			7,593.01	408.00	6,232.52	14,233.53
Statute Barred / Unable to Enforce	30,871.66		134.63	22,769.62	701.35	54,477.26
Bankruptcy	0.00			927.04		927.04
Instruction from Client				964.59		964.59
Nulla Bona (Returned from Bailiff)				500.20		500.20
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	371,147.46					371,147.46
Receivership						0.00
Administration						0.00
Misc. (incl uneconomical to pursue)	6,645.41	1,303.84	634.98	4,550.63	14,380.67	27,515.53
Credit Balances	(22,727.89)	(56,656.23)	(14,885.45)			(94,269.57)
	401,801.53	(53,299.90)	13,884.36	34,020.57	26,410.21	422,816.77

The net write offs total £422,816.77. Gross write offs were £517086.34 although this amount was offset as £94,269.57 of credit balances were also written off. 95% of the write offs relate to business rates and the major reasons for write off was

- Unable to trace (4%)
- Absconded (7%)
- Dissolved/Receivership (87%)
- Miscellaneous (2%)

6.1.22 Virements

Virements during the fourth quarter of the current financial year were as follows:

Service Area		Amount	Reason
From	To	£'000	
Reserves	Regeneration, Housing and Resources	137.00	Release of Transformation Funding - Sheds and Beds Project
Reserves	Customer and Community Services	34.00	Release of Grants Reserve (S106 for Skills and Learning)
Wellbeing	Customer and Community Services	25.00	CWB Contribution towards Transport Review Saving
Regeneration, Housing and Resources	Treasury / Appropriations	1,382.00	Lease Charges - Vehicles
Wellbeing & Regeneration, Housing and Resources	Treasury / Appropriations	974.00	Lease Charges - Buildings
Wellbeing	Treasury / Appropriations	4,181.00	Lease Charges - PFI
Wellbeing	Sources of Funding	3,678.00	PFI Budget Transfer
Contingency	Regeneration, Housing and Resources	25.00	Funding of WW1 Memorial
Reserves	Treasury	2,334.00	PFI Unitary Charge
Reserves	Contingency, Wellbeing, RHR and CCS	2,623.70	Release of Transformation Funding
Reserves	Wellbeing	193.00	Release of LD Transfer Reserve
RHR, CCS and CE	Reserves	897.30	2014/15 Carry Forwards
Reserves	Wellbeing	500.00	Release of PFI Reserve
Reserves	Contingency	500.00	Release of FV Reserve
CCS	Reserves	30.00	Transfer of CCS Grants
Reserves	Customer and Community Services	285.00	Release of Restructuring Reserve

Council Performance

6.2.1 This month, 32 performance indicators have been RAG rated – the majority at **'Green'** (21; 66%) or **'Amber'** (8; 25%). 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.

6.2.2 **Noteworthy Improvements**

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

6.2.2.1 Council Tax collection rate: Percentage of total amount due for 2014-15 collected to date [improved from **'Amber'** to **'Green'**]

A collection profile was agreed in order to achieve the annual target.

The annual target of 96% has been achieved.

6.2.3 **Noteworthy Concerns**

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

6.2.3.1 **Number of households in temporary accommodation including hostels**
The number in TA has increased with the number of homeless approaches rising and the number of cases that are being agreed a full housing duty.
We have sourced additional TA in order to provide accommodation for households.

6.2.3.2 Number of families placed in Bed & Breakfasts (B & B's)
The Bed and Breakfast figure has increased over the last year with the number of homeless approaches rising and the number of cases that are being agreed a full housing duty. The lack of privately rented accommodation has meant that households are remaining in TA and new approaches having to be placed in Bed and Breakfast. However this trend has steadily been decreasing from 50 families in January, 47 in February and 33 in March 2015.

6.2.3.3 % of Single Assessments completed and authorised within 45 working days (in month) *Provisional data:*
For assessments completed in the month, March had 187 of 217 completed to timescales - a further improvement on the previous month, and a massive improvement on a previously long term trend of poor compliance. For the year to date this stood at 1,893 of 2,390 – 79.2%. The nationally set target for this measure is demanding, at 100%.

Compliance with timescales for 2013/14 was 82% across England; Slough has therefore steadily and significantly improved on this measure.

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

6.2.3.4 Average staff sickness rate (days lost per FTE)
Data is provided as a 'rolling year' position.
Managers and Staff encouraged using the overall Balanced Scorecard diagnostically to focus on areas of high sickness.

6.2.3.5 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 is now out of 'special measures' and deemed as 'good' in their recent Ofsted 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 'reasonable progress' at the second 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.

6.2.3.6 Unemployment: Proportion of the economically inactive working-age population who state they want a job.

This measure is established by a small scale national survey and is updated periodically by Office for National Statistics. The latest data estimates a decrease (was 30.3% year to Sept 2014) 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.

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

This has been previously reported.

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

This has been previously reported.

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

Jan to Dec 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.

6.2.3.10 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 28.6%).

Across the whole of the 2014-15 period to date, this value is also below the target tolerance (at 65.4%).
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.

6.2.3.11 **Crime rates per 1,000 population: Violence against the person**
A significant decrease in crime rates has been secured, which represents a real decrease in crime levels.

The year to March 2015 when compared to the previous cumulative year to date (April 2014 to March 2015) saw a reduction in the rate of all crime (was 83.54) and also in serious acquisitive crime (was 17.77).

However there was an increase in the rate of violence against the person (was 16.31).

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

Council's Gold Project Update

6.3.1 The summary below provides CMT with an update on the Council's Gold Projects as at the 31st March 2015. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E**.

6.3.2 **Monthly Period Summary**

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

6.3.2.1 Of the highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors.

6.3.2.2 Of the highlight reports, all eight have been assessed to have an **overall** status of '**Amber**'.

6.3.2.3 For '*Timeline*' one project have been evaluated at '**Green**' status and seven at '**Amber**'.

6.3.2.4 For 'Budget' four are assessed at '**Green**', two at '**Amber**' and two at **'Red'**.

6.3.2.5 For '*Issues and Risks'* all seven have been evaluated at '**Amber**'.

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

Project Manager / Sponsor assessed status of Gold Projects as at: 31st March 2015

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor approval	CMT recommendations

					status	
Accommodation & Flexible Working	AMBER	Amber	Red	Amber	Approved	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 covering unexpected costs as previously mentioned, to fund unexpected work, which were not anticipated at tendering stage including upgrade of the intruder and fire alarm. CMT asked to be aware of additional requirement and feedback on their view regarding additional investment. The Capital Strategy Board has already been made aware and an updated business case with a detailed breakdown was submitted in February.
Fit for the Future Programme	AMBER	Amber	Green	Amber	Approved	**1. Leadership and management development:** • 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**: • CMT to consider how to acquire or develop project, programme management and transformation capacity. **3. Customer Focus**: • SD CCS to steer focus, capacity and targets for achieving savings outcomes. **4. Staff sickness:** • None for CMT. **5. IT infrastructure:** • CMT to support ICT strategy and delivery to ensure infrastructure supports modern E learning methods including availability of video and audio. **6. Staff engagement** • All SLT to commit to team visits, effective communication and to build communication plans into any change programme.
Implementation of an integrated ERP (Enterprise	AMBER	Amber	Green	Amber	Approved	1. To support the project communications council wide. 2. To be available to provide

Resource Planning) Solution						support, guidance, and ensuring full rollout of the system across the Council which will be required when introducing a new ICT Solution that will invoke a large footprint of change council wide.
Learning Disabilities Change Programme	AMBER	Green	Green	Amber	Approved	CMT to note the report and the progress that is being made to deliver the savings and improved outcomes for people.
Safeguarding Improvement Plan	AMBER	Amber	Red	Amber	Approved	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	Approved	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.
Slough Children's Services Transition	AMBER ↓ (was Green)	Amber ↓ (was Green)	Amber ↓ (was Green)	Amber	Approved	CMT are asked to note the progress report of the children services Transition Project.
The Curve	AMBER	Amber	Amber	Amber	Approved	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**

6.4 Smoking Cessation Contract

6.4.1 The smoking cessation contract is managed through the shared public health legal agreement with Bracknell Forest Council and is valued at £360,000 per year for three years (with an option to extend a further 2 years subject to performance and value for money being met). This contract must be retendered in the coming months and will appear in the July update of the Appendix A high value contracts list.

7 Comments of Other Committees

n/a

8 Conclusion

Overall the Council is reporting no change to the General Fund reserves as a result of the 2014/15 financial year. There has been a contribution of £139k to the Future Budget Requirement Reserve and a contribution of £138k to the Transformation Fund. A number of capital projects will be re-profiled into the 2015-16 financial year thus increasing the capital budget for 2015-16. Overall Council performance has flagged up some areas of red performance, most notably in the area of assessments completed in Children's services. Of the six Gold projects all have been assessed to have an overall status of Amber.

9 Appendices Attached

'A' - Revenue Financial Performance summary

'B' - Capital Financial Performance summary

'C' - Carry Forwards

'D' - Balanced Scorecard

'E' - Gold projects detailed updates

10 Background Papers

Financial detail provided from the Council's financial ledger

SLOUGH BOROUGH COUNCIL **Appendix A**
2014/15 OUTTURN
PERIOD 12 - March 2015

Directorate	Net Current Budget	Adjustments to be Processed	Net Current Budget	Outturn	Variance
	£'M	£'M	£'M	£'M	£'M
Wellbeing					
Adult Social Care and Health Partnerships	36.436		36.436	36.470	0.034
Central Management	0.270		0.270	0.258	(0.011)
Children and Families	23.468		23.468	24.895	1.427
Education (Non-Schools)	6.634		6.634	6.124	(0.510)
Public Health	(0.195)		(0.195)	(0.108)	0.087
Total Wellbeing	**66.612**	**0.000**	**66.612**	**67.639**	**1.027**
Total Schools	**(0.337)**	**0.500**	**0.163**	**0.163**	**0.000**
Customer and Community Services					
Transition	0.000		0.000	0.000	0.000
Customer Services and IT	0.488	(0.236)	0.252	0.043	(0.209)
Community and Skills	6.745	(0.075)	6.670	6.143	(0.527)
Enforcement and Regulation	2.024	(0.153)	1.871	1.735	(0.136)
Strategic Management	(0.126)		(0.126)	0.128	0.254
Transactional Services	8.078	0.250	8.328	8.595	0.267
Procurement	0.606		0.606	0.575	(0.030)
Total Customer and Community Services	**17.814**	**(0.215)**	**17.599**	**17.218**	**(0.381)**
Regeneration, Housing and Resources					
Strategic Management	0.170		0.170	0.503	0.333
Corporate Resources	2.039		2.039	2.249	0.210
Housing and Environment	13.205		13.205	12.722	(0.483)
AIR (Estates and Regeneration)	10.310	(0.137)	10.173	9.528	(0.645)
Total Regeneration, Housing and Resources	**25.724**	**(0.137)**	**25.587**	**25.002**	**(0.584)**
Chief Executive					
Executive's Office	0.334	(0.010)	0.324	0.324	0.000
Communications	0.300		0.300	0.257	(0.043)
Policy	0.823	(0.230)	0.593	0.558	(0.035)
Professional Services	3.051	(0.055)	2.996	2.644	(0.353)
Total Chief Executive	**4.508**	**(0.295)**	**4.213**	**3.782**	**(0.430)**
Total Corporate	**1.471**	**0.147**	**1.618**	**1.610**	**(0.008)**
Total General Fund	**115.792**	**0.000**	**115.792**	**115.415**	**(0.376)**
Parish Precepts	**0.207**		**0.207**	**0.207**	**0.000**
Total General Fund	**115.999**	**0.000**	**115.999**	**115.622**	**(0.376)**
Funding					
Total Funding	**(115.999)**	**0.000**	**(115.999)**	**(115.900)**	**0.099**
Total General Fund	**(0.000)**	**0.000**	**(0.000)**	**(0.277)**	**(0.277)**
% of revenue budget over/(under) spent in total					**0.2%**

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	Expenditure	Mar-15	% Spent
Directorate	**Budget £000s**	**Actual £000s**	
Resources	22,519	17,531	77.85%
Wellbeing	6,492	4,858	74.82%
Chief Executive	76	80	104.92%
Customer & Community Services	12,177	4,414	36.25%
Housing Revenue Account	19,155	10,672	55.71%
Total	**60,419**	**37,554**	**62.16%**
FINANCING		**Actual £000s**	
Section 106		(186)	
Grants		(12,193)	
Capital Receipts		(7,203)	
Revenue Contributions		(3,312)	
Major Repairs Reserve		(7,183)	
Internal Borrowing		(7,477)	
		(37,554)	

Cost Centre	Project	Lead Officer	UPRN	2013-14 Carry Forward £000s	Approved 2014-15 Budget £'000	Revised 14-15 Budget £'000	March £000s
	Education Services						
P051	Primary Expansions (Phase 2 for 2011)	Tony M	Various-see sheet		5,584	3,612	2,477
P076	Town Hall Conversion	Tony M	7029		261	111	146
P090	Expand Littledown School	Tony M	REFCUS		2	10	6
P093	Schools Modernisation Programme	Tony M	Various-see sheet	236	3,072	618	951
P101	SEN Resources Expansion	Tony M	5005		125	8	8
P664	Baylis Court BSF					0	0
P749	Children's Centres Refurbishments	Jean C			40	40	0
P783	Schools Devolved Capital	G Grant	Various-see sheet		137	156	468
P856	Haymill/Haybrook College Project	Tony M	REFCUS	15	75	90	63
P865	Parlaunt Park Primary		REFCUS			0	0
P866	Wexham Court Primary					0	0
P887	Willow School Expansion	Tony M	REFCUS			61	48
P673	DDA/SENDA access Works	Tony M	REFCUS		50	10	25
	Youth/Community Centres Upgrade	A Lakhan			75	75	0
P123	2 Year Old Expansion Programme	Jean C	REFCUS		355	85	54
P894/P896	Penn Rd & Chalvey Grove Children's Centre	Jean C	5006/5002	(6)	150	144	56
P895	Monksfield Way Children's Centre	Jean C	7084	93	30	123	170
P140	Lea Nursery Heat Pump	Tony M	REFCUS		12	12	2
	Wexham School Expanion	Tony M				0	0
	Special School Expansion-Primary,Secondary & Post 16	Tony M			100	50	0
P142	Children's Centres IT	Jean C	New UPRN	35		35	20
P131	School Meals Provision	Tony M	Sheet		232	200	100
P139	Haybrook 323 High Street	Tony M	7108			200	201
	Secondary School Expansions	Tony M					0
P146	Arbour Park	Tony M	5047			200	37
P671	Cippenham Junior	Tony M	REFCUS				1
	Total Education Services			**373**	**10,300**	**5,840**	**4,834**
	Chief Executive						
P109	Local Broadband Plan	C/Ex	REFCUS		76	76	69
P108	Refurbishment of 27 & 29 Church Street		REFCUS				11
	Total Chief Executive				**76**	**76**	**80**
	Customer & Community Services						
P083	Cemetery Extension	Andrew S	7036	(24)	766	742	250
P103	Slough Play Strategy	Andrew S	7163	37		37	34
P107	Repairs to Montem & Ice	Andrew S	7005	441	80	521	178
P383	Herschel Park	Andrew S		86		86	0
P873	Crematorium Project	Andrew S	7036	275	1,036	1,311	364
P097	Better Bus Fund Improvements					0	0
P141	Leisure Capital Improvements-Langley, Ten Pin, The Centre	Andrew S	7009	352	90	442	63
P130	Registrars	Andrew S		55	706	70	67
P145	ERP Financial System Upgrades	J Holmes	New UPRN		2,000	2,000	616
P088	Baylis Park Restoration	Ollie K	7164	40	500	390	14
P089	Upton Court Park Remediation	Ollie K		25		10	0
P124	Salt Hill Park Parking	Andrew S	7160			15	27
P105	Civica E-Payment Upgrade	R Parkin	Z010	40		40	20
P784	Accommodation Strategy	R Parkin	1A	678	2,323	3,001	1,871
P879	ITS Real Time Passenger Information		9264			0	8
	Expansion of DIP Servers	R Parkin		150		150	0
	IT Disaster Recovery	R Parkin		1,000		821	0
	Cippenham Green	S Gibson			200	0	0
	Hub Development	S Gibson			200	200	0
P084	IT Infrastucure Refresh	S Pallet	New UPRN	160	350	773	28
P084	Replacement of SAN	S Pallet		125		148	0
P871	Community Investment Fund	Various	Vaious	103	1,148	1,251	854
P875	CCTV Relocation	S De Cruz	9263	119		119	20
	New Ice	Andrew S				50	0
	Community Leisure Facilities	Andrew S					0
	Total Customer & Community Services			**3,662**	**9,399**	**12,177**	**4,414**
	Community and Wellbeing						
P331	Social Care IT Developments				52	52	0
P723	Home Care e-rostering System					0	0
	Gurney House					0	13
	Supported Living	Alan S			100	100	0
P133	Extra Care Housing	Alan S			100	500	1

Cost Centre	Project	Lead Officer	UPRN	2013-14 Carry Forward £000s	Approved 2014-15 Budget £'000	Revised 14-15 Budget £'000	March £000s
	Care Act	Alan S					
	Slough MASH						10
	Total Community and Wellbeing				**252**	**652**	**24**
	Resources, Housing and Regeneration						
P006	Disabled Facilities Grant	N Aves	REFCUS		364	364	486
P068	Street Lighting Improvement Phase 2	A Deans	8833		200	200	145
P069	Highway & Land Drainage Improvements	A Deans	8833		70	70	56
P078	TVHA-Slough Garages					0	0
P079	Catalyst Equity Loan Scheme	N Aves	REFCUS	27		27	0
P100	Demolition Rochfords Hostel					0	0
P066	The Curve	A Stevens	8763		10,999	10,999	6,726
P128	Corporate Property Asset Management	S Gibson			250	250	9
P111	Major Highways Programmes	A Deans	8833		765	765	827
P113	Lascelles Lodge	A Thomas	7014	179	10	189	241
P728	Highway Reconfigure & Resurface	A Deans	8833		500	500	424
P779	Britwell Regeneration	A Stevens	Various	178	220	398	284
P869	Chalvey Hub	A Stevens	8742	548		548	378
P881	Colnbrook By-pass	A Deans		131		0	0
P117	Garage Sites Stage 7	N Aves	REFCUS		96	96	17
P127	Demolitions	S Gibson	Various		230	230	13
P104	Stoke Poges Footbridge	A Deans	8833		1,000	590	590
P116	Windsor Road Widening Scheme	S Gibson	8833	29	460	489	77
P149	A332 Windsor Road Widening LEP	S De Cruz	8833				138
P148	A335 Tuns Lane LEP Transport Scheme	S De Cruz	8833				189
P144	Slough MRT	S De Cruz	8833				393
	Flood Defence Measures SBC/EA Partnership	A Deans			100	100	0
P135	Plymouth Road (dilapidation works)	S Gibson	0006L		120	120	43
P137	Relocation of Age Concern	S Gibson	REFCUS		30	30	3
P136	Land acquisition (Chalvey)	S Gibson	New UPRN		500	13	4
	A4/Upton Court Park Junction Improvements	S De Cruz		350		350	0
	A4 Lascelles Road Improvements	S De Cruz		50		50	0
P098	Traffic Light & Junction Improvements	S Decruz	8833	(227)	811	584	348
P097	Better Bus Fund	S Decruz	8833	488		488	1,181
P102	Local Sustainable Transport Fund	S Decruz	8833	538	455	993	1,009
P323	Road Safety Programme	S De Cruz	8833	118		118	169
P874	Casualty Reduction	S De Cruz	8833	64		64	157
P322	Parking Strategy	S Decruz			16	16	0
P125	EV Charges	J Newman	New UPRN	12	78	90	90
P134	Car Parking lighting efficiency scheme'	S Decruz			185	185	406
	Invest to Save Vinci Park Contract	S Decruz			200	200	0
	Air Quality Grant	J Newman			67	67	0
P118	Replacement of Art Feature	R Kirkham		12		12	0
P661	Local Safety Scheme Programme	S Decruz	8833	188	60	248	105
P060	Station Forecourt	A Deans		20		20	0
P063	Bus Station		8749				24
P064	Infrastructure	A Deans	8833	120	200	320	165
	Housing Subsidiary	N Aves					0
	Bath Road Redevelopment	S Gibson					0
	Northborough Park	S Gibson					0
	Redevelopment of Thomas Grey Centre	S Gibson					0
	Installation of 3 Electric Vehicle Rapid Chargers	J Newman					0
	Carbon Management	J Newman					0
	Street Lighting Replacement Project	A Deans					0
P143	Municipal Bonds Agency	J Holmes	Long Term Investment			50	50
P150	Slough Library Freehold	S Richards				2,686	2,686
P138	The Frithe Car Park	S Richards	New UPRN				43
P655	Greener Travel	S De Cruz	8833				31
P119	Purchase of Land at Upton Court		8808				14
P074	London Road Toucan Crossing		8833				1
P106	LABV Project Costs		8793				10
	Total RHR (including Heart of Slough)			**2,825**	**17,986**	**22,519**	**17,531**

Cost Centre	Project	Lead Officer	2013-14 Carry Forward £000s	Approved 2014-15 Budget £'000	Revised 2014-15 Budget £'000	March £000s	Underspend/(Overspend)
	Housing Revenue Account						
P544	Affordable Warmth/Central Heating	N Aves/Adrian T			1,810	2,973	(1,163)
P544 (4601)	Boiler Replacement	N Aves/Adrian T		667			
P544 (4602)	Heating / Hot Water Systems	N Aves/Adrian T		320			
P544 (4603)	Insulation programmes	N Aves/Adrian T	193	630			
P552	Window Replacement	N Aves/Adrian T			1,148	1,151	(3)
P552(4613)	Front / Rear Door replacement	N Aves/Adrian T	700	448			
P558	Internal Decent Homes Work	N Aves/Adrian T			2,357	1,671	686
P558(4604)	Kitchen Replacement	N Aves/Adrian T		1,402			
P558(4605)	Bathroom replacement	N Aves/Adrian T		692			
P558(4606)	Electrical Systems	N Aves/Adrian T		263			
P559	External Decent Homes Work	N Aves/Adrian T			785	823	(38)
P559(4607)	Roof Replacement	N Aves/Adrian T		187			
P559(4608)	Structural	N Aves/Adrian T		598			
	DISH	N Aves/Adrian T					
	Decent Homes		**893**	**5,207**	**6,100**	**6,618**	**(518)**
		N Aves/Adrian T					
P516	Winvale Refurbishment	N Aves/Adrian T	44		44	27	17
P541	Garage Improvements	N Aves/Adrian T	350	200	**468**	348	120
P548	Mechanical Systems /Lifts	N Aves/Adrian T	200	174	374	60	314
P545	Capitalised Repairs	N Aves/Adrian T					
P551	Security & Controlled Entry Modernisation	N Aves/Adrian T	6	44	50		50
P564	Darvills Lane - External Refurbs	N Aves/Adrian T					
P565	Estate Improvements/Environmental Works	N Aves/Adrian T	170	200	278	152	126
P569	Replace Fascias, Soffits, Gutters & Down Pipes	N Aves/Adrian T		835	835	869	(34)
P573	Upgrade Lighting/Communal Areas	N Aves/Adrian T	700	250	1,200	578	622
P573(4609)	Communal doors	N Aves/Adrian T		47			
P573(4610)	Balcony / Stairs / Walkways areas	N Aves/Adrian T		81			
P573(4611)	Paths	N Aves/Adrian T		327			
P573(4612)	Store areas	N Aves/Adrian T		143			
	Sheltered / supported upgrades	N Aves/Adrian T		0	0		
	Planned Maintenance - Capital		**1,470**	**2,301**	**3,249**	**2,035**	**1,214**
P546	Environmental Improvements (Allocated Forum)	N Aves/Adrian T	309	100	409	23	386
P405	Tower and Ashbourne	N Aves/Adrian T			522	34	488
P547	Major Aids & Adaptations	N Aves/Adrian T	50	400	450	302	148
P779/P575	Affordable Homes	N Aves/Adrian T	4,200	2,000	6,200	764	5,436
P779	Britwell Regeneration	N Aves/Adrian T	2,225		2,225	896	1,329
	Housing Revenue Account		**9,147**	**10,008**	**19,155**	**10,672**	**8,483**
	FUNDING						
	RCCO					(3,000)	
	Major Repairs Reserve					(7,183)	
	Capital Receipts					(488)	
						(10,672)	

SLOUGH BOROUGH COUNCIL **Appendix C**

CARRY FORWARD / TRANSFERS TO RESERVES REQUESTS

2014/15

	CC	**£**	Service Area
Customer and Community Services			
Local Welfare Provision	D305	236,480.00	Customer Services and IT
Arts Work Funding	C402	54,000.00	Community and Skills
Black History	C400	7,210.00	Community and Skills
Muga Scheme	C001	14,150.00	Community and Skills
Funding for CSE Co-ordinator and DA Strategic Mgr	H235	78,160.00	Enforcement and Regulation
Carbon Management Plan	D308	10,000.00	Enforcement and Regulation
Funding for public enquiry re: SIFE	D206	65,000.00	Enforcement and Regulation
		465,000.00	
Chief Executive			
High Street Innovation Fund	B415	133,000.00	Policy
Borough Marketing	B204	10,000.00	Chief Executive
City Deal Funding	B202	97,000.00	Policy
Individual Voter Registration implementation	B240	55,000.00	Professional Services
		295,000.00	
Regeneration, Housing and Resources			
DEFRA Funding - Pathfinder project	D458	88,290.00	Estates and Regeneration
DEFRA Funding - SUDS	D458	19,010.00	Estates and Regeneration
DEFRA Funding - Flood Management and SUDS Compliance	D458	30,000.00	Estates and Regeneration
		137,300.00	
Total Carry Forwards Requested		**897,300.00**	

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Appendix D: Slough Borough Council - Corporate Balanced Scorecard

2014-15: to end of March 2015

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	**May 2015**	**94.8%** [2013-14 in-year collection rate] 95.3% [2012-13 in year collection rate]	Mar 2015 1.2 % per month % accrued 96.0% 96% (target for 2014-15)	96.0 % [April to Mar 2015]	n/a	Green	A collection profile was agreed in order to achieve the annual target. The annual target of 96% has been achieved
Business Rates collection rate: Percentage of total amount due for 2014-15 collected to date	**May 2015**	**96.2%** [2013-14 in-year collection rate] 94.9% [2012-13 in year collection rate]	Mar 2015 1.6% per month % accrued 96.4% 96.4% (target for 2014-15)	96.8% [April to Mar 2015]	n/a	Green	A collection profile was agreed in order to achieve the annual target of 96.4%. The collection rate at the end of the 2014-15 financial year is 96.8% and increase of 0.4% above the target

Customer Focus							
Performance Indicator	**Date updated**	**Baseline**	**2014-15 target**	**Actual**	**Direction of travel**	**RAG rating**	**Comments**
Number of online financial payments made	**May 2015**	**2,511 [March 2014]** 2,034 [March 2013]	increasing 2,000+	3,669 [Mar 2015]	↑	Green	An increase in the number of e-payment received from Feb 2015, overall 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)	**May 2015**	**27.0% [March 2014]** 44.8% [March 2013] 38.8% [March 2012]	KPI is being baselined	19.6% [Mar 2015]	↓	n/a	In March MyCouncil offered 21,450 calls of which 4,207 calls were abandoned outside service level agreement (SLA) by customers - an abandoned calls rate of 19.6%. March is the busiest time of year for Customer Services as annual billing letters send to Council Tax customers, rent and garage increase letters, election letter send to every person in the borough which in reutrn impacts on March call queues. 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 March 2015 at which point agreed 'targets' will be formalised for the 2015-
Number of Freedom of Information requests made (total across whole council)	**May 2015**	**106.7 [average per month 2013-14]** 79.1 [average per month 2012-13]	n/a	131 [Mar 2015] 113.0 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. 2014-15 saw a total of 1,356 requests - an in crease of 76 (or 6%) over the previous year, at an average of 113 each and every month. The year to date has seen 1,352 requests: an average of 112.7 per month - a 5% increase in volume. In terms of Departments, Customer and Community Services remains the recipient of most FoI requests with 39% of all requests received in the year.

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	**May 2015**	**41% [2013-14]** 39% [2012-13]	n/a	34% 45 of 131 [Mar 2015]	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 March 2015, 40% of all FoI requests made were by individuals with a history of previous requests - therefore 2 in every 5 requests were made by serial requesters. Some requesters were particularly enthusiastic: for example, in the same period one individual made at least 50 separate applications, or 4% of all the requests received.
Number of stage 1 complaints made (across the council, including avarto)	**May 2015**	***Total: 494 41.2 monthly average [2013-2014]*** *Total: 442 36.8 monthly average [2012-13]* *Total: 638 53.2 monthly average [2011-12]*	45 or fewer per month	Total: 38 504 in year to date 42.0 monthly average year to date [year to Mar 2015]	🡻	Green	March 2015 saw 38 stage one complaints logged, a total for the year-to-date of 504, with a monthly average for this period of 42.0. 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)	**May 2015**	**1,160 [Q4 2013-14]** 1,413 [Q4 2012-13] 1,521 [Q4 2011-12]	reduce	1,163 [Mar 2015]	🡅	Green	The number of staff reductions has stabilised.
Number of staff in establishment (FTE - 'full time equivalent')	**May 2015**	**894.20 [Q4 2013-14]** 1,136.8 [Q4 2012-13] 1,286.9 [Q4 2011-12]	reduce	906.8 [Mar 2015]	🡅	Green	The number of staff reductions has stabilised.
Staff turnover (resignations only)	**May 2015**	**10.1% [2013-14]** 7.9% [2012-13] 5.5% [2011-12]	5-15%	7.10% [year to Mar 2015]	🡅	Green	Data is provided as a 'rolling year' position. Staff turnover rate within target tolerances.
Average staff sickness rate (days lost per FTE)	**May 2015**	**8.3 days [2013-14]** 9.9 days [2012-13] 11.6 days [2011-12]	Revised Targets (Taking into account occupational sickness levels) 8.5 days by Sept 2014 8.0 days by Sept 2015 Avg sickness for unitary LA's 10.2	10.1 [year to Mar 2015]	🡇	Amber	Data is provided as a 'rolling year' position. Managers and Staff encouraged using the overall Balanced Scorecard diagnostically to focus on areas of high sickness.

Economy and Skills							
Performance Indicator	**Date updated**	**Baseline**	**2014-15 target**	**Actual**	**Direction of travel**	**RAG rating**	**Comments**
Number of Slough primary schools in special measures or with serious weaknesses	**May 2015**	**1 [Mar 2014]** 3 [Mar 2013] 2 [Mar 2012]	0	2 [Mar 2015] (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 is now out of 'special measures' and deemed as 'good' in their recent Ofsted 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 'reasonable progress' at the second 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 authorites 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 authorites placing them in the 3rd quartile.
% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	Feb 2015	**74.1% [2012-13]** 66.1% [2011-12] 68.1% [2010-11]	increase	69.2% [2013-14]	n/a	Green	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 results are not comparible with previous years results. Achievement for 2013/14 academic year shows that performance in Slough Schools at 69.2% is well above the England average of 53.4%. Slough is ranked 6th best performing nationally out of 152 local authorities.
Economy and Skills							

Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Unemployment: Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) Comparisons for latest data: **Great Britain ('GB') and South East of England ('SE')**	**May 2015**	2.8% [Mar 2014] **3.7%** **[Mar 2013]** 3.7% [Mar 2012]	maintain at low level compared to national value	1.7% 1,605 people [Mar 2015] SE: 1.2% GB: 2.0%	↓	Green	JSA claimant rate in March decreased marginally to 1.7%, comprising 1,605 people. However this is 80 less claimants than previous month and 1,015 fewer than the same month in 2014. Slough's rate has historically been lower (better) than the GB average, but these values are now close. The council and partners are seeking to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council is continuing its work with partners to support the unemployed off unemployment benefit and back into the labour market. Our current activity is being delivered through 'Aspire for You' which includes community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. In relation to employment at Heathrow Airport, SBC is part of the Academy Model around retail, construction and aviation. Our programme prepares interested individuals who are then referred to the relevant Academy. The academy prepares the individual further and guarantees a job interview in competition with other candidates. SEE PDG and Aspire have set up a further task group: Job Outcomes Group that will bring the town's employment support providers together to enhance partnership working, better coordination of activity and better preparation of individuals for local vacancies. Other task groups of the SEE PDG are Apprenticeships led by East Berkshire College and Business and Enterprise Skills Development led by a private sector partner.

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).	**May 2015**	**34.9% [Mar 2014]** 33.3% [Mar 2013]	decrease	20.% 55 out of 275 people [Mar 2015]	↓	Green	In March, official figures show a total of 275 people aged 18-24 were claiming JSA; 55 of these were claims of 6 months or more (20.0%). The percentage has marginally increased since last month of 19.4%. 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 2.4% 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 3.1% 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: 25.1% South East: 27.1%**	**May 2015**	**32.8% [March 2014]** 22.6% [March 2013] 24.4% [March 2012]	increase	29.6% [year to Dec 2014] SE: 26.9% GB: 25.0%	↓	Amber	This measure is established by a small scale national survey and is updated periodically by Office for National Statistics. The latest data estimates a decrease (was 30.3% year to Sept 2014) 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	10.9% [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	21.6% [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.

Housing							
Performance Indicator	**Date updated**	**Baseline**	**2014-15 target**	**Actual**	**Direction of travel**	**RAG rating**	**Comments**
Number of Housing Benefit Claimants	**May 2015**	**11,518 [March 2014]** 11,722 [March 2013] **11,590 [March 2012]**	n/a	11,064 [Mar 2015]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A decrease of 388 claimants since the position in February.
Number of Council Tax Support Customers (previously 'Council Tax Benefit Claimants')	**May 2015**	**10,410 [March 2014]** 11,800 [March 2013] 11,710 [March 2012]	n/a	10,234 [Mar 2015]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A decrease of 261 claimants since the position in February.
Speed of Processing of Housing Benefit and Council Tax Support (previously 'Council Tax Benefit') claims: (a) New Claims (b) Change of Circumstances *England 2011-12 : (a) 24 (b) 9* England 2012-13 : (a) 24 (b) 11	**May 2015**	**(a) 20.3 days** **(b) 9.1 days** **[2013-14]** (a) 27.54 days (b) 13.99 days [2012-13] (a) 19 days (b) 8 days [2011-12]	*Agreed targets* (a) 20 days (b) 10 days (or fewer)	**In month performance** **year to date performance* (a) 12.59 **days** *19.80 days (b) 5.11 **days** *9.93 days [Mar 2015]	↑ ↑	Green	Performance speeds within March have improved in comparison with February's position for 'New Claims' from 17.83 days to 12.59 days however increased for Change of Circumstances' from 3.72 days to 5.11 days, which is because Mass Recalc was carried out in February 2015 The cumulative performance for the year-to-date target were achieved for New Claims (target is 20 days) and for Changes of Circumstances (target is 10 days). SBC is working with our contracted deliverer of this service to continuously improve Speed of Processing times.

Number of households in temporary accommodation including hostels	**May 2015**	**99 [Mar-14]** 87 [Mar-13] 90 [Mar-12]	95 or less	137 [Mar 2015]	🡻	Red	The number in TA has increased with the number of homeless approaches rising and the number of cases that are being agreed a full housing duty. We have sourced additional TA in order to provide accommodation for households.
Number of families placed in Bed & Breakfasts (B & B's).	**May 2015**	**0 [March 2014]**	Nil	33 [Mar 2015]	🡹	Red	The Bed and Breakfast figure has increased over the last year with the number of homeless approaches rising and the number of cases that are being agreed a full housing duty. The lack of privately rented accommodation has meant that households are remaining in TA and new approaches having to be placed in Bed and Breakfast. However this trend has steadily been decreasing from 50 families in January, 47 in February and 33 in March 2015.

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.	**May 2015**	**29.4% [2013-14]** 29.9% [2012-13] 30.7% [2011-12]	>30.7%	29.1% [year to Dec 2014]	➔🡐	Amber	Jan to Dec 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.	**May 2015**	**5.9% [2013-14]** 9.9% [2012-13] 6.4% [2011-12]	<6.4%	3.4% [year to Dec 2014]	🡅	Green	Jan to Dec 2014 results show an outturn of 5.4%, meeting our target for the year of 6.4% or less. In total, 57,446 tonnes of municipal waste was disposed of by landfill during Jan to Dec 2014. Another exceptional performance for Qtr 4 and Qtr 1 due to peak performance from EfW. Less than 1% of waste was sent to landfill for January-March 2014 (Qtr 4) and April-June 2014 (qtr 1). Increased landfill rate in Qtr 2 (7.5%) and Qtr 3 (13.3%) due to offline and capacity issues which were staggered across two quarters as opposed to one, 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)	**May 2015**	50.9% [2013/14]	**100%**	86.2%% [in month of Mar 2015]	↑	Red	For assessments completed in the month, March had 187 of 217 completed to timescales - a further improvement on the previous month, and a massive improvement on a previously long term trend of poor compliance. For the year to date this stood at 1,893 of 2,390 – 79.2%. The nationally set target for this measure is demanding, at 100%. Compliance with timescales for 2013/14 was 82% across England; Slough has therefore steadily and significantly improved on this measure.
Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) Rate per 10,000 local children.	**May 2015**	*198 (51.7) [March-14]* *172 (54.3) [March-12]* 185 (48.3) [March-13]	rate below last England average (60.0 for 2013/14, 60.1 for 2012/2013, 59.1 for 2011/2012)	(a) 197 (b) 50.5 [March 2015]	→←	Green	The Council is legally obliged to accommodate children when this is necessary to ensure their safety.
Children subject to Child Protection Plans at month end (a) Number (b) Rate per 10,000 local children.	**May 2015**	256 (66.9) [March-14] 146 (38.1) [March-13] 209 (55.9) [March-12]	none	(a) 233 (b) 59.7 [March 2015]	→←	N/A	Provisional records show a significant decrease to year end in the number of children recorded as on a Child Protection Plan. 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. N.B. England position for March 2014 was 42.1 CP Plans per 10,000 children.

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)	**May 2015**	**21.6% [2013-14]** 14.9% [2012-13]	above 8%	23.1% [yr to March 2015]	↑	Green	Current ***provisional*** performance represents 30 children who have secured permanent family homes in the past 12 months due to adoption (23 children) or special guardianship arrangements (7 children). This represents excellent performance levels.
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.	**May 2015**	**34.3%** **[2013-14 year]** 38% [2012-13 year]	low number 30-40%	In month performance *year to date performance 17.6% 3 of 17 [Mar 2015] 80 of 236 33.9% year to date	↓	Green	***PROVISIONAL DATA*** This month the proportion of safeguarding referrals requiring progression to strategy meetings is below the target tolerance at 17.6%. Across the whole of the 2014-15 period to date, this value is in line with the target tolerance (at 33.9%). 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	**May 2015**	**93.4%** **[2013-14 year]** 81% [2012-13 year]	above 80%	In month performance *year to date performance 28.6% 2 of 7 [Mar 2015] 53 of 81 65.4% 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 28.6%). Across the whole of the 2014-15 period to date, this value is also below the target tolerance (at 65.4%). 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.

Crime rates per 1,000 population: **All crime** (cumulative from April)	**May 2015**	**83.54** **[2013/14]** 89.78 [2012/13] *110.49* *[2011/12]*	reducing	75.31 [rolling year to March 2015]	↑	Green	A significant decrease in crime rates has been secured, which represents a real decrease in crime levels. The year to March 2015 when compared to the previous cumulative year to date (April 2014 to March 2015) saw a reduction in the rate of all crime (was 83.54) and also in serious acquisitive crime (was 17.77). However there was an increase in the rate of violence against the person (was 16.31).
Crime rates per 1,000 population: **Violence against the person** (cumulative from April)	**May 2015**	**16.31** **[2013/14]** 16.68 [2012/13] *22.60* *[2011/12]*	reducing	18.46 [rolling year to March 2015]	↓	Amber	
Crime rates per 1,000 population: **Serious acquisitive crime** (cumulative from April)	**May 2015**	**17.77** **[2013/14]** 20.53 [2012/13] *25.70* *[2011/12]*	reducing	14.26 [rolling year to March 2015]	↑	Green	

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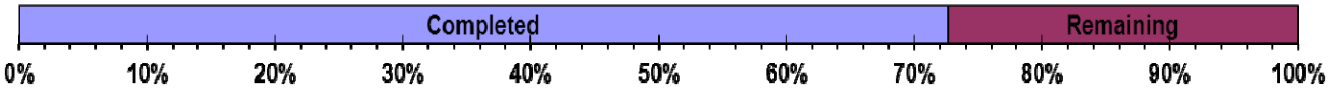
Appendix E: Council's Gold Project updates as at 31st March 2015

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**	**RED**	**AMBER**	**AMBER**	31/03/2015
Previous month	*AMBER*	*RED*	AMBER	*AMBER*	28/02/2015
Project start date:	01/04/2013		Anticipated Project end date:		Dec 2015



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. 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 creating financial savings through better use of assets. Install Wi-Fi, create workspace in community hubs and introduce reduced desk raitios with the view to vacate at least one wing at SMP.

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:

1. Work on the Ground Floor West is now nearly complete and the contractor is handing back the wing sooner than anticipated. Therefore, the wing will start to be furnished in the first week of April.

2. Report went to CMT, recommending proposals to enhance flexible working arrangements with a view to reduce the space we occupy at SMP as per target in the council's 5-year service plan.
3. Reception Works and upgrading of Lifts completed.
4. At year-end 14/15 the budget spend will be about £1,333,187 against the total project budget of £3,001,000. However, Property Services have reported that additional mechanical and electrical works will result in a requirement for additional funding. All other spend i.e. furniture, equipment etc. is expected to remain within budget. Capital Strategy Board was presented with a business case from Property Services, requesting additional funding to cover the expected overspend on the Mechanical & Electrical/Building Works. The Capital Strategy Board have approved Roof Works but deferred any additional items being done under the existing accommodation works. Therefore only work previously procured should continue.

Appendix E: Council's Gold Project updates as at 31st March 2015

Key activities / milestones scheduled for **next** period:	
1. Move staff back into the Ground Floor West and decant the 2nd Floor East Wing. Also, vacate the 1st floor at the Centre and bring Cambridge Education staff back to SMP. 2. Implement actions agreed by CMT following receipt of the accommodation report on 25th March.	
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.	Red
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 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	Green

immediately.	
5. **Legal Delays** – Procurement regulations have been followed as required with allocation of time for legal work.	Green

Recommendations for CMT:

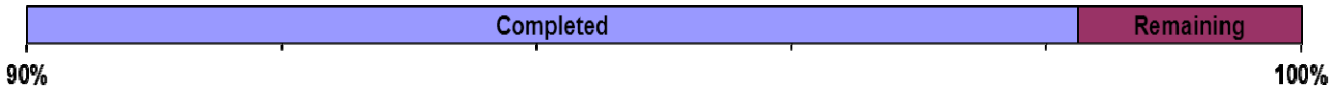
1. To support the project board with the proposed changes to working practices and promote these within your service areas, including flexible working, clear desk policy, general tidiness etc.

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 covering unexpected costs as previously mentioned, to fund unexpected work, which were not anticipated at tendering stage including upgrade of the intruder and fire alarm. CMT asked to be aware of additional requirement and feedback on their view regarding additional investment. The Capital Strategy Board has already been made aware and an updated business case with a detailed break down was submitted in February.

Appendix E: Council's Gold Project updates as at 31st March 2015

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	20/04/2015
Previous month	AMBER	GREEN	AMBER	AMBER	04/03/2015
Project start date:	08/10/2013		Anticipated Project end date:		30/04/2015



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

Key project deliverables (what are the key deliverables this project intends to produce?)

The project scope / profile has been refined into the following themes:

1. Organisational Development
2. Leadership Development
3. Developing Skills
4. Recruitment and Retention
5. Recognising Success
6. Employee Well Being

Project terms for these areas and a full risk analysis to be signed off.

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

1. **Organisational development**
   - End of formal staff consultation of structure and management arrangements of HR and L&D to enable innovation and best practice in OD and HR.
   - A new internal Communications Officer has joined the Policy & Communications team.

2. **Leadership and management development**
   - Completion of fourth cohort of the Management Development Programme on 10th March 2015.
   - Provisional schedule agreed for cohorts 5 and 6 of the Programme.

3. **Developing skills**
   - Project Management and Commercial Skills workshops underway.
   - Infrastructure for enabling video/audio on e-learning underway.

4. **Recruitment and retention**
   - Recruitment process improvements continuing.

5. **Recognising success and staff engagement**
   - Logistical planning for staff conference in progress.
   - SLT continuing to identify teams to visit.

6. **Employee Wellbeing**
   - Completed pilot stress management workshop for managers facilitated by 'Talking Therapies' from Berkshire Healthcare NHS Mental Health Team in Slough.
   - Sickness absence (balanced scorecard) continuing improvements in Wellbeing.
   - Bike ride now continuing as a monthly event.

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

Appendix E: Council's Gold Project updates as at 31st March 2015

1. Organisational development

- Revisions to the *Organisational and Workforce Development Strategy 2014-16* document completed in light of the 5 year plan.

2. Leadership and management development

- Planning underway for *'Facilitation Skills'* development workshop for new management development programme facilitators.
- Planning underway for management development programme refresher sessions for senior leaders, MDP cohorts 1 and 2 and Heads of Services.

3. Developing skills

- Planning underway for corporate Induction and staff development programme 2015/16.

4. Recruitment and retention

- Job packs revamp completed.

5. Recognising success and staff engagement

- SLT team visit continuing.

7. **6. Employee Wellbeing**

- Smoking policy core hours reviewed and policy updated.
- Wellbeing Project Board identified 3 key initiatives linked to the 5 year plan which will be the main focus for 2015.

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. *Risk mitigation* • Head of Legal to work with all SMTs.			Green
2. Governance: 2.1 Capacity to support overall project delivery by having sufficient project and programme managers. *Risk mitigation* • 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. *Risk mitigation* • CMT to consider how to acquire and develop transformation capacity of the organisation. RAG status changed from red to amber.		Amber	
3. Customer Focus: 3.1 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. *Risk mitigation* • 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		Amber	

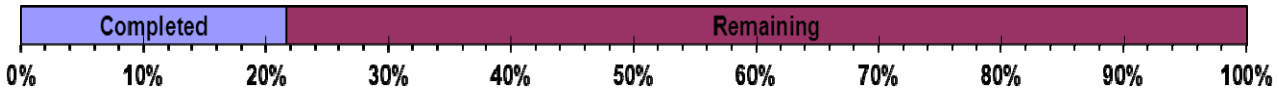
December to plan channel shift.			
4. Staff sickness: 4.1 Performance figures for sickness absence rates continue to be higher than corporate target in Wellbeing. *Risk mitigation* • The target for this directorate has been benchmarked and re-profiled and additional support for managing sickness has been put in. RAG status changed from amber to green.			Green
5. IT infrastructure: 5.1 The current IT infrastructure is not allowing modern learning methodologies which restricts interactive e-learning and other online courses. *Risk mitigation* • ICT strategy and delivery to ensure infrastructure supports modern e-learning methods. • Director of Customer and Community Services outlined delivery plan for video and audio being made available through citrix. RAG status changed from red to amber.		Amber	
6. Staff engagement: 6.1 Staff engagement critical for delivering the 5 year plan outcomes and sustaining morale and motivation for commitment, job satisfaction and working across teams and functions. *Risk mitigation* • Heads of Services offered opportunities to contribute individually and collectively on corporate issues including engagement on 5-year plan challenge sessions. • Staff engagement group to develop strategies from the staff conference in April 2015. • Focus of Workforce Strategy to ensure the Council is fit for the future staff are well-organised, well-managed and motivated.		Amber	

Recommendations for CMT:
(actions to address the above risks/obstacles):

1. **Leadership and management development:**
   - 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**:
   - CMT to consider how to acquire or develop project, programme management and transformation capacity.
3. **Customer Focus**:
   - SD CCS to steer focus, capacity and targets for achieving savings outcomes
4. **Staff sickness:**
   - None for CMT.
5. **IT infrastructure:**
   - CMT to support ICT strategy and delivery to ensure infrastructure supports modern E learning methods including availability of video and audio.
6. **Staff engagement**
   - 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 March 2015

Implementation of a integrated ERP (Enterprise Resource Planning) Solution			Project **SPONSOR**	Roger Parkin	
Wards affected: *ALL*			Project **MANAGER**	Harpal Mattu	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	**AMBER**	**GREEN**	**AMBER**	**AMBER**	13/04/2015
Previous month	***AMBER***	***GREEN***	***AMBER***	***AMBER***	*03/03/2015*
Project start date:	05/01/2015		Anticipated Project end date:		01/04/2016



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. Replace current un-supported Finance System.
2. Implement a single business system to manage and report upon Finance, Procurement, HR and Payroll Transactions.
3. Introduce operational efficiencies and best practice.
4. Introduce business efficiencies as a result of best practice implementation and a single enterprise wide business solution.

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

1. Draft Solution Design Documentation are currently work in progress and follow the system design workshops that are currently in progress.
2. The first project milestone is schedule to complete by the end of April 2015 – This is likely to be achievable.
3. Further work on the chart of accounts design to support the new ERP system.
4. An Oracle Data Cleanse work has been initiated with arvato – This task remains on track.
5. A communication plan and strategy has been formulated to support the duration of the programme.

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

1. Key Project Milestone achieved. Project design signed off.
2. Commence System Build.
3. Design system Hosting with partner Trinity.
4. Communication plan set in place – Stakeholders informed of the changes that are being introduced their local level impact.
5. Detailed Project Plan completed and cost schedule submitted by arvato to support the programme.

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

(the main headings from the more detailed Risk Register for this project)	**Red / Amber / Green**		
1. **Communications** A communication plan involving SBC will be developed which ensures that relevant staff and stakeholders are aware of the aims and timescales of the project.			Green
2. **Financials** We have project management and an advisory board in place that is suitably qualified to challenge costs as they will arise. Whilst the costs to date are running significantly below budget, the project is awaiting a detailed cost of delivering the project following the system design.		Amber	

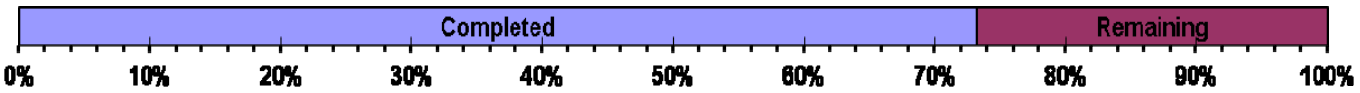
It is therefore prudent to air on the side of caution when reporting financials.			
3. **Capacity** There is sufficient capacity within SBC to meet project milestones and deliver current business as usual activities. Nominated SBC staff have confirmed attendance to upcoming design workshops; therefore there is no impact on capacity in the short term. However, this is to be monitored going forward.		Amber	
4.**Project Timelines** Ensuring project is delivering the project milestones that have been anticipated. Finance & Procurement go-live date is Autumn 2015 and HR / Payroll is April 2016. The project is awaiting a detailed project plan from arvato to deliver the programme through to April 2016.		Amber	

Recommendations for CMT:

1. To support the project communications council wide.
2. To be available to provide support, guidance, and ensuring full rollout of the system across the Council which will be required when introducing a new ICT Solution that will invoke a large footprint of change council wide.

Appendix E: Council's Gold Project updates as at 31st March 2015

Learning Disabilities Change Programme			Project **SPONSOR**	Alan Sinclair	
Wards affected: All			Project **MANAGER**	Simon Broad	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	**GREEN**	**GREEN**	**AMBER**	**AMBER**	16/04/2015
Previous month	GREEN	GREEN	AMBER	AMBER	04/03/2015
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

- **Regard, 63, Burnham Lane Slough – (6 service users) opened on 14th April 2015.**
  - Savings of £77K for 2015/16. – **GREEN**
  - Property refurbishment has been completed.
  - Staff team are competent and well managed.
  - First tenant move in on the 14-4-15, phased tenancy take up for the next three weeks.

- **Mencap – Dove House Crescent - 4 bed property agreed. Opened on the 13h of April 2015.**
- **GREEN**
- 2 service users have returned to Slough from external residential placements.
- Property refurbished.
- No soft furnishing supplied.
- Parents are working as a team with staff to personalise the property.

Comfort Care Dolphin Road Slough 6 bed property Operational end of May 2015.

- **AMBER**
- Building works taking place on the communal areas.
- Visits to property completed with OT.
- Assessments being completed ready for service users to move in.
- 1 wheelchair accessible room on ground floor.

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

- **AMBER**
- House purchased and ready to be occupied in 2 weeks.
- No service users identified for property at present.
- Nominations agreement not completed.
- P.C & A.K. to visit property week of 20.4.15.

Appendix E: Council's Gold Project updates as at 31st March 2015

De-registration of Slough based residential homes

Dimensions : **AMBER**

- Savings – £204K for 2015/16.
- Delayed for 8 weeks due to planning consent - change of use from SBC.
- Housing solutions late in applying for planning.
- All other work completed.

Voyage: AMBER

- Operational from July 2015.
- CFC being reviewed.
- Following procurement now on SL framework.

Seymour House: RED

- Positive supported living proposal received.
- Seymour House working on their housing provider arm.
- Apply to framework at a later stage.
- Actions ongoing.

New Build agreed with SBC Housing Department: RED

Rochford Hostel Site – Planning issues – on hold until Planning Dept confirm go-ahead.

- Site is being redesigned to accommodate 20 beds plus staff accommodation on site.
- Final drawings being completed by SBC housing department.
- General fund land this scheme can go ahead if funding/ planning agreed.
- Business case for scheme to be completed.

Care Funding Calculator negotiations

On hold until May 2015, de-registration work to take priority.

Actual and Projected Savings

Savings Targets:

2014/15 - £0.75m
2015/16 - £1m

Date already achieved	Provider	Numbers	Savings 14-15	Savings 15-16
	Comfort Care/LH	4	-66,136	-63,810
	Choice - LH	4	-142,095	-224,136
CFC reduction (Residential)	Seymour	5	-18,692	-37,485
Deregistration	Dimensions	1	-1,753	-8,887
CFC reduction - December	Various	3	-6,157	-16,752
CFC reduction	Voyage	7	-29,590	-59,339
	Choice - LH	1	-4,542	-32,504
CFC	Various	2	-1,880	-11,627
March	Mencap	3	3,037	58,334
Total		**30**	**-267,808**	**-396,205**

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

		Achieved
1	LDCP – Accommodation:	267,808
2	CHC	147,000
3	Ordinary Res	44,000
4	Accrual	112,000
5	IAS sweep to close all open commissioning lines that have ceased	40,000
6	DP returned	35,000
7	Reduction in External day care	25,000
8	Continuing Healthcare Care x 2	20,000
9	Ordinary Residence claims x 4	62,000
	Total Projected	**752,808**

This means for 14-15 savings of £752K were achieved against a savings target of £750K and for 15-16 the current savings is £584K with various schemes coming on stream later in 15-16

Date	**Provider**	**Numbers**	**Savings 15-16**
Already achieved			
			-396,205
	Regard	4	-33,291
	Mencap Dove house	4	49,710
To be achieved			
De Registration	Dimensions	9	-204,898
Total		**17**	**-584,684**

Key issues of **risk / obstacles to progress**:	
(the main headings from the more detailed Risk Register for this project)	**Red / Amber / Green**
1. Capacity - Mental Capacity Assessment process needs to be adequately resourced. **Mitigating Action** – LD Service Manager to prioritise within existing team workload.	Amber
2. 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
3. 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

4. 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.	Amber
5. 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.	Amber

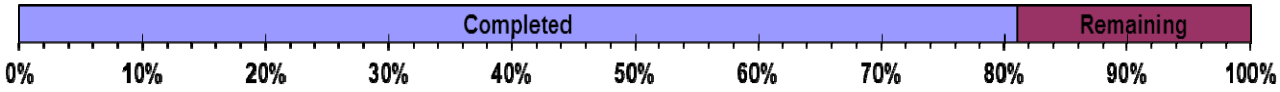
Risk Mitigations:

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.

Safeguarding Improvement Board			Project SPONSOR	Krutika Pau	
Wards Affected: All			Project MANAGER	Kitty Ferris	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period:	AMBER	RED	AMBER	AMBER	10/06/2015
Previous month	AMBER	RED	AMBER	AMBER	31/01/2015
Project start date:	June 2011		Anticipated Project end date:		End March 2015/16



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

Key project deliverables (what are the key deliverables this project intends to produce?)

Children's Services in Slough will be judged good.

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

1. **Key events and activities during the period:**

- New governance arrangements have been agreed and implemented for the Children and Young People's Strategic Partnership Board (CYPSPB)
- The interim DCS has established and chairs monthly budget board which identifies and monitors the implementation of service efficiencies.
- As part of the new governance arrangements, a Children's Services Improvement Sub-Group has been established and is chaired by the interim Director of Children's Services(DCS) . A chart showing the new arrangements is attached to this report (Document 1).
- A new refreshed Children and Young People's Plan (2015/17) was agreed by the CYPPB on 18th May.
- A single children's services Improvement Plan has now been developed and replaces four previous plans. The new plan focuses on the following 4 themes: recruitment and retention, quality assurance, quality of practice and leadership and partnerships.
- A new Children's Services Improvement Steering Group has been established. The group is chaired by the interim DCS and meets fortnightly to direct and monitor progress against the improvement plan. The Slough Commissioner and the DfE are members of the group.
- An LGA Care Practice Diagnostic was undertaken in March and the feedback supported the hypothesis that some progress has been made from the middle of 2014 in respect of the quality of social work practice and in particular the work that is undertaken within the public law outline. The team confirmed that while the focus has been on getting the basics right, improvements needed to be made in quality assurance, the quality of supervision and case recording.
- Children's Social Care Duty Team and the police are now co-located at Slough Police Station as the pre-cursor for a MASH. However, the NHS has not yet identified how they will contribute to a MASH (although indicating that they do wish to be part of a MASH arrangement). Lack of a Project Manager is impeding progress in terms of MASH implementation and resolving ICT and telephony issues in a timely manner are also barriers to progress.
- Two workshops for managers in respect of case auditing and audit moderation have been delivered by the Quality Assurance Manager, supported by Learning and Development and a case audit programme is continuing. There has been progress in terms of 'buy in' from managers and working together between the Quality Assurance Unit and operational managers is improving.
- Practice Standards have been, consulted on and revised and recently issued to staff – see attached.

2. Performance Outturn: April 2015 (Summary attached)

- There has been a steady improvement on the timeliness of decision making on contacts and referrals. In April we met our target for contacts (100%) and improved to 80.1% for referrals.
- The referral rate for 10,000 children (578.5) is now in line with national average for 13/14 (most recent comparisons available) and repeat referrals at 19.6% for year to date is between statistical neighbour average and national average.
- 80.4% of assessments have completed in time (45 days) over the last year (84% in April); efforts now need to be focussed on a greater proportion being completed at an earlier point. Statistical neighbours completed one-third of assessments in under 10 days, whereas in Slough only 7% were finalised in this timescale.
- We continue to initiate more Section 47 (child protection) enquiries than comparators and our rate per 10,000 children for the year (244) is almost double the national average.
- We do well in meeting the timescale of 15 days for holding a case conference (71.4% in the year to date – the England average is 69.4%).
- Our rate of child protection plans (51.8) has reduced from a high of 71.8 in May 2014 and we are now only 25% above national average. Numbers of children subject to a child protection plan at 202 has fallen from a high of 280 in May 2014.
- The number of looked after children has risen slightly to 204 (an increase of 16 over the last 12 months) but our rate at 52.3 per 10,000 children remains lower than comparators. 9 children are unaccompanied asylum seekers.
- Statutory visits to looked after children show an improvement on the position previously reported (In April, 89.2% had a visit within timescales, 78% were 'seen' and 66.7% were seen alone). The March performance data has been updated in the April report and shows a better picture for March than previously reported. I have not had time to ask questions but I assume because there was a lag before information was put on the system.
- Placement stability has generally improved over the last year – across both indicators (3 or more placements and long term stability).
- We continue to perform well on securing high numbers of adoptions or special guardianship orders (32 children left care in these ways in the 12 months to April 2015).
- Our ability to secure placements for children closer to Slough (20 mile radius) – only 15% of children placed in the last year have been placed further than 20 miles.

3. Workforce Strategy:

See table attached which shows the 'movement' between March 2014 and March 2015. The summary position is shown in the small table below. Progress is being made in recruiting and retaining permanent staff across all qualified social worker posts (with the exception of consultant practitioners).

Overall: (March 14 figures in brackets)

March 2015		Total		Permanent	Agency	% Permanent
First Line Managers		16 (14)		11 (6)	5 (8)	69% (43%)
Consultant Practitioners		15 (9 + 4 vacant posts)		5 (5)	10 (4)	33% (55%)
IROs/CP		7 (7)		6 (5)	1(2)	86% (71%)
SW practitioners	77 (74)	40 (36)	37 (38)	52% (48%)		

- A new recruitment campaign was launched at the end of May funded through SBC Transformation Funds and a part time workforce lead has been appointed (funded by the DfE) to drive forward the recruitment and retention agenda. The closing date for the current campaign is 11 June. As at 4 June, we had received 15 applications. Interviews will be held in the week commencing 22 June. Two further campaigns are planned in July and September.
- Supporting agency staff to consider permanent employment – two meetings have taken place to inform agency staff in children's services of the benefits of becoming permanent employees. Thirteen people attended the first meeting on 4 June and six attended the meeting on 8 June.
- Offers of permanent employment - Over the last four weeks, six offers of permanent employment

have been made for new staff to commence between July and September 2015 (one practice manager, two consultant practitioners, three social workers).

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

1. Three recruitment campaigns between now and early autumn supported by a Workforce Project Manager.
2. Continuing work to embed the Quality Assurance Framework.
3. Focused work with Practice Managers to embed the Practice Standards.
4. Managers within the service will continue to support the transition process.
5. The new Improvement Plan will continue to be implemented.
6. Service efficiencies already identified will continue to be implemented in order to reduce cost pressures.

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 absence CX seeking interim – appointed Jan 2015.			Green
2. Maintaining improvement whilst working with DfE etc to support transition to new organisation; management capacity within the service to drive improvement. • 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. Richmond and Kingston • Transition planning and establishment of Transition Board. • Identify additional capacity to support improvement.		Amber	
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 and financial burdens for the council. • 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.		Amber	
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. • 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	
5. Projected budget overspend and impact 2015/16 delivery and continued improvement. • 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.		Amber	

• Work to enhance impact of early help			
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: • 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:

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 March 2015

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	07/04/2015
Previous month	*AMBER*	*GREEN*	*AMBER*	*AMBER*	*06/03/2015*
Project start date:	01/09/2013		Anticipated project end date:		31/08/2022

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

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 9th March 2015 to finalise leases for 2 new Free Schools subject to agreement on funding contributions by both Slough and the EFA, this is now expected to complete after the general election once the minister is in place.
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 on a temporary site, providing 3.3 forms of entry;
   - 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 is expected to be resubmitted for a secondary school to be located in Iver by the promoters of Langley Hall Primary Academy.
4. A significant expansion of SEN and PRU 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; initial findings 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 are sufficient places in all year groups for existing applications but reception and year 1 are almost full across Slough. This will be monitored closely over the coming weeks.

a) Reception bulge classes have opened at Penn Wood Primary School and Foxborough Primary School and arrangements are being finalised for installing an additional Reception class at James Elliman Primary.

b) Cippenham Primary has decided to delay installation of their new classrooms until mid-2015.

c) Works to expand Godolphin Junior have started on site.

d) Phase 2 (Key Stage 2) expansion projects have completed at Penn Wood Primary and Ryvers Primary.

e) A framework for professional services/ architects has been finalised. The first contracts have been awarded for expansion projects at Claycots Town Hall Campus, St Mary's CE Primary and James Elliman Primary. The framework will also be used for the expansion of St Anthony's RC Primary (phase 2) and new special school/SEN resource base projects.

Applications for September 2015

A first analysis of applications received by the closing date, shows a growth of 159 when compared to the same point last year for reception places in Slough schools for September 2015. All applicants have been offered a place for September 2015 and 86% at their first preference school. Assuming the same rate of receipt of new applications throughout the year as were received last year, would require up to 5 additional classes next year. Projects already underway will provide one of these classes, so up to 4 new reception classes are likely to be required for 2015-16 although not all for September.

Current forecasts show a growth in demand for the next 2 years before demand drops back to current levels. With this in mind a combination of permanent expansions and bulge classes are being considered. Current plans include:

1. Agreement to open 2 bulge classes at Cippenham Primary
2. Exploring a permanent expansion near the centre of town
3. Exploring bulge classes at other schools

Secondary: **Risk rating**

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

Parents have recently been offered secondary school places for September 2015. Although there were 107 more applications than last year from Slough residents there are around 74 places still available at Slough schools due to the additional places at the new Free Schools. Wexham has around 40 unfilled places. The only Slough residents allocated Churchmead and Burnham Park are those that named the school on their application form. The percentage of Slough applicants offered their first preference has increased this year to 72% compared to 61% last year and almost 96% of all Slough applicants were offered a place at one of their preferred schools.

Pressure on places in Years 8, 9, 10 in this academic year appears to be reducing. This will be monitored and secondary heads consulted if additional places are required.

The strategic risk now, as a result of the opening of the 4 Free Schools (Ditton Park, Lynch Hill, Eden Girls' and Khalsa) is an over supply of secondary places for 2015-16 (estimated over supply of 8 Forms of Entry based on current application data). 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 as demand rises. 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 (LGS). The school has been successful in applying 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**

Appendix E: Council's Gold Project updates as at 31st March 2015

SEN School Organisation Group (SEN SOG) has been established to inform the strategic planning of new places across the town. The group includes heads from a broad range of Slough schools and officers from a number of relevant departments. They are working on developing a draft delivery programme with proposals for creating the SEN and PRU places required to 2022.

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

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.

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

Strategic Planning

3. Continue discussions with SASH and other successful Free School promoters to establish the admission details of their new school proposals.
4. Further develop the Strategic School Places Programme and Additional Needs Review.
5. Consider sites for possible location of a new special school building or annex.
6. Explore options for SASH2 including privately owned sites.
7. Lobby DfE to align school openings to match demand.

Operational Delivery

8. Tender for the supply of a new classroom block at St Anthony's RC Primary.
9. Continue to explore contingency Reception classes for September 2015.

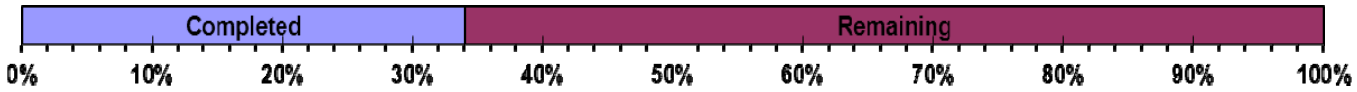
Key issues of **risk / obstacles to progress**:

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

• Work with schools via SEN School Organisation Group to plan expansion.			
5. **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: • Funding for new places has been confirmed to 2017-18. • Free Schools are currently externally funded; a number are already agreed with further applications in the pipeline. • Annual capital bids submitted to the DfE.			Green
6. **Delivery timeline** – Projects delivered later than required for pupils. Mitigation: • Forward planning: from approval, large projects are likely to take at least 24 months to complete and open places to pupils. • Projects need to start in good time with the possible risk that this provides some overprovision.		Amber	
7. **Changing demographics** – Demand may rise faster or slower than predicted. Mitigation: • Latest information is constantly monitored and any significant changes incorporated within the delivery programme • New projects may need to start or others delayed. • Dialogue with Free School promoters about phased openings.		Amber	
8. **Capacity** - Insufficient capacity to deliver such a large expansion programme. Mitigation: • Project management support now provided.			Green
9. **Delivery risk** - Projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand. Mitigation: • Work closely with individual schools and heads' groups to ensure buy-in. • Allocate adequate funding for projects to mitigate concerns.		Amber	
10. **Legal challenge** – Legal challenge impacting delivery and adding to costs. Mitigation: • New places will adhere to the School Admissions Code.			Green
11. **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.		Amber	
Recommendations for CMT:			
1. 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 March 2015

Slough Children's Services Transition Project			Project **SPONSOR**	Roger Parkin	
Wards affected: ALL			Project **MANAGER**	Vijay McGuire	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	AMBER	AMBER	AMBER	05/04/2015
Previous month	GREEN	GREEN	AMBER	GREEN	*05/03/2015*
Project start date:	05/01/2015		Anticipated Project end date:		30/09/2015



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?)

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

- The NDA has been signed by both parties. Information relating to the third party contract documentation is currently being released. Both the arvato and Cambridge Education contract documentation has been released. A list of contracts from the Procurement System has also been released to assist in the due diligence exercise being undertaken by Deloitte.
- Subsequent due diligence information has been sent through to Deloitte following the release of the initial data request and one to one meetings. Additional information will be provided on an ongoing basis as and when requested to help inform due diligence. SBC meet weekly with Deloitte to reconcile the initial due diligence list to ensure that there is agreement on the current position of data release.
- A separate piece of work has been commissioned whereby Deloitte is examining the children's services performance data and recommending how to make best use of it. Deloitte has met with SBC's Head of Performance and DCS and SBC has released extracts from current performance reports to Deloitte to help inform this piece of work. A follow up piece of work to develop the performance framework is being scoped.
- The naming workshop has taken place and a name has been decided for the new organisation for company registration purposes.
- A timeline paper has been developed to show the critical milestones and progress against the original dates. Some dates have been revised to reflect delays in the project. A meeting was held between the new organisation, SBC and Deloitte on 7 April to clarify the key milestones for the project.
- One to one meetings continue to take place between SBC and Deloitte-Mutual Ventures work stream leads.
- All work stream leads continue to collate necessary information which will help to inform due diligence.
- The Joint Transition team's attendees and terms of reference have been amended to support the effective delivery of the project. The revised terms of reference are due to be signed off.
- A weekly meeting has been set up between Deloitte and SBC to closely monitor the project plan including progress, risks and key issues. An exception report will be presented at the next Steering Group in May based on the agreed key milestones.
- SBC has provided DfE with its updated position regarding scope of services.
- The Chair has been recruited and is in post.
- The Chief Executive has been recruited.

Communications work stream

- An internal communications plan has been developed.
- A part time communications officer appointed by the DfE will be required to support the new organisation's communications activities.

Data and ICT work stream

6. A map showing existing ICT services for the green and amber services has been devised; further detail will be required.
7. The website domains will be purchased by DfE.

Finance work stream

8. Deloitte has analysed data received from the Council and is awaiting decision regarding scope of services before further work can take place.

Legal and contracts work stream

- A first draft of the services contract has been drafted by Burges Salmon and shared with SBC and Sharpe Pritchard.
- Contracts review has commenced on the two core contracts: arvato and Cambridge Education, however the main contract review activity is currently behind schedule. Due date has been extended to mid-May for a final decision on the treatment of each third party contract.
- The Trust has been registered as a CLG - CIC has not yet been confirmed.
- SBC have had an initial legal meeting to discuss the Draft Legal Services Contract with their commercial lawyers.

New organisation support services work stream

9. The support services options appraisal has commenced; Deloitte understands the children's services perspective but has not received the Council's formal 'offer' or the corporate perspective.
10. The work stream is assessing a possible solution to continue using Oracle between September-November 2015 or consider a workaround prior to the 'go live of Agresso. SBC has provided a paper to outline the different options.

Property and assets work stream

- The property options appraisal to determine the location of the new organisation's headquarters is in the process of being completed; a verbal update will be provided for Steering Group.

Staff transfer / pensions work stream

- Reconciling the establishment data with the finance department regarding staff numbers in respect of both green and amber services is almost completed – there are a few posts that need to be reconciled.
- Burges Salmon will contact the LGPS imminently to gain admitted body status.

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

- Meet with key third party suppliers to explore implications for service delivery and project planning (Arvato and Cambridge Education in particular).
- Chief executive appointment to be made.
- Communications officer for the new organisation to be appointed and in post.
- Interim management to be agreed for new organisation before transfer and recruitment of permanent management team to commence. Once appointed, interim team to begin business planning for the new organisation.
- Recruitment to commence for the remainder of the board.
- Final decision made regarding scope of services.
- Following the scope of services and open/closed scheme being agreed, inform pension authority of staff due to transfer to the new organisation.
- Property options appraisal completed and decision made regarding location of the new organisation
- Support services options appraisal to be completed and decisions made regarding support services provision.
- Contract review to be completed and treatment of contracts agreed.
- Draft report completed setting out core budgets and areas for consideration.

- Trading name of new organisation to be agreed.
- Commence Ofsted registration process.
- Agree principles of performance management approach.
- Cost model developed.

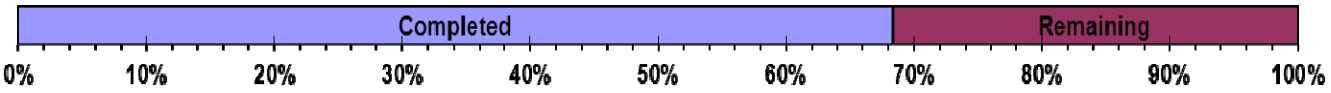
Key issues of **risk / obstacles to progress**:			
(the main headings from the more detailed Risk Register for this project)	**Red / Amber / Green**		
1. Set up of New Organisation: new organisation set up will impact on the Council's longer term strategy with regards reduction of Budgets which could affect the quality of service. May need to review support service provision for the retained council.	Red		
2. Set up of the New Organisation: Purdah Impact on scope of services – If the scope of services is remains undecided by 28th April no decisions can be made by Cabinet until the next meeting in May 2015 - which will significantly delay the transfer / go live date.	Red		
3. Operational Design: Deadline for Scope of services has been extended - however significant progress has been made. Only when this is finalised will not enable full due diligence cannot take place e.g. Budgets, Staffing , Support services etc cannot be fully considered and joined up and this may impact the 'Go live' date.	Red		
4. Operational Design: Insufficient quality of due diligence - Insufficient information provided to inform due diligence and future provision of services.	Red		
5. Legal and Contracts: Third Parties do not agree to re-negotiations and dispute current contracts. A large proportion of support services are currently provided through third parties. Without successful negotiation and agreement on commercials, the new organisation is at risk of not obtaining support services that are 'fit for purpose' in time for 'go live'.	Red		
6. Finance: New organisation and Council cannot agree redundancy liabilities which will hinder the timescales of the project regarding staff transfer and consequently overall progress of the project.	Red		
7. Finance: An accurate budget cannot be prepared within required timescales will reduce the time available to complete the due diligence satisfactorily.	Red		
8. New Organisational Support systems – If support services are not offered to the new organisation with robust SLA arrangements, these will need to be procured separately delaying the 'go live' of the project.	Red		
9. Reputational Risk for the new organisation – if improvements not evident to Ofsted, service users & staff.	Red		
10. Retention of Agency staff – Agency staff form a large proportion of social workers. If agency staff leave, the service will be in a volatile position and quality of service will be compromised.	Red		
11. New organisation has no assets and must start afresh – if the decision is made not to transfer assets e.g. Telephony, PC's and a new building cannot be located, new organisation will need to procure - leading to time delays.	Red		

Recommendations for CMT:

1. CMT are asked to note the progress report of the children services Transition Project.

Appendix E: Council's Gold Project updates as at 31st March 2015

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
March 2015	**AMBER**	**AMBER**	**AMBER**	**AMBER**	15/04/2015
Previous month	AMBER	AMBER	AMBER	AMBER	03/03/2015
Project start date:	01/10/2013		Anticipated Project end date:		31/12/2015



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

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

1. December 2015 completion on track – no change of status. The contractor's float has now been exhausted as a result of delays in the demolition of the ramp to the Shopping centre.
2. Outstanding compensation events:
   - CE0019 Two cameras repositioned in lobbies and one extra fixed camera in children's library
   - CE0020 Decommissioning of Sprinkler system under Ramp
   - CE0023 Automation to Bleachers Seating
   - CE0026 Additional External CCTV Camera covering route to MacKenzie Square
   - CE0029 Demolition of St. Ethelbert's Hall
   - CE0030 Café Servery
3. Glazing to north completed.
4. East façade Confirmed agreement with the church – legal documents being prepared.
5. Air handling plant on site.
6. Internal partitioning started.
7. Criterion goods lift pit prepared.
8. West façade curtain walling started.
9. IT issues ongoing. First project plan for IT agreed and most costs identified. Remains high risk on cost and time.
10. Staff and public open days held, with good attendance and positive feedback.
11. Meetings with potential café providers and revised proposals agreed to seek to secure provision from December 2015.
12. Monthly contractor/client meeting held.
13. Detailed revisions to design ongoing with no significant cost implications.
14. Neighbours meetings ongoing. Weekly cleans for bins area in place.

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

Appendix E: Council's Gold Project updates as at 31st March 2015

1. Building watertight, with east and west façade glazing completed.
2. Installation of helical staircases.
3. Completion or remediation of intumescent painting.
4. Plaster boarding for internal partition walls.
5. Installation of M&E containment to all floors.
6. Completion of formal legal agreement with the church.
7. Completion of agreement with Criterion.
8. Thames Water legal team issued a set of queries regarding the legal agreement. Draft agreement awaited.
9. Planning continuing for how the service yard will operate including neighbour access.
10. Resolution of Registration of Title issues.
11. Approval of benchmark panel for approval in north façade.
12. Launch of official website

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 changes confirmed. Remaining risk includes delay in neighbour agreements.	Amber
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 £522,129.	Amber
5. Risk of running costs exceeding planned revenue budget. Rates estimate now received (£250K above current premises) and corporate property costs substantially higher than budget. M&E and FM costs challenged and savings identified with net revenue impact c£250K. 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. Agreements reached in principle; risk controlled.	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:

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 LABOUR PARTY'S

Manifesto Pledges for the Borough Council Elections on Thursday 7th May 2015

Vote Labour for a Better, Safer, Fairer Slough

Slough's Labour Councillors have worked hard, with our partners, to take our town forward over the past year -

- Slough pupils achieved the 6th best GCSE results in the country in 2014
- Slough is now a safer place than Oxford, Reading and Milton Keynes
- Slough has the highest number of business start-ups of anywhere in the UK, after London

Labour

Slough Labour Party's Local Election Manifesto for the Borough Elections on Thursday 7th May 2015

The Local Environment, Parks and Leisure

If re-elected in 2015, a Labour-run Council in Slough will:

- Make Slough one of the first local authorities in the country to send 0 per cent of its waste to Landfill, by agreeing a new contract to divert our remaining waste
- Plant 150 more trees, step up action against fly-tipping, and continue investing in environmental improvements, to further improve local neighbourhoods
- Make major investment to improve Kennedy Park, Baylis Park and Godolphin Recreation Ground
- Plan and move through to construction a new fit-for-purpose leisure centre for Slough at The Centre site on Farnham Road
- Start construction of new community sports facilities at Arbour Park, Stoke Rd - fulfilling our promise to get Slough Town FC a new Ground back in Slough
- Continue improving smaller local parks and open spaces around the Borough; making these hubs for fitness and exercise to improve residents' health – to get more local people more active, more often

Community Regeneration, Safer Neighbourhoods and Highways

If re-elected in 2015, a Labour-run Council in Slough will:

- Deliver the next phase of Chalvey's regeneration, and produce a regeneration plan for the Canal Basin and Stoke Road
- Develop detailed plans for new community hubs - to serve Central, Elliman and Wexham wards; to serve Manor Park; and to serve Langley at Trelawney Avenue
- Improve key crossing points, routes and facilities for pedestrians and cyclists around the Borough and further expand Slough's bike hire scheme with more bikes and additional cycle racks for significant areas not yet covered
- Upgrade all Slough's street lights, fitting new LED heads, to be more energy-efficient, reduce light pollution and make our streets feel safer
- Deliver further CCTV cameras and continue gating problem alleys, to make public areas more secure
- Provide more speed-activated road safety signage; to bring down speeds on 'hot-spot' roads

Improving Slough Town Centre and Strengthening our Borough's Image

If re-elected in 2015, a Labour-run Council in Slough will:

- Open Slough's new town-centre library, learning and performance space, The Curve; and plan out to final development the final corner-stone sites of the Heart of Slough regeneration; exploring options to move more Council services and operations into the town centre
- Improve Slough High Street; working with businesses to help refresh the retail offer, upgrade the public realm and pedestrian links; and develop a better early evening economy, with a greater choice of cafes and restaurants
- Produce detailed designs to upgrade entrance-ways and public space around Burnham and Langley rail stations to give passengers a better welcome
- Deliver significant transport improvements along the A4, with a new rapid bus route along the service roads, offering a quicker, more frequent and reliable service to get to and from the suburbs to central Slough
- Continue improving entrance gateways to the Borough at key routes, to show visitors Slough is a place we take pride in
- Continue our long-term plans to deliver modern, high-quality residential accommodation right in the centre of Slough - to ensure the town centre has a viable, long-term future and prospers once again

Delivering Better Life Chances and Empowering People

If re-elected in 2015, a Labour-run Council in Slough will:

- Help more adults manage their own social care support; with personal budgets and direct payments for individuals to choose services to best meet their needs
- Work to secure sufficient school places to meet local need, and work with our partners to reduce the number of local young people not in education, employment or training
- Provide timely, focussed support to the most vulnerable children and families in the borough and support more local residents with learning disabilities to live in their own homes
- Help older people to live at home after hospital discharges, with better support from a co-ordinated re-ablement service
- Use our new public health powers to work to reduce health inequalities locally
- Continue to address poor housing standards in the private-rented sector and helping residents reduce fuel poverty by accessing insulation grants and other measures that tackle health and other problems associated with cold homes

Modernising Services, Ensuring the Best Value

If re-elected in 2015, a Labour-run Council in Slough will:

- Transform digital access to Council services; making it much easier for residents to find and submit information, get details about services, and pay fees, bills and charges online
- Manage the Council's assets and corporate premises even more efficiently, saving money for residents
- Continue to supply new social and affordable homes; reducing waiting times for local people to access decent housing
- Freeze Council Tax in 2015, and only raise Council Tax thereafter if required to protect specific services or to fund specific investment that benefits residents
- Future-proof Council services; so they remain sustainable and resilient even in tough economic times
- Continue to offer leadership and direction to the Council, to take the difficult decisions needed to transform our town; working every day to improve the lives and life-chances of all Slough residents

Printed and promoted by Alex Mitchell, on behalf of Slough Labour Candidates for the local government elections to Slough Borough Council on Thursday 7 May 2015, all at Slough Labour Party HQ, 1st Floor, 52 Chalvey High Street, Slough SL1 2SQ.

Labour

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd June 2015

CONTACT OFFICER: Catherine Meek
(For all enquiries) Head of Democratic Services
(01753) 875011

WARD(S): All

PART I
FOR INFORMATION

CABINET PORTFOLIOS AND COMMISSIONER RESPONSIBILITIES

1. **Purpose of Report**

To formally advise the Cabinet of portfolios and the Commissioners responsible for them.

2. **Recommendations**

That the Cabinet note portfolios and responsible Commissioners.

3. **Slough Joint Wellbeing Strategy Priorities**

Effective, transparent and equitable democratic and decision making processes are an essential pre-requisite to the delivery of all the Council's priorities.

4. **Other Implications**

The recommendations within this report meet legal requirements. The proposals have no workforce implications and any financial implications have been reflected within the approved budget. There are no Human Rights Act implications.

The Constitution provides for the Leader of the Council to appoint Commissioners and the portfolios they will hold.

5. **Supporting Information**

5.1 Part 2, Article 7 of the Council's Constitution states that at the first meeting of the Cabinet each year following the Council's Annual Meeting, the Leader will determine the number of Councillors appointed to the Cabinet as Commissioners and the portfolios they will hold; and appoint Councillors to these portfolios.

5.2 The Leader of the Council appointed the following Councillors to Cabinet portfolios listed below for the Municipal Year:

• Leader of the Council - Finance & Strategy	Councillor Anderson
• Community & Leisure	Councillor Carter
• Education & Children	Councillor Mann
• Environment & Open Spaces	Councillor Parmar
• Health and Wellbeing	Councillor Hussain
• Neighbourhoods & Renewal (& Deputy Leader)	Councillor Swindlehurst
• Performance & Accountability	Councillor Sharif
• Social and Economic Inclusion	Councillor Munawar

5.3 In accordance with the Constitution, the full list of Commissioners and their portfolios is set out in Appendix A.

6. **Background Papers**

None

COMMISSONER PORTFOLIOS **APPENDIX A**

Leader – Finance & Strategy **(Councillor Anderson)**

- Financial Strategy
- Forward budget strategy and council tax
- Corporate strategy and vision
- Strategic performance management
- Communications and external relations
- Income received – business rates, council tax and payments
- Audit
- Corporate accounts
- Valuation services
- Asset management

Performance and Accountability **(Councillor Sharif)**

- Resident participation
- eGovernment and IT
- Customer service centre
- Human resources
- Organisational transformation
- Procurement
- Legal, democratic and member services
- Emergency planning
- Communications (secondary responsibility)

Health and Wellbeing **(Councillor Hussain)**

- Public health
- Food safety and Health and Safety at work
- Trading standards
- Consumer protection
- Social and community care
- Care line
- Older persons services
- Health links and partnerships
- Substance misuse strategy
- Disabilities, learning disabilities and mental health needs

Neighbourhoods and Renewal **(Councillor Swindlehurst)**

- Housing
- Housing and tenant services
- Housing land supply
- Regeneration
- Asset disposals
- Planning (including regional strategic planning)
- Development control
- Building control
- Highways
- Local land charges

Environment & Open Spaces **(Councillor Parmar)**

- Parks and open spaces
- Grounds maintenance
- Recycling and refuse collection
- Environmental services and street scene
- Air quality
- Energy efficiency and climate change

Community and Leisure **(Councillor Carter)**

- Leisure and sports facilities
- Libraries and Cultural services
- Lifelong learning
- Youth services
- Play strategy (primary responsibility)
- Community facilities
- Community information, celebration and faith group involvement
- Events (secondary responsibility)
- Voluntary sector
- Partnerships (grants to voluntary sector)

Social and Economic Inclusion **(Councillor Munawar)**

- Business relations
- Economic development
- Transport and Parking Services
- Licensing
- Cemetery, crematorium, register and coroner
- Benefits/Council Tax (Arvato Council)
- Social inclusion
- Equality and community cohesion
- Events (primary responsibility)
- Community safety and community wardens
- Crime and anti-social behaviour (Including primary responsibility on Youth Offending)
- Formal Skills training and lead on Aspire Business

Education and Children **(Councillor Mann)**

- Education (including early years education and raising participation age)
- School improvement
- Local Authority services to schools
- Careers advice and lead on Aspire to Schools 7 Aspire for you
- Children's centres
- Safeguarding
- Family placement, residential care, fostering and adoption
- Pupil support for children with additional needs
- Early intervention services
- Corporate parenting
- Asylum seekers
- Play Strategy (secondary responsibility)
- Youth offending (secondary responsibility)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd June 2015

CONTACT OFFICER: Alan Sinclair Acting Director Adult Social Care
(For all enquiries) (01753) 875752

WARD(S): All

PORTFOLIO: Health and Wellbeing, Cllr Sabia Hussain

PART I
NON-KEY DECISION

PROMOTING AND SUPPORTING THE WELLBEING OF RESIDENTS WITH THE VOLUNTARY SECTOR 2015 – 2020 PARTNERSHIP STRATEGY

1. Purpose of Report

The report presents the new strategy - Promoting and supporting the wellbeing of residents with the voluntary sector 2015 – 2020 Partnership Strategy. The aim of the strategy is to enhance the wellbeing of adults by meeting their health and social care needs by remodelling the provision and support provided by the community and voluntary sector in Slough. The strategy also aims to ensure that new duties on the Council arising from the Care Act; the priorities set out in the Councils Five Year Plan; integrated working and the need for more joined up prevention services that achieve key priority outcomes will all be met. This is a joint strategy with Slough Borough Council (Adult Social Care and Public Health) and Slough's Clinical Commissioning Group (CCG) and sets the direction for the work of the Council and the Slough CCG with the voluntary and community sector in Slough and the future funding that will be available.

2. Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

(a) That the strategy be approved.
(b) That the Director of Wellbeing, following consultation with the Leader of the Council and Commissioner for Finance & Strategy, be given delegated authority to approve the outcome of the tender process to deliver this strategy.

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

The strategy relates to all aspects of the Slough Joint Wellbeing Strategy's (SJWS) priorities and cross cutting themes including civic responsibility.

3a. Slough Joint Wellbeing Strategy Priorities

Wellbeing Priorities:

- Enables people to make positive informed choices about their care and support
- Intervene early to promote healthier lifestyles and choices
- Maintain a person centred approach to service provision

- Provide effective universal and tailored services for adults to allow them to live independent, socially inclusive lives

Safer Communities

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

The Strategy also contributes to the cross-cutting theme:
Civic Responsibility (Community Cohesion)

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

Slough Joint Strategic Needs Assessment

- The strategy has been produced in alignment with the key needs assessment data in the Slough JSNA to ensure prevention services form a key part in reducing inequalities and effective demand management.

3b. Five Year Plan Outcomes

More people will take responsibility and manage their own health, care and support needs. The strategy has within it a focus on supporting people and communities to maintain or regain independence where possible and support a culture of greater self care and shared responsibility.

4. Other Implications

(a) Financial

Initially the level of funding is a continuation of existing funding levels to the Voluntary and Community sector. In year 1 £1.37 million will be committed to procuring services to deliver health and social care outcomes including £0.2m of Slough CCG funding in the Better Care Fund. In year 2 funding reduces to £1.2 million and in year 3 the funding will be £1.03 million.

Moving to an outcome based approach with joint funding will allow for improved integrated working and will deliver improved efficiencies through reducing duplication of provision and streamlining information sharing.

During the term of the strategy work will be carried out to attach monetised values to the outcomes to develop a payment by results methodology.
Service outcomes will be aligned with and contribute to Better Care Fund outcomes for a more proactive approach to intervention of support so as to avoid, delay or reduce likelihood of admission to hospital.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal - Infrastructure funding arrangement with one large commissioned provider may impact procurement process	Seeking expert advice from counsel decision on procurement route will be subject to advice to ensure procurement is in accordance with Procurement Regulations. Preferred method open tender process.	Tendering through outcomes based specification will open the market to potential new providers. Improved joint working and better value for money.

Property - some existing provision utilises council owned buildings	On going consultation with asset management on future use of buildings.	More service users will access universal services rather than use specialist provision only.
Human Rights	Engage service users and potential service users in strategy development.	Improved wellbeing for residents and positive experience of services.
Health and Safety	None	None
Employment Issues	Consultation with existing providers including impact assessment of funding ceasing.	Opportunity for a wider range of organisations to receive funding. Increased volunteering will raise employability of more individuals.
Equalities Issues	EIA carried out	Reduce health inequalities. More access to universal services.
Community Support	Engagement of key stakeholders through out the process.	Improved opportunities for co-production.
Communications	Full engagement with key stakeholders. Comprehensive programme of workshops with VCS sector. Report to Health & Wellbeing Board.	Raise profile of VCS in reducing care and support needs.
Community Safety	None	Reduced number of socially isolated vulnerable people
Financial	Robust risk and project management in place	Improved joint working and better social value
Timetable for delivery	Implementation 04/01/2016 with regular monitoring and good project governance	Meeting the timetable will enable the services to be in place asap and start to deliver sooner to meet the agreed outcomes.
Project Capacity - Complex project that needs to configure to disparate requirements in short period of time.	Project steering group and delivery group in place.	Improved partnership working and market development.
Other - failure of existing providers to receive on-going funding may result in reputational damage.	Consultation with service users, stakeholders and existing providers including impact assessment of funding ceasing underway.	Organisations may lever in alternative sources of funding.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications that will arise from the strategy.

(d) Equalities Impact Assessment

The Equalities Impact Assessment examines how the strategy and framework will ensure equality of access to council support and funding.

The new outcome based commissioning model sets out how the Council will deliver on the Strategy in order to achieve the best possible outcomes for the residents of Slough.

(e) Workforce

In the immediate short term there will be no workforce implications for SBC staff. There is likely to be an impact on the existing workforce working and volunteering in the current services funded by the council and Slough CCG if there is a change of providers or services as a result of this re-commissioning work.

(f) Property

Existing providers use Council owned buildings to deliver day services. If they are unsuccessful when services are re-commissioned then the Council may lose rent income on the buildings.

.

5. Supporting Information

The strategy document sets out a number of challenges facing the Council, Slough CCG and the Voluntary Sector in supporting adults with health and social care needs to live independently at home. It aims to provide an overarching framework for the future relationship between the council, our partners and Slough's voluntary and community sector. We will use it to guide how we will work with the boroughs voluntary and community sector to deliver these priorities.

In the current economic environment, the way the council, its partners and the community and voluntary sector work together, will need to change if we are to deliver improved outcomes for the benefit of our residents and communities. For example, with increasing demand for health and social care services in Slough there is huge potential for the voluntary sector to step in and meet needs, by acting more entrepreneurially, and to be able to compete with the private sector in tapping into new and growing markets.

As a consequence we need to create a significant change in our relationship with the sector, based on clear priorities and outcomes that improve people's lives - rather than simply funding individual organisations and services as we have been doing for sometime. This does not mean that we do not value each and every one of the organisations operating in our community but we will need to concentrate resources on the highest priorities.

Therefore our emphasis will be on preventing future demand on public services through prioritising prevention.

Whilst these are significant changes we still wish to develop the conditions which will allow the voluntary and community sector in Slough to thrive and this Strategy represents the first step in that process.

5.1 The strategy sets out the following vision for working with the community and voluntary sector:

'To promote a healthy and thriving voluntary and community sector that focuses on meeting the needs of the most vulnerable adult residents living in Slough'

5.2 To help us achieve this, the strategy has 4 key aims:

- Find innovative and effective ways to provide high quality services and support with and for residents.

- Focus on shared outcomes which enhance wellbeing through promoting prevention services which avoid, delay and reduce the need for care and support.

- Support the community and individuals to be more resilient and do more to help themselves to meet their health and care needs.

- To improve social value by taking into account social, economic and environmental value when choosing suppliers rather than focussing solely on cost. The expectation is that this will enable smaller organisations or those from the charitable and voluntary sectors to compete more successfully.

5.3 To deliver the key aims we will work in partnership with the local voluntary sector, community groups and networks to develop services that achieve the following positive outcomes for people in Slough:

- Access to good information, support, advice and, for those that need it, advocacy so that **people have more choice and control in making decisions about their lives while reducing inequalities in accessing services and in achieving positive outcomes.**
- Services and support that enable people to change their lives for the better so they **stay healthy and actively involved for longer while reducing the need for more intensive targeted services.**
- Providing **joined up and person centred care and support that enables service users and carers to plan all aspects of their lives using personal budgets and direct payments** where they want them.
- **Access to active and supportive communities** that offer better personal and social support networks and membership of groups; welcoming and inclusive local communities; opportunities to participate and make a contribution and support for carers
- **Carers are supported to carryout their caring role and supported to have a life of their own**
- Maintaining independence with help for **people to stay, or get back, home**
- **Improving economic wellbeing, financial inclusion** with support to develop the skills and knowledge to enter or maintain employment.

5.4 There is already considerable good practice shown by many within Slough's voluntary and community sector and we need to continue to build on this expertise to help develop new projects and services that meet the needs of individuals, groups and communities. In this way Slough's voluntary and community sector can add social value - by improving the well-being and quality of life of our communities and developing the skills and resilience of local people.

5.5 The strategy sets out how SBC and Slough CCG will work together to fund the voluntary and community organisations to deliver health, social care and wellbeing outcomes for the people of Slough.

5.6 The joint strategy will lead to the investment from SBC and Slough CCG of approximately £3.6m over a proposed 3 year contract period (with option to extend for up to a further two years). This commissioning model will enable our partners in the Voluntary and Community Sector to take a preventative approach to meeting care and support needs in our local communities over a longer timescale rather than the in year contacts and agreements they currently have.

We are using an outcome based approach to commission services from voluntary and community organisations which will enable us to enhance the capacity of individuals and the wider community to provide personalised preventative support that builds on people's strengths and assets to reduce the demand on social care and health services.

6. Comments of Other Committees

The strategy was considered at the Slough Wellbeing Board meeting on 13th May 2015. The strategy was well received with a caveat that given the unique structure of the voluntary and community sector close support and communication is provided by the Council to effectively manage the process of change that will take place through the commissioning process.

7. Conclusion

This report outlines how we will work with the voluntary and community sectors to deliver key outcomes to improve the health and wellbeing of residents living in Slough. The strategy aims to ensure that the outcomes which have been informed through engagement with the voluntary and community sector are delivered working in partnership with residents, Slough CCG and public health. The change of focus from current services and supports provided by the voluntary and community sector will deliver greater health and social care benefits and longer term savings in health and social care as well as enhancing individuals' quality of life.

8. Appendices Attached

'A'- Draft Promoting and supporting the wellbeing of residents with the voluntary sector 2015 – 2020 Partnership Strategy

9. Background Papers

None

Promoting and supporting the wellbeing of residents with the voluntary sector

2015-2020 Partnership Strategy

WORKING WITH

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Slough Borough Council

NHS Slough Clinical Commissioning Group

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Foreword

Thank you for taking the time to read Slough Borough Council's Voluntary Sector Strategy. The strategy is very much the start of a conversation and part of a wider review of the council's relationship with the voluntary sector in supporting vulnerable adults living in Slough. We face many challenges and opportunities ahead and we can best face these by working together in a strong partnership.

Slough has a long tradition of working with its local neighbourhoods and with voluntary and community organisations to improve the quality of life for everyone who lives, works, studies or does business in the borough.

Slough Borough's Voluntary Sector Strategy 2015-2020 is a key document outlining how the local authority will work to support the development and success of Voluntary and Community Sector (VCS) organisations over the next four years. Community organisations, voluntary bodies and neighbourhood action all contribute towards building social capital, civic engagement and community cohesion; providing valuable services to improve the quality of life for many of our communities.

Although 2015 -2020 will be an extremely difficult period for the local authority; with the onset of unprecedented levels of budget reductions forcing us to review significantly the way we provide services and support residents, we are still firmly committed to developing a strong, sustainable and independent voluntary and community sector with whom we can work in partnership to support the communities we serve. It is anticipated that all our statutory partners, including public health (as part of the local authority), the Slough Clinical Commissioning Group (CCG) and others will see the Strategy equally applicable to how they manage their relationships with the VCS .

This strategy draws upon the council's overarching 5 Year Plan and background of the VCS in the borough; addresses local and national drivers behind our work with the VCS, and sequentially addresses key thematic areas of work we will be undergoing during the next five years.

We see the vital work the voluntary sector does on a day-to-day basis all around us and as a resident of the borough, for example, the charities which provide much-needed care and support to families going through difficult times, or the Sunday morning sports clubs and the fantastic culture and heritage opportunities that exist in the borough. Many of these things are made possible by local people willing to give up their spare time and make a difference in our community through volunteering.

This document sets out how the council proposes to work with community groups and larger voluntary sector organisations, to meet the needs of the community in different ways, in times of significantly reducing public funding.

The Strategy sets out our vision for working with the VCS. We are all under pressure to deliver high quality services that people want and need, with fewer resources. Our intention is to support and enable VCS organisations to play a significant part in this.

Cllr Rob Anderson

Executive summary

The strategy sets out how Slough Borough Council, including public health, and Slough CCG will work together to fund voluntary and community organisations to deliver health, social care and wellbeing outcomes for vulnerable adults living in Slough. Even during this challenging economic climate for the public sector we are planning to invest circa £3,600,000 over the next three years. This commissioning model will enable our partners in the VCS to take a preventative approach to meeting care and support needs in our local communities.

The council and partners have been mindful of national and local priorities detailed in the Care Act 2014, the council's Five Year Plan, Slough CCG's 5 Year Plan, Wellbeing and Public Health Strategies and the Better Care Fund.

We are using an outcome based approach to purchase services from voluntary and community organisations which will enable us to enhance the capacity of individuals and the wider community to provide personalised preventative support that builds on people's strengths and assets to reduce the demand on social and health care services.

This strategy document sets out a number of challenges facing both the council and the voluntary sector. It sets out both the local and national context and is the start of a discussion between the sectors about how we can move forward in the light of these changes and how we can develop the relationship.

Whilst these are significant changes we still wish to develop the conditions which will allow the voluntary and community sector in Slough to thrive and this strategy represents the first step in that process.

The overall vision for this strategy is:

To promote a healthy and thriving voluntary and community sector that focuses on meeting the needs of the most vulnerable adult residents living in Slough.

By working more effectively with Slough's voluntary and community sector to deliver best value for money outcomes for residents at a time of limited resources we are planning to achieve the following key aims:

- Find innovative and effective ways to provide high quality services and support with and for residents
- Focus on shared outcomes which enhance wellbeing through promoting prevention services which avoid, delay and reduce the need for care and support
- Support the community and individuals to be more resilient and do more to help themselves to meet their health and care needs
- To improve social value by taking into account social, economic and environmental value when choosing suppliers rather than focussing solely on cost. The expectation is that this will enable smaller organisations or those from the charitable and voluntary sectors to compete more successfully.

To deliver the key aims we will work closely in partnership with the local voluntary sector, community groups and networks to develop services that achieve the following positive outcomes for people in Slough:

- Access to good information, support, advice and, for those that need it, advocacy so that **people have more choice and control in making decisions about their lives while reducing inequalities in accessing services and in achieving positive outcomes**
- Services and support that enable people to change their lives for the better so they **stay healthy and actively involved for longer while reducing the need for more intensive targeted services**
- Providing **joined up and person centred care and support that enables service users and carers to plan all aspects of their lives using personal budgets and direct payments** where they want them
- **Access to active and supportive communities** that offer better personal and social support networks and membership of groups; welcoming and inclusive local communities; opportunities to participate and make a contribution and support for carers
- **Carers are supported to carryout their caring role and supported to have a life of their own**
- Maintaining independence with help for **people to stay, or get back, home**
- **Improving economic wellbeing, financial inclusion** with support to develop the skills and knowledge to enter or maintain employment.

There is already considerable entrepreneurism shown by many within Slough's voluntary and community sector and we need to continue to build on this expertise to help develop new projects and services that meet the needs of individuals, groups and communities. In this way Slough's voluntary and community sector can add social value - by improving the well-being and quality of life of our communities and developing the skills and resilience of local people.

1. Introduction

This strategy sets out a number of challenges and opportunities facing the council, local NHS and the voluntary and community sector.

Throughout the strategy we will focus on achieving positive outcomes by working with the voluntary sector to ensure more people take responsibility and manage their own health, care and support needs. As a consequence we need to create a significant change in our relationship with the sector, based on clear priorities and outcomes that improve people's lives - rather than to simply fund individual organisations for specific services.

It is a time of significant change for adult health and social care nationally and locally with a fundamental shift in the way that health and social care services and support are purchased and delivered to adults. In line with the personalisation agenda, people are being put in control of the support and care they receive and purchasing power is shifting from the local authority to the individual. Personalisation will give people greater control, choice and flexibility to live as independently as possible.

In summary we will change our approach to the following:

- Switch from commission service to commissioning for outcomes
- Improve governance and contract management
- Develop better partnership working and the integration of the support available across the whole health and care sector
- Improve our ability to demonstrate value, impact and outcomes
- Improve the resilience of the voluntary sector to respond and deliver to meet local needs.

2. Defining the voluntary and community sector

The National Council for Voluntary Organisations (NCVO) defines the characteristics of the VCS as groups that are "value-driven, reinvest surpluses to further their aims and are committed to reflecting user need".

Their work includes:

- delivering services
- advocating or lobbying on behalf of community causes
- facilitating international, community and economic development
- advancing religious faith and practice
- raising funds
- providing financial and other support to other voluntary and community organisations.

This strategy encompasses the full range of voluntary and community sector services that exist in the borough, not just those which currently receive grant aid or provide commissioned/contracted services.

By 'voluntary and community' organisations, we are talking about the following types of organisation:

- Registered charities
- Faith groups
- Voluntary organisations
- Community groups
- Community associations
- Tenants and residents groups
- Housing associations
- Co-operatives and social enterprises and mutual's
- Sports, environmental, arts and heritage organisations
- Grant making trusts
- Non-constituted groups of residents working together to make a difference in their local communities.

The voluntary and community sector in Slough is extremely diverse, ranging from larger registered charities and national organisations (such as Age Concern and Citizen's Advice Slough) to smaller community based groups often led by volunteers such as 'friends of parks' groups.

Many of these groups focus on a particular group or community - whether they are older people, carers, disabled people, the homeless, refugees and asylum seekers, people with learning disabilities, victims of crime or those living on low incomes.

Data from the Slough Council for Voluntary Service (SCVS) estimates that there are nearly 201 active registered charities in Slough, employing 425 employees, with a total turnover of over £57 million. With an estimate of the amount spent in Slough is £23.6 million.

Broadly speaking the voluntary and community groups currently operating in Slough can be categorised in the following ways:

1. **Specialist support organisations:** Larger organisations which operate regionally and county-wide to provide services, with specialist areas of expertise e.g. older people, advice, environment, enterprise, disability, children and young people.

   Example
   Age Concern, Red Cross

2. **Infrastructure:** Organisations which provide generic support to front-line groups, including governance and financial advice, support in identifying and applying for funding opportunities and help and training for volunteers.

   Example
   Slough's Council for Voluntary Service (SCVS), Slough Volunteer Centre

3. **Front line:** Localised organisations and community groups, providing services which support individuals within local communities.

   Example
   Recycled Teenagers' have developed a programme aimed at older people living in the community which identifies and connects them with people who need help and support ensuring issues such as social isolation are challenged. Regular events and a club for members has been established and is a way of engaging with local communities. With 100 members a mutually self-sufficient group has been established from the basis of a very small self-help gathering.

Many voluntary and community sector organisations in Slough source a significant amount of their income from a mix of:

- local/national charitable fundraising
- external grant funding
- external (local/national/regional) contracts commissioned following national and local procurement legislation and guidance
- consortia bidding for service delivery from the public sector
- service level agreements on specialist areas of delivery from various services in the council and departments within the NHS and Police
- earned income.

As well as grants and other funding arrangements, the council also currently provides a range of 'in-kind' support to the borough's voluntary and community sector organisations. This has included free or subsidised premises, subsidised utilities costs, subsidised use of community halls and support with quality assurance.

Other areas of support provided include:

- Supporting funding applications
- Support on governance issues and compliance
- Capacity building through support to a range of organisations including start ups
- Maintaining relationships with the sector through SCVS, community navigators, commissioned organisations both private and voluntary.

The mix and proportions of funding sources is however changing and reducing therefore it is now more important than ever to try and create a climate for entrepreneurship to grow and for more co-ordinated and collaborative approaches to develop amongst and between Slough's voluntary and community sector.

3. Why do we need this strategy?

Slough is facing many challenges ahead. We are seeing significant changes in our population which are increasing demands on services (e.g. the number of younger adults with complex disabilities and the growing number of older people with multiple health and care needs) whilst at the same time we are facing unprecedented financial challenges, resulting in the council needing to find over £30million of savings over the next four years, equating to approximately 33% of its budget.

This strategy is therefore primarily about the strategic relationship between the council and the borough's voluntary and community sector, the general financial relationship with the sector and how together we can meet the challenges which lie ahead and which are set out in this document.

What is clear is that these challenges can be tackled more effectively in partnership - which is why we wish to engage in a conversation with the sector about how we move forward together.

However, it is not all negative: this strategy also sets out where there might be new opportunities for the sector and how these might be developed.

The council does recognise the huge role which the voluntary sector plays in supporting communities. We also recognise that the voluntary sector plays an important role in engaging 'hard to reach' sections of the population and has an excellent understanding of the people who live in Slough and some of the challenges local people face in their day-to-day lives.

For these reasons, the voluntary sector often has unique advantages over the public and private sectors, and adds value through volunteering opportunities which enhance community life.

4. Drivers for change

There has been a drive from central government to create a local environment which will enable the voluntary sector to contribute and to thrive. Slough Borough Council is about to experience a fundamental change in the way services are delivered, alongside a reduction in funding. There is a clear intention to give residents more powers in making decisions about their communities and encouraging people to take an active role. This includes supporting the creation and expansion of co-operatives, mutuals, charities and the growth of social enterprise capacity, enabling them to play a greater role in the delivery of public services.

It is recognised that some eighty per cent of voluntary sector organisations work in the health and social care field. We recognise that the council needs to support voluntary sector organisations in moving into a personalised care market place, through market development and stimulation, to enable them to respond to priorities that emerge from national and local commissioning arrangements across health and social care and other areas which are prevalent in Slough.

Further detail on the national context can be found in Appendix 1.

5. Local Context

The council is committed to working creatively with the voluntary sector during these continued times of financial austerity, to help ensure that organisations providing valuable services to our communities are able to survive, and continue their good work in supporting those in need and in making Slough a place were people continue to want to live, work and play.

This strategy applies to the whole sector, but for those organisations in receipt of funding from the council, grants or contracts will now only be given which deliver outcomes which are strongly tied to the delivery of the outcomes set out in the council's five year plan or any replacement thereof. See appendix two for further details on the plan.

This strategy also takes into account the borough's **Wellbeing Strategy** and the council's vision for the future of social care in which we need to move away from a more traditional model of service delivery to one in which we are more responsive to local needs and in which users will self-fund, self manage and have greater choice than ever before. To enable this to happen we need to take steps to grow the market and this may well involve new opportunities for the sector.

See appendix two for further details about the borough's Wellbeing Strategy and local context.

6. Our vision

To promote a healthy and thriving voluntary and community sector that focuses on meeting the needs of the most vulnerable adult residents living in Slough.

7. Strategic aims

- Find innovative and effective ways to provide high quality services and support with and for residents
- Focus on shared outcomes which enhance wellbeing through promoting prevention services which avoid, delay and reduce the need for care and support
- Support the community and individuals to be more resilient and do more to help themselves to meet their health and care needs
- To improve social value by taking into account social, economic and environmental value when choosing suppliers rather than focussing solely on cost. The expectation is that this will enable smaller organisations or those from the charitable and voluntary sectors to compete more successfully.

8. Outcomes and the expected benefits for health and social care in Slough

To deliver the key aims we will work closely in partnership with the local voluntary sector, community groups and networks to develop services that achieve the following positive outcomes for people in Slough.

- Access to good information, support, advice and, for those that need it, advocacy so that **people have more choice and control in making decisions about their lives while reducing inequalities in accessing services and in achieving positive outcomes**
- Services and support that enable people to change their lives for the better so they **stay healthy and actively involved for longer while reducing the need for more intensive targeted services**
- Providing **joined up and person centred care and support that enables service users and carers to plan all aspects of their lives using personal budgets and direct payments** where they want them
- **Access to active and supportive communities** that offer better personal and social support networks and membership of groups; welcoming and inclusive local communities; opportunities to participate and make a contribution and support for carers
- **Carers are supported to carryout their caring role and supported to have a life of their own**
- Maintaining independence with help for **people to stay, or get back, home**
- **Improving economic wellbeing, financial inclusion** with support to develop the skills and knowledge to enter or maintain employment.

This will deliver the following benefits:

For people

- Reducing social isolation especially for people with long term conditions
- Improving access to early health and social care support leading less people into crisis
- Reducing hospital and care home admissions and reducing delayed hospital discharges
- More people are able to influence and have control over decisions about their lives
- More people have improved social networks and involvement
- More vulnerable people are supported to live with greater independence.

Process benefits

- Increasing web-based access
- Supporting more people to “self-serve”
- Reducing unnecessary referrals to the council and the NHS
- Optimising collaboration between providers (i.e. to eliminate duplication, ensure effective signposting and make better overall use of expertise)
- Developing shared databases, to eliminate duplication and reduce maintenance costs
- Resolving more queries at the first point of contact, and reducing the overall number of repeat referrals to all agencies
- Maximising the use of IT to streamline processes (e.g. through the use of shared records, improved referral systems etc)
- Reducing bureaucracy (e.g. by ensuring that assessment and support planning processes and documentation are flexible and proportionate)
- Optimising the use of capital assets (including buildings) and infrastructure
- Making best use of the skills of the workforce including volunteers
- Developing new skills, including the skills of volunteers and peer support.

Strategic benefits

- Reducing health inequalities; targeting people and groups who find it difficult to access and use information, advice and advocacy
- Early intervention: giving people early health promotion advice, or resolving simple issues, to ensure their problems don't escalate
- Promoting independence and resilience: helping people to fulfil their own potential, to manage their own health and care and to plan ahead
- Promoting informed choice; empowering people, by letting them know about the range of local providers and what support they offer
- Supporting people at home; helping people understand what support can be made available at home, as an alternative to residential care
- Safeguarding: ensuring people know where and how to report concerns they may have
- Finding better value solutions: helping people (including those receiving direct payments) to access informal sources of support, and to make optimum use of assets in communities
- Reaching self-funders; offering advice including financial advice to help them manage the costs of their care.

In Slough, recent engagement with the voluntary sector and consultation with our stakeholders has shown us that our local infrastructure services are highly valued; however the sector is in agreement that services could be more effective and accessible.

Encouragingly, when asked about the outcomes we need to deliver many said that 'Services would be improved through collaborative working for all clients, the council and voluntary organisations and wider services'. See appendix three.

We want to work more effectively with Slough's voluntary and community sector to deliver the best value for money outcomes at a time of limited resources.

9. Thematic priorities

To achieve the vision, aims and outcomes it is expected that the following themes will need to be addressed by the voluntary and community sector.

Theme 1: Commissioning

Involving the voluntary and community sector in prevention and early intervention can lead to significant savings in terms of financial and human cost

As public bodies are looking for new and different ways to deliver their services many are taking a commissioning approach.

Commissioning can be defined as the formal arrangements made to provide services to meet agreed priority needs. It is not the same as outsourcing, and reflects an ever-stronger focus on achieving value for money, through a smaller state sector, and greater use of the Private and Voluntary Sectors as service providers.

In Slough this approach is reflected in the move towards an integrated approach to joint commissioning between the council's Adult Social Care and Public Health teams, Slough's Clinical Commissioning Group (SCCG) and the voluntary sector.

Moving to this approach will not only encourage commissioners to look more critically at what difference a service makes to the lives of its users, and to the wider community, but it will also involve identifying what savings could be made by moving to alternative delivery models i.e. consortiums and alliances.

It will also help widen the discussion from a relatively common notion of unit costs to include ideas of social value, so that good value investments will bring about more economic benefits for residents and the town as a whole.

In order to achieve this shift in approach, the council is reviewing a number of grants and contracts in existence to ensure that these arrangements continue to deliver improved outcomes for our residents. This work will also consider what has been commissioned in the past and which is no longer required in the new environment and will be de-commissioned or re-commissioned.

Due to specialist skills, local knowledge and awareness of the needs of certain sectors and groups, Slough's voluntary and community sector is ideally placed to:

- respond to this commissioning approach and help influence the future design of accessible, flexible and responsive services
- the acquiring of services (through competitive tendering) and
- the bidding for contracts, whether through formal or more informal processes, where appropriate, so that all the benefits of voluntary and community sector run services are not lost to the community.

They also have a significant role to play in signposting users to these and other partner's services.

Slough's voluntary and community sector are also ideally placed to identify emerging need across the borough and fill in the 'information gaps' that may not yet have come to the attention of the statutory services.

Suggested actions that could be undertaken to achieve this priority:

- Reviewing existing voluntary commissioned services in social care and health
- Working in partnership to meet health, social care and public health outcomes and to reduce health inequalities
- Working in partnership to take a whole neighbourhood approach to meet the needs of the most vulnerable
- Exploring new models of funding such as social investment
- Opportunities for the VCS to increase their delivery of public services through tendering
- Increased recognition by commissioners of the value of involving VCS organisations at all stages of the commissioning process
- Services that are responsive to community need, user led, flexible and accessible
- Market development - increased diversity of suppliers particularly amongst the VCS

- Good return on investment; value for money and the additional benefits from social and environmental considerations as set out in the Social Value Act
- Developing a new process and criteria which the council will use when awarding grants, which will now heavily focus on the outcomes based delivery and ensuring that the process is fair and transparent and represents best value for money
- Developing a 'community chest' funding option that will give smaller community organisations the opportunity to deliver the aims and outcomes.

Theme 2: Capacity building

Investing in the voluntary and community sector can result in better local services that meet the needs of communities.

Strengthening the relationship between local communities and local bodies will enable everyone to take part in finding solutions to and resolving issues that affect their lives.

Capacity building is about developing the skills and knowledge within organisations in order to increase their ability to deliver services.

The council has a long history of carrying out a number of activities which provide Slough's voluntary and community sector with skills which can be used to ensure organisational sustainability well into the future.

This has traditionally included:

- Neighbourhood working initiatives
- Tenant and Resident participation groups
- Area Panels
- Funding workshops delivered by local and national funders
- Community champions and navigators.

A number of other organisations in the borough have also/and are continuing to carry out capacity building activities in the form of training, external funding support and governance advice to name but a few.

As such there is the potential for duplication of work to take place surrounding these activities and it is imperative that mechanisms are put in place to ensure that duplication is minimised, local services are strengthened and the voluntary and community sector is strengthened to build its organisational capacity and sustainability.

A strategic approach to capacity building across the borough could significantly improve the impact, effectiveness and sustainability of any activities undertaken and lead to stronger more influential communities. We need to shift from singularly supporting groups to working more effectively to develop co production in order to support more organisations together. With over 400 groups the support will be focused on groups who are actually capable of delivering outcomes for the borough in return for the investment rather than support for support sake.

Suggested actions that could be undertaken to achieve this priority:

- Develop capacity building programmes
- Support and encourage innovation programmes
- Market development
- Community Navigator programmes
- Commissioning support
- Opportunities to develop a business giving model which could engage business expertise to help develop organisations in the sector
- Support to the sector to develop evidence based approaches that demonstrate impact, value for money and which measure effectiveness
- Development of a reduced dependency on council funds by provision of suitable support (such as identification of potential external funding sources, creation of funding strategies and development of applicable forward plans)
- Health promotion training funded by public health.

We are keen to explore new models with the sector including:

- Social enterprises
- Mutuals
- Co-operatives
- Community Interest Companies
- Outsourcing of council services where improved outcomes can be delivered and where this represents best value for money
- Co production which involves citizens in collaborative relationships with more empowered frontline staff that are able and confident to share power and accept user expertise. It refers to active input by the people who use services, as well as - or instead of - those who have traditionally provided them.

Community Navigator

Delivery of the heath and social care outcomes within the strategy will be supported by community navigators. The role of a community navigator is and should be embedded into everything we do in our roles; we are all navigators in our own right. We support, respond, direct and inform residents of day to day issues.

The navigator model will:

- Build community capacity
- Promote self-care and encourage take up of community based services
- Connect people to support early delaying/reducing demand e.g. help with shopping after a hospital discharge
- Increase take up of personal budgets
- Deliver and direct residents to appropriate information and advice services
- Signposting to other appropriate services and opportunities.

Theme 3: Community engagement

It is particularly important that the voices of more marginalised communities are heard and the independence of the voluntary and community sector plays a key role in this.

This encompasses a wide range of activities designed to empower people and communities to bring about change to improve the quality of life for everyone. It is not a drop down approach but is more about removing barriers that prevent people from acting on the issues that affect their lives.

In its simplest form, community engagement is the process of involving people in decisions that affect them. This can mean involving communities in the planning, development and management of services (see theme 1 above). Or, it might be about tackling the problems of a neighbourhood such as crime, drug misuse or lack of sports/activity resources.

Historically, engagement with Slough's VCS has been undertaken in a variety of ways and using a variety of different techniques and media.

Now different and more innovative ways in which the council and the voluntary and community sector can engage with each other and external agencies needs to be developed in order to respond appropriately to the changing structures and cultures of all organisations.

This engagement is particularly important in helping to understand and respond to the factors that influence the health and wellbeing of our local communities. Slough's VCS has a pivotal role to play in identifying these factors and informing and influencing strategies and policies such as the borough's Joint Strategic Needs Assessment (JSNA) and its Joint Wellbeing Strategy (SJWS).

Due to the front-line nature of much of the voluntary and community sectors work, they are ideally placed to provide valuable information about the needs and priorities of Slough's diverse communities at a grass roots level. Their knowledge and experience constitutes a valuable asset in the borough's policy making process and can help build transparency, legitimacy and buy-in for public decisions.

Evidence suggests that shared priorities and effective partnership public sector, combined with efforts to engage with local people, are crucial to tackling health inequalities.

Running in parallel with and feeding into the development of this strategy is the ongoing refinement and development of the council's community engagement policy and toolkit. These documents help ensure council staff take a consistent and pragmatic approach to maximising community engagement and consultation opportunities across the borough

Suggested actions that could be undertaken to achieve this priority:

- Joining up and sharing engagement mechanisms to improve coordination and avoid duplication
- Ensure that the local community are involved in, and where possible, leading on regeneration initiatives in their areas through effective engagement and consultation, empowering local groups and individuals
- Developing expertise in finding the views and opinions of people and groups who are often missed out of community engagement activities
- Implementing a system to evaluate the outcome and impact of consultation on the development of policies and services
- Providing training on good quality engagement, consultation and feedback for practitioners working with the community.

Theme 4: Volunteering

Volunteering is recognised both locally and nationally as making a critical contribution to building a strong and cohesive society.

It has been described as a means to combat social exclusion and as an important contributor to the delivery of high quality public services.

The promotion of volunteering is therefore seen of high importance within the borough and is supported by the council through its support of Slough Volunteer Centre and other capacity building activities.

Slough volunteer centre and Slough Council for Voluntary Service currently work closely with the council providing the necessary support and referrals to services and community groups and organisations across the borough.

Suggested actions that could be undertaken to achieve this priority:

- Encourage more volunteering opportunities where they are most needed, e.g. befriending and better co-ordination of volunteering to organise themselves to fundraise and make change happen themselves
- Develop more effective ways of recruiting, training and developing volunteers and their talent.

10. Communications

Effective communication is vital to the successful implementation and delivery of this strategy and its joint action plan.

There is a duty for all statutory bodies to inform, consult and involve the people they serve in the development and delivery of their services. This is known as the 'Duty to Involve' and influences all of the council's and NHS engagement and communication activities.

The role of Slough's voluntary and community sector is therefore crucial to this approach because of their position as advocates for local people and their expertise in reaching out to marginalised and specialised groups.

It is therefore important that all stakeholders are aware of this strategy and what is intended to achieve.

A joint action plan will outline how this strategy and its achievements will be communicated. This will be done using a variety of methods and media to encourage participation and ownership of the strategy by all stakeholders.

11. Joint action plan

This strategy sets out how we can all work together for the benefit of local people and communities.

However what is important is how this strategy will be implemented.

A joint action plan will be developed setting out the specific and measureable, outcome focused actions and activities that the council and partners will undertake to deliver this strategy's aims within the life of the strategy.

All partners, including those from within Slough's voluntary and community sector will be involved in developing and implementing this joint action plan.

We will also ensure that local organisations have an opportunity to contribute to the identification of further actions and their delivery.

We anticipate that the vast majority of actions comprising the joint action plan will be taken up and delivered by individual partners and organisations.

These actions will be reflected in their action plans and/or multi organisational joint commissioning plans that will sit underneath this strategy.

Lead partnership groupings will be identified and established where necessary to build on the actions and develop specific targets to achieve the desired outcomes over the life of this strategy.

This means that our joint action plan will remain a live document which will be updated and added for the duration of this strategy.

12. Implementation and governance

Responsibility for the implementation of this strategy rests with the Slough Wellbeing Board and its associated working groups.

Decision making in relation to the commitment of statutory funding rests with Slough Borough Council's cabinet and Slough CCG Governing Body.

13. Review

The continued funding of organisations will be dependent on effective delivery against agreed targets and outcomes. Monitoring arrangements will be in place to assess performance against these outcomes.

This strategy and its joint action plan will be in place from 2015-2020 and will be reviewed annually to:

- Review the effectiveness of the actions/programmes undertaken
- Respond to national, regional and local change
- Identify new priorities that have emerged since the implementation of this strategy
- Reassess priorities' actions and initiatives
- Plan for future development and/or amendment.

14. Equality impact assessment

This Equalities Impact Assessment will examine how the strategy and framework will ensure equality of access to council support and funding.

The new outcome based commissioning model sets out how the council will deliver on the Strategy in order to achieve the best possible outcomes for the residents of Slough see Appendix four.

15. Contact information

For queries relating to this document please contact: Ian McIlwain - Care Group Commissioning - Wellbeing.

This strategy was produced by a core team representing the following organisations:

- Adult social care
- Community and skills
- Public health
- Policy
- SCVS
- Slough CCG
- Healthwatch Slough
- Voluntary and community sector.

16. Glossary

Best Value Guidance - Statutory guidance, published in September 2011, which sets out some reasonable expectations of the way councils should work with voluntary and community groups and small businesses when facing difficult funding decisions.

Big Society - The Big Society is a policy initiative which involves three key aims:

- an emphasis on decentralisation ('Community empowerment') with more power devolved to local councils and neighbourhoods;
- public services reform ('opening up public services') enabling charities, social enterprises, co-operatives, but also private companies, to compete to deliver public services; and thirdly programmes to encourage people to play more of an active role in communities ('social action').

Capacity Building - Capacity Building generally refers to a process to increase the skills and resources of individuals, organisations and communities.

Commissioning - Commissioning is the process through which needs are identified and assessed, and appropriate solutions designed to meet those needs. It is linked to procurement - the distinction being that commissioning involves deciding what should be purchased, whilst procurement is the process which determines how it will be purchased.

Community assets - this term often refers to community building, but it can also describe other resources in the local area including individuals, associations, organizations and open spaces.

Community budgeting - Transferring some powers to the community so that they can take direct decisions on what should happen locally and influence how public money should be spent.

Community based services - Services that are located in the community (at health or community centers or in peoples homes) rather than in institutions such as hospitals.

Community Interest Company - A Community Interest Company (CIC) is a type of social enterprise company for those who want to use their profits and assets for the public good rather than being driven by the need to maximise profits for shareholders and owners. An organisation cannot be both a charity and a CIC but a charity may operate a CIC as a trading subsidiary.

Co-operatives - Co-operatives are businesses that are fully or majority owned by their members, who may be employees, consumers, others in the community or a mix of these. Co-operatives work on one member, one vote, rather than one share, one vote - and sign up to an agreed set of values and principles.

Co-production - Joint working between service users, providers and commissioners to plan and deliver services for the benefit of every one.

Early intervention and prevention - this is the process of identifying issues at an early stage so that prompt action can be taken to avoid them becoming more difficult (and costly) to solve. The term can also be used to mean taking action at the earliest stage of a child's life to increase their life chances.

External funding - External funding can be defined as income which is additional to any statutory income provided by central government. These additional funding sources are often received as a result of a competitive bidding process and can be used to develop existing activities, projects or services in addition to allowing new ones to take place.

External funding sources can be differentiated into a number of forms, including Lottery funding, from trusts and foundations, European funding and funding from private sources(for example the Lloyds TSB Foundation for England and Wales). More recently, funding from central government requires some form of bidding process and therefore a clear direction with regards to co-ordinating external funding is required at a local level.

Governance - This terms refers to the frameworks that organisations adopt (e.g. constitutions) to make sure they are operating in accordance with legal, financial and other requirements. Governance can also refer to reporting mechanisms within a project or piece of work.

Infrastructure - The infrastructure of an organisation refers to the management structure and systems that enable it to function and deliver and develop its services or activities

Joint Strategic Needs Assessment (JSNA) - Slough's JSNA provides the evidence which tells commissioners and service providers what the health and social care needs of the communities are. See appendix two for further details.

Market development - Commissioners refer to the pool of providers who could potentially deliver services as the market. Where there are only a few potential providers (or even just one), market developments are needed to encourage a greater number of providers to bid for work so that the procurement process is more competitive.

Mutuals - Mutuals are organisations that are owned by, and run for the benefit of, their current and future members. In the UK, the mutual sector is highly diverse and includes organisations ranging from housing associations to employee owned businesses.

Outcomes - Outcomes are the difference made by any service or activity; what we want to achieve as a result of a project or intervention. Outcomes are increasingly being used to assess the impact of a service rather than focusing on outputs (what it does).

Outsourcing - This is where a public service was previously delivered by a public body (e.g. local authority or health service) but is now to be commissioned from an external provider.

Personal budgets - Personal budgets are a new way of getting social care support. It is a sum of money from the council offered to people entitled to help so that they can decide what services they need and buy them from providers of their own choosing.

Procurement - Procurement is the process through which an organisation establishes contracts for goods, works and services. Procurement is part of the council's commissioning cycle, starting with an identified need and seeking to put in place a contract, or contracts, which effectively meet that need. This involves research, planning and market engagement, the conducting of procurement exercises such as tenders, the formal award of contracts, and the management and monitoring of contracts once in place. It is connected to, but separate from, purchasing - which is the process of ordering and paying for goods and services.

Public Services (Social Value) Act 2012 - The Act places a duty on public bodies to consider, prior to undertaking a procurement exercise, how that exercise, in terms of what is being procured, might improve 'the economic, social and environmental well-being of the relevant area'. See Appendix 2 for further details.

Right to Bid - The Community Right to Bid aims to keep valued land and buildings in community in use by giving local people the opportunity to bid to buy them when they come onto the market.

Right to challenge - The Community Right to Challenge provides residents with the right to challenge who should deliver local services. Expressions of interest can be submitted at set times and if a persuasive business case is made, the service can be put out to tender.

Slough's Joint Wellbeing Strategy (SJWS) - The SJWS is a legal requirement to ensure that NHS and social care agencies work together and agree the services that should be prioritised for Slough. It has been developed with local stakeholders including service users, patients and carers, the voluntary and community sector, National Health Service (NHS), Slough's Clinical Commissioning Group (CCG) and Local Authority partners. It sets out where we would like Slough to be heading in terms of health and wellbeing. It outlines the 4 year vision for improving health and addressing health inequalities across the Borough. See appendix 2 for further details.

Social Capital - Social capital refers to a community/area where people have the confidence and capability to participate in, local affairs and have the skills to take action as appropriate.

Social Enterprise - Social enterprises are businesses with primarily social objectives that reinvest their surpluses back into service delivery and have social and environmental as well as economic objectives.

Stakeholder - A person, group or organisation with an interest in a project or action that may either affect how it works or be affected by it.

Trusts and Foundations - The terms 'trust' and 'foundation' are often used inter-changeably. All charitable foundations are trusts - that is, they are managed by trustees who may or may not be supported by paid staff. A foundation is a trust whose income derives from an endowment of land or invested capital. Not all foundations make grants; some use their income to finance charitable activity of their own. Not all grant-making charities have an endowment.

Voluntary and Community Sector - The use of the term voluntary and community sector (VCS) in this strategy refers to groups and organisations that are:

- Independent and constitutionally self-governing, usually with an unpaid voluntary management committee, sometimes accessing or receiving public sector funding for their day to day operations
- Value-driven - they exist for the good of the community, to promote social, environmental or cultural objectives in order to benefit society as a whole, or particular groups within it
- Not for financial gain, re-investing any surpluses in order to meet their objectives.

Voluntary and community sector organisations are also sometimes known as 'the third sector' or 'civil society organisations' and can vary enormously in size, from small local groups run exclusively by volunteers, who may also be members or service users, to large national charities that are household names such as Age UK and Barnardo's.

Voluntary and community sector organisations operate in diverse and wide-ranging fields including many that work in health and social care, community leisure and recreation activities, environmental work, arts, sport, education, campaigning and advocacy and many are faith based organisations. They may be registered with the Charity Commission, and may include trusts and foundations, social enterprises, community interest companies, mutuals and co-operatives.

Appendix 1: National Context

There are a number of things happening nationally that impact on this strategy:

The Office of the Third Sector (OTS) - The OTS was established in 2006 as the key political unit for the voluntary and community sector. **The Office for Civil Society**, which replaced OTS in 2010, is a living example of the sector's ever increasing recognition and importance in shaping political agenda.

In 2002, a Treasury review found that VCS organisations did not have the appropriate skills and resources to contribute to the delivery of public services to the extent that the government wanted. In response to this report, two programmes were introduced to build the capacity of the VCS - ChangeUp and Futurebuilders.

In 2010, the newly instigated Conservative-Liberal Democrat coalition government launched 'the Big Society' agenda which seeks to enhance the role of social enterprises, charities and co-operatives in supporting the transfer of influence into the hands of communities; encouraging local people to come together and respond to the social, political and economic challenges facing them.

The Office for Civil Society is the main deliverer of this agenda, and is championing the voluntary and community sector in the heart of government.

The Care Act 2014 - the Care Act sets out a number of major changes in the way health and social care is to be commissioned, regulated and delivered in England.

The Act creates a range of new duties and responsibilities (which came into effect in April 2015), that will:

- Put people first - through giving them choice and control over care, and shared decision making
- Focus on prevention rather crisis
- Improve the quality of services delivered and outcomes achieved
- Make systems more accountable by empowering people, organisations and professionals.

There will be significant opportunities for the voluntary organisations providing care and preventative services to expand their operations, as there will be new markets and potentially more people with personal budgets to sell services to. There may also be opportunities to carry out assessments and to identify new and hidden carers and to support them. The Act introduces new duties on local authorities to facilitate a vibrant, diverse and sustainable market for high quality support and care, for the benefit of the local population.

Slough is likely to have a significant number of self-funders and carers. This will generate spend and is a real opportunity for the sector. The council will need to provide market intelligence to support the sector to know where demand is growing and thus to inform business planning.

The council will also have a duty to provide comprehensive information and advice about care and support services in Slough. This will enable people to understand how care and support services work locally, the care and funding options available and how people can access care and support services they need. Again, this provides an opportunity for new forms of service provision which help signpost and manage demand.

However, the Care Act also offers challenges to the sector, in terms of the need to have capacity in the right areas, be able to act more commercially (such as bidding for contracts), developmental support around working through consortia and developing new innovative service offers that local people want.

Better Care Fund (BCF) - this is designed to support transformation and integration of health and social care services to enable local people to receive better care. The BCF is a pooled budget that shifts resources into social care and community services.

A joint plan between Slough CCCG and the council sets out how we will use this fund to:

- Drive forward the integration of services
- Improve local outcomes for patients, service users and carers
- Support more people to live independently at home
- Help people avoid crisis and avoid unnecessary admissions to hospital or care homes.

The voluntary sector will be a key partner in delivering these outcomes under the borough's BCF programme and could, for example:

- Help us to ensure that those people not yet experiencing acute need, but requiring support are helped to remain healthy, independent and well
- Help us to co-produce community based solutions with the voluntary sector to support and sustain service user self-empowerment and management and providing better support to carers
- Help us to provide local information and advice.

The Children and Families Act 2014 - over the next 2/3 years statements of special educational need will be replaced by a single Education, Health and Care (EHC) Plan drawing together all the support required by a child or young person up to the age of 25 with special educational needs or disabilities (SEND).

The Social Value Act 2012 - this enables social value criteria to be taken into account when awarding service contracts. The Act requires public authorities to take into account economic, social and environmental criteria when choosing suppliers, rather than focusing solely on cost. As a result social value needs to be considered at the different stages of a procurement process and the hope is that more charities and small businesses will get a bigger share of the public services opportunities.

Infrastructure - there are some changes to the national volunteering infrastructure through 'Do It' and also national and regional work to consider voluntary sector infrastructure needs and provision, including the NAVCA Independent Commission on the future of local infrastructure. There are a number of models which could be explored and the sector's views are invited on what might be appropriate for Slough.

The Public Sector Equality Duty 2011 - this Duty is designed to support good decision making by encouraging public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. An Equality Impact assessment will be carried out on this strategy. Any specific proposals for changes will be subject to further consultation and review.

Localism Act 2011 - this Act encourages the devolution of service delivery, community ownership of assets (through the Community 'Right to Bid' and Community 'Right to Challenge'), the exploration of new models of delivering public services through e.g. mutuals. Along with the power of general competence it gives a mandate to explore new models of delivery in conjunction with ideas emerging from the sector. A similar approach to the spin off of public services has been taken in the health sector.

The Health and Social Care Act 2012 - this Act was the most extensive reorganisation of the NHS since its inception in 1948. With the dissolution of Primary Care Trusts and Strategic Health Authorities it transferred health care funding to Clinical Commissioning Groups it put clinicians at the centre of local commissioning. This puts clinicians at the heart of commissioning and gave them responsibility for the primary medical care for everyone resident in their area. It also strengthened patient and public involvement and provided a framework to providers to innovate and empower service users. The Act also provides a basis for better collaboration, partnership working and integration across local government and the NHS.

There are a number of implications of the current economic climate and the move to a more commissioning led approach, notably:

- Growing societal needs at a time of reducing expenditure requiring resources to be focused on areas of greatest need through commissioning arrangements and for individuals and communities to become more resilient and self-reliant providing support for one another rather than relying on local funding
- More of a focus on prevention and early intervention activity to help improve outcomes for local people and reduce and manage demand on public services rather than reactive solutions which are often more costly and less effective
- Wider private market and self-funding
- Personalisation and the use of personal budgets.

New methods of service delivery need to be explored including using trained volunteers to play more of a significant role in delivering services.

Appendix 2: Local Context

Slough's Joint Wellbeing Strategy (SJWS) - Slough's Wellbeing Board has a duty to improve the health and wellbeing of Slough's residents. Its Joint Wellbeing Strategy (SJWS) is based on the needs identified by Slough's Joint Strategic Needs Assessment (JSNA) (see below).The overall vision set out in the SJWS is that by 2028…

"Slough will be healthier, with reduced inequalities', improved wellbeing and opportunities for our residents to live positive, active and independent lives".

A key focus of SJWS is on prevention and early intervention. This strategy identifies the activities required to deliver the SJWS' vision, with particular focus on reducing inequality and improving the life chances of the borough's most vulnerable and disadvantaged residents.

Slough's Joint Strategic Needs Assessment (JSNA) - Slough's Joint Strategic Needs Assessment (JSNA) pulls together information about local health and care and support, and is a vital tool to help the Wellbeing board and partners plan future services. The JSNA is made up of a number of documents covering a range of health and social care topics, including cancer, diet and nutrition, end of life and carers. It aims to put these issues in context, exploring how Slough compares with other areas locally, regionally and nationally. The SWB uses this document to assess what services are currently being provided, what is working well and what could be improved in order to meet the current and future healthcare and wellbeing needs of Slough's residents - and how these needs can best be met by the council, Slough's Clinical Commissioning Group (CCGs), the NHS and other partners.

- Sloughs over 65's population will increase by 17% to 2020 and over 80's by 18%
- People aged 55-64 with a physical disability will increase by 15% to 2020
- Over 65's population with a long term condition will increase by 17% by 2020.

Slough Borough Council's Five year plan - The council has agreed a five year plan, which replaces the corporate plan for 2014/15. The plan includes the following themes and outcomes to respond to the opportunities and challenges facing the town, along with key actions to deliver those outcomes:

Changing, retaining and growing

- 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.

Enabling and preventing

- 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.

Using resources wisely

- The council's income and the value of its assets will be maximised
- The council will be a leading digital transformation organisation.

This strategy includes measures to address each of the plans themes - although its main focus will be on early intervention and prevention.

Slough Clinical Commission Group's (CCG) Five 5 Year Plan - The CCG have developed a five year plan to deliver on a collective vision for the town, which is a healthier population, with fewer inequalities, and health services that are high quality, cost effective and sustainable.

The plan is based on a thorough analysis of the strengths and weaknesses of Slough's local health and social care system, and the needs of our changing population. It also recognises the need to improve the quality of people's experiences of the boroughs health and social care services.

In order to address these issues the plan sets out a strategy for moving Slough to a position where it can deliver high quality standards of health and social care in all settings, whilst also delivering financial sustainability. It also focuses on improving outcomes for older people, people with chronic diseases and those suffering from the consequences of health inequality. It focuses particularly on improving the access for these patient groups to urgent and emergency services, in order to help them avoid unnecessary hospital admissions.

Appendix 3: Feedback from the Building Stronger Communities workshop

Outcome 1: **Access to independent information, advice and advocacy to make positive choices, stay in control and remain safe**	**Outcome 2:** **Access to joined up personalised services that improves health and wellbeing**	**Outcome 3:** **Healthy and Active Lifestyle**	**Outcome 4:** **Part of an active and supportive community**
Comments	Comments	Comments	Comments
Services would be improved through collaborative working for all client, the council and voluntary organisation's and wider services. Less anxious clients. Advocates well informed and more able to support. Organisation's have one place to go to get information. Clients are supported to access a range of services. Consistent service standards. Every individual contact counts for everyone, we all need to become enablers.	Social community involvement of people helping each other. Clear pathway to make the process easier for the client individuals whose wellbeing and health has been improved by both their own activity and in collaboration with their local community. Seamless progression groups, more active citizenship involved in community, community cohesion - breaking barriers and bring communities together, awareness of local services and how they can be accessed, volunteer programmes with employability and active engagement. Help to support fellow patients in our self help/support groups towards feeling better about themselves with regards to health/ healthy eating/weight loss and getting exercise.	Education - how to be healthy and active link with other health organisations to create a more holistic approach (Health checks). Improved knowledge and signposting. GP's need to know what there is out there. Transport - people struggle to get out. Encourage more residents to be active. Marketing. Target 'at risk' groups. Engage with other organisations to provide physical activities.	Focused support needs. Define community. Identify common themes and linkages for collective working. Funding. Increased choice. Training, supervision, mentoring, networking. Knowledge of what is out there, increased awareness. Volunteers - engage people - challenging.

Outcome 5: Promoting financial well being including through the greater take up of personal budgets and direct payments	**Outcome 6: Carers are supported and have a life of their own**	**Outcome 7: Maintaining independence and resilience with help to stay or get back home and/or developing skills to enter or maintain employment**
Comments	Comments	Comments
Understand how personal budgets help service users achieve personal outcomes and then promote the use of these to service users. Service users choose their own support services and achieve their own personal outcomes. Service users who choose to have personal budgets using them to purchase their own support services that help them achieve their personal outcomes. Educate service users on how personal budgets and direct payments could be used to promote wellbeing. Signpost service users towards independent advocacy services.	Getting the information out there so people now you are there. Carers don't ID themselves as carers and it's working with them to recognise they are and what their choices are. Lack of linkages with GPs/ Pharmacies. Carers are not recognising MH/illness. More education to help carers understand the diagnosis.	There is not a collective arena would like to see a better civic public platform to collaborate with. Organisations need better information about other groups/societies. Better communication. Face to face meetings for the sector. Cross border provision difficult.

Appendix 4: Equality Impact Assessment

The Equality Act 2010 legally requires all public bodies, including local authorities, to carry out equality analysis and to publish their results.

This Equalities Impact Assessment will examine how the strategy and framework will ensure equality of access to council support and funding.

Background

The council's responsibility in the delivery of social care is changing. In future social care will move from a focus on deficits linked to people's needs to one that maximises people's assets with greater responsibility for the broader wellbeing of the whole population.

To do this the council will focus on empowering people and developing stronger joined up communities that will work together to support people to retain or regain their independence throughout their lives.

In this new model for social care the council and its key stakeholders and partners will work together to enable people, their carers, families and communities to support and maintain full and independent lives including by unlocking the potential of local support networks to reduce vulnerability.

The new Model seeks to address the limitations of the current system in dealing with prevention. Faced with a number of significant challenges such as an ageing population, shrinking budgets and changes to the make up of the local community the existing model is unsustainable. This is because while raising the eligibility criteria for health and social care may be inevitable it will leave a growing number of ineligible adults vulnerable to risk factors that could see them rapidly deteriorate into substantial and critical need.

To achieve this, the council and Slough CCG have agreed a series of commissioning intentions to improve and reshape the current market to a new agreed model of delivery that utilises an Outcomes Based approach to build community capacity, enabling the development of strong, supportive communities to grow social capital, whilst delivering for its customers universal services, personalisation and community based support.

The outcomes will deliver:

- Improved access independent information, advice and advocacy to help meet people's health and care needs
- Joined-up personalised services that improves their health and wellbeing
- Improved access to personal budgets and direct payments
- More support and encouragement to live healthy and active lifestyles
- People will be part of an active and supportive community
- Better support to maximise financial wellbeing and to enter employment
- Carers are supported and have a life of their own
- People can live as independently as possible.

Universal access to the right quality information, the information people need to self-manage should, we believe, be easily accessible and available in ways which make sense to the individual. This will include its availability in a range of formats including for those people who may have the resources to pay for their care and support needs.

In addition to the simple provision of information, older, BME and disabled people can benefit hugely from having support to 'navigate' around 'the system'. Joined up access routes and information systems is key to achieving a situation where 'no door is the wrong door'.

The investment in preventative services is designed to reduce demand on specialist services in the long term, help people to improve their quality of life, increase people's choice and control, their economic wellbeing, improve their health and emotional wellbeing and help and encourage people to make a positive contribution with freedom from discrimination or harassment, maintaining their dignity and respect.

During the re-commissioning process the council has extended the existing funding arrangements for the VCS to 31/12/2015 to maintain service provision while full consultation and review takes place.

Equality Impact Assessment

Protected Characteristics	Adverse	Positive	Neutral	Comments
Age		✓		The current provision has more services for older people than other protected characteristic groups. Individual consultation will take place with service users at the relevant services as part of the commissioning process. £1.2m of the Adult Social care budget will be ring-fenced to deliver universal or personalised preventative services that enhance wellbeing in line with the Care Act 2014 requirements. Under the proposed commissioning model there is a Community Chest element of funding that will be available for specific good practice provision for a time limited period to facilitate sustainable models of provision.
Disability		✓		No specific impact identified
Gender reassignment			✓	No specific impact identified
Marriage and civil partnership			✓	No specific impact identified
Pregnancy and maternity			✓	No specific impact identified
Race		✓		The current provision has more services for people from specific BME groups. Individual consultation will take place with service users at the relevant services as part of the commissioning process. £1.2m of the Adult Social care budget will be ring-fenced to deliver universal or personalised preventative services that enhance wellbeing in line with the Care Act 2014 requirements. Under the proposed commissioning model there is a Community Chest element of funding that will be available for specific good practice provision for a time limited period to facilitate sustainable models of provision.
Religion and belief			✓	No specific impact identified
Gender			✓	No specific impact identified
Sexual orientation			✓	No specific impact identified

Further Mitigation Actions

- A full consultation process is underway with VCS organisations and organisations commissioned to represent the views of service users over the period 25th January 2015 to end of July 2015. The consultation was launched with a consultation and engagement meeting attended by 40 VCS representatives on 29 January 2015
- A series of monthly consultation meetings are underway facilitated by SCVS. The meetings are designed to ensure VCS organisations and groups are included in the market options
- A separate service user survey will be developed and be available to complete on-line and in hard copy format. An easy read version of the service user survey will be developed and made available to service users
- Support smaller VCS groups to comply with tendering/admin/reporting requirements for SBC
- Ensure partners and providers are aware of and complying with our standards on equality and there are quality assurance mechanisms
- Consideration to be given to extending the remit of this strategy to cover services that support children and young people and also supported housing services at first review.

This document can be made available on audio tape, braille or in large print, and is also available on the website where it can easily be viewed in large print.

Promoting and supporting the wellbeing of residents with the voluntary sector

If you would like assistance with the translation of the information in this document, please ask an English speaking person to request this by calling 01753 xxxxxx.

यदि आप इस दस्तावेज में दी गई जानकारी के अनुवाद किए जाने की सहायता चाहते हैं तो कृपया किसी अंग्रेजी भाषी व्यक्ति से यह अनुरोध करने के लिए 01753 XXXXXX पर बात करके कहें.

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet	**DATE:**	22 June 2015
CONTACT OFFICER: **(For all enquiries)**	Ruth Bagley (Chief Executive) Sarah Forsyth (Children's Services Partnership Lead) (01753) 875657		
WARD(S):	All		
PORTFOLIO:	Councillor Pavitar Mann (Commissioner for Education and Children)		

PART I
NON-KEY DECISION

SCHOOL PLACES STRATEGY 2013-2022

Purpose of Report

To update Members on the pressures, emerging risks and progress made in delivering schools places in the borough and to raise awareness of the financial plan.

Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

a) That the present over supply of secondary places and the risks it presents be noted;

b) That the projects in progress be noted; and

c) That the approach to school places planning as set out in the report be endorsed.

Introduction

1. The council has a legal obligation to ensure sufficient school places for all Slough children. Members have received previous reports on the School Places Strategy and on specific proposals to deliver and facilitate school places. The key principles and approach of the strategy developed in 2013 are attached as Appendix A. In broad terms the strategy involves developing new places which will best satisfy the needs of the children and young people of the borough, to take the opportunity of free schools where they satisfy those needs and to plan for a flexible supply of expansions and new schools to match the dynamic environment of school place demand.

2. Population profiles, supply and demand are kept under regular review and in particular emerging risks are being recognised and tackled. Place planning follows the adopted strategy and in the face of fluctuating projections takes both a planned and opportunistic approach.

3. The plan period of the strategy now embraces the conclusion of long-standing agreements for school expansion pre-dating late 2013 and projections of both supply

and demand have been developed to 2022. This has also enabled financial planning to be developed into the future.

4. This report seeks to bring all the elements of forecasting, place planning, free schools and council-funded projects and the financial plan together for members.

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

5. Wellbeing Priorities:
   - Economy and Skills – the delivery of school places for Slough residents will support delivery of skills and qualifications to young people in Slough and improve their life chances. However, some uses of land may have greater value to the town's economy if used for purposes other than education.
   - Health – the delivery of well-designed schools with adequate outdoor space will provide an opportunity for young people to live active lifestyles and contribute to improved fitness and the reduction of childhood obesity and other health risks.
   - Regeneration and Environment – using land to deliver school places may have regeneration value and may deliver environment improvements or damage e.g. through increased traffic levels. Other uses may have higher regeneration value and different environment consequences.
   - Housing – there is an acute shortage of developable land in the borough and a high pressure for both housing and education land. Decisions on the use of land must balance the two needs as well as other needs for community services.

6. Five Year Plan Outcomes

   - Children and young people in Slough will be healthy, resilient and have positive life chances – the delivery of sufficient school places in an appropriate mix for local children and young people will offer the opportunity for educational attainment and positive life chances
   - The Council's income and the value of its assets will be maximised. Selective use of council land, expansions on existing school land and identification of sites inside and outside the borough will ensure a balanced use of the available land and maximise community benefit. A balanced use of council grant and free school opportunities will maximise the funding available.

Other Implications

7. Financial: Delivery of sufficient school places will be dependent on:
   - The effective use of the Basic Needs grant and other education funding that may be available; and
   - Support for government-funded free schools where they meet the needs of the borough.

   The full financial plan is set out below.

8. Risk Management. A full table of risks is set out as Appendix B. The key risks are:
   - Shortage of sites within the borough whether for stand alone schools or annexes
   - Mismatch of supply and demand and the pressures and destabilising effects on the school community. This short term risk currently is an over supply of secondary places that may in time transform into an acute shortage.
   - Funding shortages in the medium to longer term

   These are dealt with below.

9. Human Rights Act and Other Legal Implications

   There are no Human Rights Act implications of the proposed action.

10. Equalities Impact Assessment:

    An Equalities Impact Assessment has been carried out for Slough's strategic approach to school place planning; it does not suggest that any changes are required. The positive impacts identified include:

    - All Slough children (including new arrivals which comprise a high percentage of BME families) obtaining a school place with a variety of admissions choices/options available
    - All new places being highly disabled accessible and
    - SEN places expanding

    There may be a negative impact caused by

    - Free schools opening with selective admissions policies and
    - Opening non-selective places which would shrink the percentage of selective places (whether by ability or by faith, gender etc) as a percentage of the total places

    Both these negative impacts are an acceptable consequence of increasing provision and choice.

    Decisions on individual projects will be supported by appropriate prior assessments where required.

11. Property and site issues:

    A shortage of suitable sites within the borough boundaries remains one of the biggest risks to delivery of sufficient places during the plan period.

    This risk is greatest for secondary schools because of the level of demand and scale of site required. The demand for sites for school places must also be set into the acute need for housing and needs for other facilities to serve our population.

    Expansions of existing schools and bulge classes will generally use existing school land and not impact other council plans. Subject to the agreement of individual schools, this has been a successful way of satisfying primary needs. This approach is naturally limited by the number of schools which are willing or able to expand further.

    The Cabinet has previously agreed to work towards providing leases for the former Arbour Vale School and Castleview sites for new free schools. The arrangements for the former site also involve changes to the playing fields of St Joseph's Catholic High School to permit a new community sports facility to be built on the released land. The detailed agreement with the DfE is in its final stages.

    A site is required for the approved Free School, SASH2. Options being considered include council land as well as identification of private sites. Expansions of some existing secondary schools has also been explored.

    The SEN expansion programme includes a number of options that may require use of vacant sites. A further report or reports will be brought back to Cabinet for consideration of any options that involve non-school land.

At this stage site identification in a borough built to its boundaries remains the biggest obstacle to delivery of the strategic aim for school places for young people in Slough to the end of the plan period and forces the council to look outside its boundaries.

12. Carbon Emissions and Energy Costs

    The expansion of school places has and will continue to increase Slough's energy consumption, a natural result of a larger population. All new buildings will comply with current building regulations which include energy efficient buildings and will meet the requirement to provide 10% of energy consumption through renewables where applicable. Where existing schools are expanding Slough will aspire to allocate funding towards improvements to the current building for items such as new boilers, windows, roofs etc.

Previously identified pressures – December 2013

13. School place predictions are based on birth rate, known pre-school children, known primary school children and an estimate of growth based on inward migration. In addition to population pressures, Slough also has high demands on particular schools from outside the borough, most notably on selective secondary schools and to a lesser extent on faith and on the girls' secondary school. As a result, whilst Slough provides the appropriate number of secondary places to serve residents, about 25% of secondary places have typically been taken up by young people from out of borough. Consequently, the provision of places for Slough young people delivered outside our boundaries (Churchmead and Burnham Park Academy) is critical in our planning.

14. In a dynamic population, forecasting beyond three years remains extremely uncertain. Slough has refined forecasting models to achieve less uncertainty. Reports to members in 2013 and 2014 provided a strategic update on forecasts and planned growth and predicted that Slough would require up to 15 new forms of entry at primary level and 38 new forms of entry at secondary level by 2021/22. It was predicted that a corresponding increase in special needs placements would also be required.

New assessment of pressures – May 2015

15. The 2013/14 forecasts have proved sufficiently accurate for planning purposes and have also been used to lobby government to manage free school supply more sensitively.

    Primary pressures

16. The overall scale of demand is now less than the corresponding demand for secondary places. Planning and delivery is more dynamic and requires a very flexible approach.

17. For 2014-15 there are 82 forms of entry available in the borough. Current forecasts suggest that demand will rise for 2 years, in 2015-16 and 2016-17, before reducing back to current levels in 2017-18. For each of the 2 interim years, up to 5 additional reception classes will be required.

18. The council is therefore planning for a temporary rise in demand for 2 years. As well as 5 additional forms of entry, a further 2 forms are required to replace the 2 bulge

classes that opened at Foxborough and Penn Wood in 2014-15, altogether up to 7 new forms of entry may be required. There will be provided for 2015-16 by:

- +1 Permanent form of entry at Claycots Town Hall,
- +3 A new Free School at Langley Academy,
- +2 Temporary 'bulge' classes at Cippenham Primary; and
- +1 Bulge class, location still to be agreed.

19. Note that the second bulge class at Cippenham Primary and the extra bulge class will only open as required, and will be deferred to 2016-17 if not required at all in 2015-16.

20. The permanent new forms of entry created in 2015-16, will mean there are 84 permanent forms of entry available. Up to 3 additional bulge classes will be required for 2016-17. These have yet to be identified although discussions are ongoing with schools.

21. The fall in birth numbers in 2012-13 (the first drop since 1996), means that demand for reception places in 2017-18 should approximately match that for 2014-15. Current plans mean provision will exceed forecast demand by 2 forms of entry. When the new birth data for 2013-14 is received in August 2015, it will be possible to understand if the reduced birth data in 2012-13 was a blip or the start of a downtrend trend.

22. Inward migration: On average there is a net increase of over 25 pupils into every primary year group during each curriculum year. In the past, with new schools and new forms of entry opening regularly, it has been possible to manage this demand within existing projects, if birth rates continue to drop or level off then it may become necessary to open additional bulge classes in higher year groups (Years 1-6). It may become possible to use empty classes to accommodate the growth in higher years but this would only be possible if there has been a significant reduction in demand in the lower year groups freeing up some classrooms.

23. Should the demand for primary school places diminish in future years, it is anticipated that bulge classes and temporary provision can be removed before there is a threat to existing schools. The Project Board continues to seek possible expansion or new solutions to be prepared should the anticipated reduction in demand not arise.

Secondary

24. Attached at Appendix C is a table setting out the current projection of over supply and deficit in secondary schools serving the borough. The original forecast of 38 FE for the plan period 2013-2022 remains sufficiently accurate at 37. The profile of supply versus demand is the challenge. There has been a rapid expansion of free school provision. Whilst welcoming the provision, the council lobbied to defer such openings in line with demand. This has met with some limited success.

25. New free schools already opened are providing approximately 17 forms of entry. The borough has typically been reliant about 6 FE provided in two non-selective schools in neighbouring authorities. Together this provision currently amounts to an over supply for Slough usage in 2015-16 of about 7FE. This has resulted in a significant lack of applications for the two out of borough schools and a modest shortfall in take up in Slough schools.

26. An over supply of 3FE is predicted for 2016-17 and is also likely to be concentrated in out of borough schools. This puts at risk the viability of those schools on which Slough will be reliant in the future.

27. Most recently in recognition of that over supply and to stabilise their pupil numbers and staffing two in-borough secondary schools are considering reducing their Planned Admission Numbers (PAN) for 2015-16. The advantage of this approach is that it will mean that any new applicants will be allocated to those schools which still have vacancies within their PAN. This will temporarily reduce the apparent over supply and these admission numbers can be reinstated in year if demand should rise.

28. Supply and demand reaches reasonable equilibrium in 2017-2018 on the assumption that a site is identified for SASH2 and there is partial opening in that year. It also assumes that a similar level of places currently available to Slough young people in non-selective schools outside the borough remains stable during the plan period.

29. In the longer term we predict a shortfall of 13 forms of entry by 2022, with a deficit of places predicted in 2018-19.

30. Currently there are plans and opportunities as follows but these largely remain.

• Langley Grammar expansion	1FE	Agreed by Cabinet. Project to coincide with a rebuild as part of the Priory School Building Programme 2
• Heatherden Hall Arts Academy	2.5FE	Bid was not successful in the latest bidding round but a re-submission is expected
• Expansion of existing Slough schools	4.5FE	Agreed in principle
• Expansion of other schools	3.3FE	Discussions held

Special Education Needs (SEN) pressures

31. Forecasting for SEN places is based on the assumption that the current proportion of the population requiring such places will remain constant e.g. a 50% forecasted growth in the year group over a five year period, would assume a 50% rise in demand for SEN and Pupil Referral Unit (PRU) places over the same time period.

32. Based on the above methodology, it is predicted that an additional 269 places will be required across mainstream schools, special schools and resourced units. The majority will be required in special schools, with over half the required need at the secondary level.

33. In addition to the new resourced units that have been opened in the borough, the council and new SEN School Organisation Group are exploring the options for expanding existing provision to deliver an additional 325 places in the borough based on opportunities within existing special schools to satisfy some need. SASH is also considering exploring the opportunity of a special Free School bid.

Financial planning

34. Slough's main source of funding for creating new school places is through Basic Needs Grant, a grant allocation for which the council bids annually on the basis of

forecasted need. Since 2007-8 Slough has worked with schools to plan, prioritise and deliver an expansion programme to meet the annual demand for new places. New proposals take into account the views of headteachers and governors who have their own pressures and concerns about performance, manageability and over-development. The majority of primary schools have already expanded at least once; others are on sites that cannot expand further, are in the wrong place or are in Ofsted categories needing to improve. This situation is further complicated by the increasing number of schools becoming academies, which have increased autonomy and can decide not to expand even if requested by the Council.

35. The principal route to building 'new' schools is via the government's Free Schools programme. Slough has limited control over these schools; Council's are consulted for their views on new proposals but the final decision by the Department for Education on whether to approve an application may not take account of the Council's assessment of need, timing, location or type of school.

36. The Strategy seeks to seek opportunity from the Free Schools programme, whilst using Basic Needs for targeted expansion. As the council becomes more confident of that it has the potential resources to satisfy need, the Board is considering how the potential remaining resources can be used to enhance the other facilities, e.g. school halls, of expanded schools and how other education projects can be financed.

37. Appendix E shows the School Places Capital Programme 2014-20. This shows the current financial projections for completing the delivery of school places for the plan period based on the predicted needs and proposals set out above. Of the currently available £62 million, £26 million is committed to specific schemes, with a further £30.5 million allocated provisionally, leaving an unallocated sum of £6 million.

38. The council will expect to attract further Basic Needs Grant and S106 in future years and will also continue to support appropriate Free School bids.

39. The present financial forecast shows a relatively healthy position with some current leeway for investing in projects beyond volume places.

Revenue risks

40. The expansion of school places presents a short term revenue risk for individual schools as the school census catches up with formula funding. The council is working with the Schools Forum to use Growth Fund within the DSG to mitigate the impact. This pot is restricted by external controls and there is a growing demand arising from the planned expansions. Funding for new SEN places is entirely controlled and there is an increasing risk that new SEN places will be under funded. Officers are working with Schools Forum to identify and mitigate this risk.

41. Both constraints may impact on the willingness of schools to expand and this is a key concern in negotiations for expansion.

Conclusion

42. This report updates Members on the strategy to deliver school places for all young people in the borough in the period to 2022. There are considerable obstacles and risks and some turmoil in the system. Within those limits the Board is working to a programme with the potential to fulfil need during the plan period.

Appendices

A Principles of the School Places Strategy-
B Risk Management
C Secondary School Places
D SEN and PRU places
E School Places Capital Programme

APPENDIX A

Principle of the School Places Strategy

The overwhelming priority of a school places strategy is to continue to deliver high quality and improving education to the young people of the borough. In addition any strategy should recognise the high levels of child obesity and poor levels of physical activity.

The principles of the emerging strategy are to:

- Prioritise expansion or delivery of schools to deliver maximise the benefit to Slough residents
- Support expansion of selective schools only where the expansion will not add to the imbalance between selective and non-selective places
- Allow for adequate playing fields on or very easily accessible to the site
- Maximise the available sources of funding or schemes? for delivery
- Be part of a holistic plan for future developments in the borough
- Recognise that land use pressures must result in provision being made outside the borough
- Be sufficiently flexible to respond to acceleration or deceleration in demand.

The development of a new strategy has involved site identification, initial consultations with a number of relevant schools and discussions with possible promoters.

Site identification has involved:

- Locating schools as close as possible to areas with the highest projected demand
- Examining existing school sites for expansion and/or ability to accommodate entirely new schools easily accessible to the site
- Examining sites within the Council's ownership
- Identifying sites adjoining or nearby secondary schools to create annexes
- Identifying suitable sites within the borough for new primary or secondary schools. This has included considering sites previously identified for the SRP.
- Identifying sites immediately outside the borough for new secondary schools.

In considering priorities on existing school sites the emerging strategy takes account of:

- Space available and particularly playing field area remaining after proposals
- Capacity to accommodate further responsibility and change
- Realistic capacity of a school to grow. For example, sites may be able to accommodate expansions but result in over large primary schools
- Discussions with heads and governors which are in their preliminary stages

On potential new sites

- Projected demand for places
- Land available by some means on or off the site for adequate playing fields
- Ownership constraints.

And on all sites existing or new:

- Land constraints such as flooding, protected status, major utilities

- Traffic management issues, although virtually any development will exacerbate current congestion

The approach is to achieve a flexible and deliverable supply. Expansion on existing sites may be easier to achieve but this has been tempered by the recognition that this may create over-large schools unless an entirely new school or distinctive annex can be accommodated. To satisfy need, a combination of new schools and expansions will be required. To ensure flexibility, early or in principle agreement on new schools should be secured in company with a series of school expansions which can be brought forward as true pupil numbers become clear.

APPENDIX B

Risk Assessment

Risk	Mitigating action	Opportunities
Legal Challenges from government and specific interest groups to overall strategy.	Ensuring sound basis to strategy. New places will adhere to the School Admissions Code.	Delivery of a coherent, comprehensive strategy will set the context for the long term.
Property – A number of potential sites are in private ownership impacting on costs, timing and achievement of purchases.	Ensure a clear picture is held of sites in SBC control to manage negotiation effectively.	New schools being linked to regeneration plans for neighbourhoods.
Property – Lack of sites may mean that schools are not ready when required.	Some expansion on existing sites provisionally agreed. Limited availability of sites means prioritising proposals for schools that are most likely to maximise places for Slough children.	
Challenges from landowners. Planning challenges. Provisional sites not suitable.	Negotiation (and possible CPO). Sound holistic planning case to demonstrate that sites are best suited. Sound initial consideration avoiding wasted effort.	Use of schools on some sites may regenerate the area.
Equalities Issues Challenges from special interest groups.	Ensure needs of all parts of community are considered and balanced in the strategy. Appropriate consultation and consideration.	
Equalities Issues – Rise in demand for	Combination of expansion and new SEN specialist	Look at potential for inclusion of SEN

APPENDIX B

Risk	Mitigating action	Opportunities
SEN provision exceeds the availability of places leading to possible challenge and costly replacements outside of the borough.	units required. Work with schools via SEN School Organisation Group to plan expansion of provision.	provision within new Free Schools.
Financial – Over £150m will be required to fund the school expansion programme to 2022.	Basic Need funding for new places has been confirmed to 2017-18. Free Schools are currently externally funded; a number are already agreed with further applications in the pipeline. Annual capital bids submitted to DfE.	Section 106 contributions where relevant. Other external capital funding streams such as the Priority School Building Programme. Match funding bids to PSBP and other schemes.
Health and Safety Traffic risks.	Avoiding sites which present high risks. Sound transport planning.	Promoting green travel plans.
Employment Issues		
Communications and community support	Effective communication plan.	Improving understanding of the constraints under which the Council operates.
Community Safety		
Timetable for delivery – projects delivered later than required for pupils, or not delivered as planned as schools choose not to cooperate or do not have the capacity to expand.	Forward planning. From approval, large projects are likely to take at least 24 months to complete and open places to pupils. Projects need to start in good time with the possible risk that this provides some short-term overprovision. Work closely with schools and heads' groups to	

APPENDIX B

Risk	Mitigating action	Opportunities
	ensure buy-in. Allocate adequate funding for projects.	
Project capacity – Insufficient capacity to deliver such a large expansion programme.	Dedicated project support in place.	
Other – Mismatch between the provision of new schools and the rising demand, due to inability to control approval and opening of new Free Schools.	Build flexibility into timetable of projects. Intensify dialogue with DfE and Education Funding Agency.	
Other – Demand may rise faster or slower than predicted.	Latest information is constantly monitored and any significant changes incorporated within the delivery programme. New projects may need to start or be delayed. Dialogue with DfE and Free School promoters regarding phased openings.	
Other – The expansion of existing schools or work on Free School proposals may affect performance and pupil outcomes.	Expansion projects to be adequately funded. Provide support for Slough schools as they expand or prepare to apply for Free Schools.	

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Long Term Secondary School Place Planning 2013 to 2022

Target surplus = 2 FE

Year	Cumulative projected new places required (FE)	Approved Free Schools					Cumulative growth in provision	Projected deficit/ over supply (FE)	Neighbouring Schools – surplus places available for Slough pupils		Total projected deficit/ over supply (FE)
		Khalsa Secondary Academy (assume 50% from Slough)	Ditton Park Academy	Lynch Hill Enterprise Academy	Eden Girls' School (assume 90% from Slough)	SASH2			Burnham Park Academy	Church-mead CE School	
	New school PAN	120	180	180	100	180			140	140	
Sep-13	2	2						0.0		1.5	1.5
Sep-14	5		4	3			7	1.8	0.5	2.5	4.8
Sep-15	11		2	3	3		15	4.0	0.5	2.5	7.0
Sep-16	15						15	0.0	0.5	2.5	3.0
Sep-17	20					3	18	-2.0	0.5	2.5	1.0
Sep-18	27					3	21	-6.0	0.5	2.5	-3.0
Sep-19	30						21	-8.8	0.5	2.5	-5.8
Sep-20	32						21	-11.0	0.5	2.5	-8.0
Sep-21	34						21	-12.5	0.5	2.5	-9.5
Sep-22	37						21	-15.8	0.5	2.5	-12.8

Assumptions:

1. The 5 approved Free Schools open as shown, if delayed pupils are likely to take up places outside the borough.
2. Percentages of pupils from Slough are as shown next to each school, these are estimates.
3. Khalsa is not a Slough school but absorbed 2013/14 growth.
4. Slough schools remain more popular with Slough pupils than those over the border.
5. Surplus at non-Slough schools remains unchanged over time.
6. Forecasts adjusted upwards as a Free School adjustment based on admissions data for Sep-15.
7. Lynch Hill has decided to reduce its PAN to 90 or 120 and another school is considering dropped its PAN by 20 places. These changes are temporary and will reduce the over supply in admission terms for 2015-16 and can be reversed as demand increases.

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APPENDIX D

SEN and PRU Places

Slough has recently established the Special Education Needs School Organisation Group (SEN SOG), a group comprising officers, headteachers and Cambridge Education. The group has been tasked with developing an additional needs strategy and agreeing a programme to create the increased capacity required to 2022.

Forecasts

Forecasts of demand for Special Educational Needs (SEN) places and Alternative Provision for those not in school (pupil referral units or PRUs), are primarily based on the assumption that the current proportion of the population requiring such places will remain constant. So for example, if forecasts indicate a 50% growth in a year group over 5 years, then it is assumed that the demand for SEN and PRU places for that year group will increase also by 50% over 5 years.

Place Planning to 2022

i) SEN

The table below summarises the SEN growth required from 2013 to 2022 based on the forecast methodology described above.

Place Type	Primary	Secondary	Post-16	Total
Mainstream	35	62	4	101
Resourced Units	22	27	1	50
Special School	24	83	11	117
Total places	**82**	**172**	**15**	**269**
Growth	21%	49%	21%	

Where a pupil is recorded as mainstream, this means that they have a statement of SEN and are fully integrated into mainstream schooling and do not require specialist provision for parts of the day. Although, pupils in this category may require adaptations to the building to ensure accessibility can be maintained.

In 2013 and 2014, SEN resource units were opened at Slough and Eton CE, Godolphin Infant and Godolphin Junior, Castleview and Priory Schools, Slough Centre and Baylis Court Nurseries. Despite this growth in provision there remains a pressure on places in all sectors.

ii) PRU

In consultation with SEN SOG it has been decided to explore expanding existing provision in the first instance rather than seek to open new schools. Both Slough's PRU schools are Good or Outstanding as rated by Ofsted and are best placed to understand the specific types of provision that are needed in the coming years in Slough. Haybrook College and Littledown offer both SEN and PRU places and are able to create bespoke units within their schools as required, where capital and revenue funding permit.

iii) Pipeline of Projects

The table below summarises the draft expansion programme for both SEN and PRU places. A number of these projects are still under discussion and are subject to agreement on numbers, SEN type, opening dates and budget requirements.

APPENDIX D

		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Totals
Resource Unit Places	Priory	10							**10**
	Ditton Park			4	4	4	4	4	**20**
	SASH2				3	3	3	6	**15**
	Early Years Assessment Unit		10						**10**
Special School Places	Littledown – primary places	6	8	6	5	5			**30**
	Littledown – secondary places		2	2	2	2	2		**10**
	Arbour Vale/ Free School			90					**90**
	New project/s						?		**40**
PRU Places	Existing school or new school		25	25	25	25			**100**

The recently opened resource units and those above cater almost exclusively for ASD and/or Complex Needs, areas of rising need both nationally and locally. Growth in demand for other types of need is expected to be relatively low but this will be closely monitored and existing units expanded or new units proposed where they are required.

APPENDIX E

School Places Capital Programme 2014-20 (000s)

Denotes provisional sums

		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Project totals
Primary Expansion Programme	Expansion of existing schools	£2,670	£5,443	£9,976	£2,049	£0	£0	**£20,138**
	Contribution for 3G pitch at Langley Academy		£650					**£650**
	New annex and/or bulge classes		£500	£500				**£1,000**
Secondary Expansion Programme	Langley Grammar expansion				£1,500	£1,500		**£3,000**
	Expand existing schools / build new school		£500	£4,000	£3,000	£5,500	£7,500	**£20,500**
Additional Needs (SEN) Expansion Programme	Completing Haybrook and Littledown projects	£100						**£100**
	SEN Resource Expansion	£8	£700	£317	£250	£250	£250	**£1,775**
	Special school and PRU expansions		£600	£4,300	£2,100			**£7,000**
Other Projects	323 High St / Haybrook College	£200						**£200**
	Early years projects	£267	£365					**£632**
	DDA	£25	£75	£50	£50	£50	£50	**£300**
	Arbour Park Project - St Joseph's		£500	£500				**£1,000**
	Expenditure totals	£3,270	£9,333	£19,643	£8,949	£7,300	£7,800	**£56,295**
	carry forward (Basic Need and s106)	£31,710	£36,150	£37,956	£30,009	£21,296	£13,996	
	income (Basic Need only)	£7,710	£11,139	£11,696	£236	**tbc**	**tbc**	
	Balance	£36,150	£37,956	£30,009	£21,296	£13,996	**£6,196**	

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd June *2015*

CONTACT OFFICER: Savio DeCruz, Acting Head of Transport, 01753 875640

(For all enquiries)

WARD(S): Langley St Marys/Langley Kedermister/Foxborough and Colnbrook with Poyle

PORTFOLIO: Councillor Sohail Munawar
Commissioner for Social and Economic Inclusion

PART I
NON-KEY DECISION

High Speed 2/Heathrow Express Depot

1 Purpose of Report

The purpose of this report is to provide members with an update following discussions with High Speed 2 (HS2) on the relocation of the Heathrow Express (Hex) Depot and approval to proceed (subject to Full Council) with petitioning against the HS2 Hybrid Bill Additional Provision.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that delegated authority be given to the Head of Legal Services subject to Full Council approval for a petition to be raised against the Additional Provision in the HS2 Hybrid Bill for the relocation of the Hex Depot to Langley.

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

3a. Slough Joint Wellbeing Strategy Priorities

The following Slough Joint Wellbeing Strategy Priorities are addressed by the following scheme:

Health - The relocation of the Depot is likely to affect air quality around Langley and the Brands Hill areas as construction traffic will be routed through Brands Hill which is an AQMA site.

Economy and Skills - The relocation of the Depot will not lead to any additional jobs being created in the borough (as the staff currently working at the Old Oak Common site will be redeployed to Langley). Some new jobs could be created during the construction period although this not guaranteed.

Regeneration and Environment - Slough's environment will not be enhanced by this development and could impact negatively on the Wellbeing Board's regeneration aspirations: by restricting business growth. Residents will also experience more

noise, vibration and traffic during both the construction and operational phases of the Depot.

Housing - Housing will also be directly impacted as the site currently identified for the Depot was to be used for housing.

Improving the image of the town -The image of the town will be affected by the size of the development and increased traffic congestion.

3b **Five Year Plan Outcomes**

The following Five Year Plan outcomes are affected by the HS2/Hex Depot relocation:

Outcome One: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay

- The proposed development will have a significant effect on transport infrastructure in the immediate vicinity of the proposed Depot and possibly across the rest of the borough (particularly during the construction period). Construction is estimated to take around 2 years before the Depot is fully operational.
- Air quality in the vicinity will also be affected: most if not all HGV traffic will want to come through the Brands Hill area which is already recognised as being the worst of our four AQMA sites. There is no mitigation planned by HS2 so it will be difficult to stop this routing unless a low emission action is delivered.
- There is also a potential risk that HS2's proposals could cause abortive costs to the Western Rail Link to Heathrow (WRLtH) scheme. HS2 are currently proposing an alternative option for the Hollow Hill Lane bridge to that required by the WRLtH scheme: HS2 propose keeping the bridge and increasing its height in order to allow all traffic to pass over it (HGV's traffic is currently restricted), while WRLtH want to close the bridge and reprovide it outside the borough. The bridge cost alone for the HS2 option is estimated to be in the region of £50m.

Outcome Two: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough

- If this Depot goes ahead as planned approximately 200 new dwellings and / or businesses will lost and cannot be relocated elsewhere in the borough. There would also be a loss in council tax and / or business rates that would have accrued back to the council as a result of these new developments.

Outcome Three: The centre of Slough will be vibrant, providing business, living, and cultural opportunities

- In order to make the Centre of Slough vibrant, we need to change the image and perception of the town by emphasising and promoting our accessibility, connectivity and productivity to new businesses. Increased congestion and a lack of good quality housing could frustrate our efforts and inhibit local economic growth.

4 **Other Implications**

(a) Financial - There is likely to be a cost implication to fund a petition. At present officers are seeking clarification on the costs involved from other local

authorities who have already submitted petitions under the first round of petitioning. It is also usual for bodies seeking to petition against a Bill to appoint a parliamentary agent to advise on the formulation of the petition and to physically lodge the document with the Bills office. These costs are also being investigated.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal a) Legal advisor to be appointed. b) Four weeks to respond to Additional Provision in the Hybrid Bill.	a) Early intervention with legal approving advisor. b) Legal advisor drafting early response prior to the Bill being deposited.	
Property	No risks identified	
Human Rights	No risks identified	
Health and Safety Air Quality affecting residents	SBC will need to lobby for HS2 to provide mitigation	
Employment Issues No new jobs created Impact on attracting new business to area	SBC will need to lobby for HS2 to consider this if the site proceeds	
Equalities Issues		
Community Support Unfavourable response to wider public consultation.	HS2 to provide response to public feedback.	
Communications a) Public unaware of proposals	a) Appropriate stakeholder engagement to be carried out before works are carried out	
Community Safety	No risks identified	
Financial Legal costs will need to be met.	a) Engagement with proven/experienced legal representatives	
Timetable for delivery Works expected in 2017.	Discuss with HS2 routing to limit impact should development proceed.	
Project Capacity	No risks identified	
Other		

(c) Human Rights Act and Other Legal Implications - There are no Human Rights Act Implications for the proposed action. Individuals and communities who are 'specially and directly' affected by the Hybrid Bill may petition against it, with the petition being heard by the House of Common's High Speed Rail (London – West Midland) Select Committee. This Committee has the power to amend the Bill by limiting the powers its gives and by inserting new powers. Where the latter amendments might themselves cause particular adverse effect, they can also be petitioned against.

So far there has been one round of such 'Additional Provision' to the Bill, initiated by the promoter (the Department of Transport) in 2014 and largely

concerned with reaching accommodation with petitioners from various parts of the line. A second round of petitioning has recently been announced (commencing on the 13 July) with an anticipated deadline of 10 August for the deposit of final petitions to the Select Committee.

Subject to members view, officers intend to petition Parliament on HS2 during this second round of petitioning.

(d) *Equalities Impact Assessment (EIA)* -There is no identified need for the completion of an EIA for the proposed action.

(e) Workforce - There are no identified workforce implications for the proposed action.

(f) Property - There are no identified property implications for the proposed action.

(g) Carbon Emissions and Energy Costs - There are no identified carbon emission and energy cost implications for the proposed action.

5. Supporting Information

5.1 The Hex Depot relocation to Langley is as a direct consequence of the changes being made to the Old Oak Common interchange/maintenance site as part of HS2 works. HS2 argue that there is insufficient space to locate and/or operate from this site. A number of other potential sites have been investigated and evaluated but Langley is being proposed as the only viable option.

5.2 Officers believe there are a number of more effective ways of delivering the Depot - either at other sites along HS2's route or from the Old Oak Common site. These alternatives have been presented to the HS2 but to date these suggestions have met with very little support from with the HS2 team.

5.3 We are aware that HS2 plan to deposit an Additional Provision (AP) (with an accompanying Environmental Statement (ES) to the Hybrid Bill (setting out their plans for Langley) with Parliament, on the 13th July 2015.

5.4 The deadline for the submission of final petitions to the Select Committee is presently unclear - but we have been advised that it could be as little as 3 to 4 weeks after the AP has been deposited. This means that any petition officers develop (with the assistance of a parliamentary agent) will need to be lodged with the Select Committee by 10 August at the latest.

5.5 In order for our petition to be recognised and heard by the Select Committee, we need to:

- Demonstrate how HS2's proposals for the Langley site *"directly and specially affect"* the council; and
- Show that our petition has the full approval of council.

5.6 At this point in time, and based on the limited information that is currently available, we anticipate that we may be able to petition on the following issues:

- Loss of housing in the Langley area
- Increased air pollution
- Noise
- Additional HGV traffic on the road network

- Risk of Flooding
- Impact on the WRLTH scheme
- Wider socio – economic losses

5.7 Delegate approval to develop the precise wording and form of the deposited version of any petition developed is therefore being sought to ensure that the Commissioner for Social and Economic Inclusion in consultation with the Strategic Director of Regeneration, Housing & Resources and the Acting Head of Transport has the necessary authority to lodge a petition of behalf of the authority.

5.8 A submission version of the final petition can be brought back to Cabinet for information at a later date.

6 Comments of Other Committees

None.

7 Conclusion

That Cabinet approve in principle (subject to Full Council) delegated authority to petition against the Additional Provision in HS2 Hybrid Bill by August 2015.

8 Appendices Attached

None.

9 Background Papers

None.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd June 2015

CONTACT OFFICER: Catherine Meek, Head of Democratic Services
(For all enquiries) (01753) 875011

WARD(S): All

PART I
NON-KEY DECISION

SCHEME OF DELEGATION TO OFFICERS – EXECUTIVE FUNCTIONS

1 Purpose of Report

To seek Cabinet's agreement to the Scheme of Delegation to Officers as set out in Part 3 of the Council's Constitution insofar as the scheme relates to executive functions.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Scheme of Delegations to Officers set out in Part 3 of the Council's Constitution (as amended at the Meeting of the Council held on 27th January 2015) be adopted insofar as the scheme relates to executive functions.

3 Slough Joint Wellbeing Strategy Priorities

Whilst this report being administrative in nature does not directly contribute to the Slough Joint Wellbeing Strategy Priorities the Scheme of Delegation to Officers will support all of the existing priorities.

4 Other Implications

(a) Financial

There are no financial implications as this report is administrative in nature.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications.

5 Supporting Information

5.1 Under Part II of the Local Government Act 2000, the functions of the Authority are split into executive, i.e. Cabinet functions, and non-executive, i.e. Council functions. The detail of this split is set out in Part 3 of the Council's Constitution entitled 'Responsibility for Functions – Scheme of Delegation to Officers'.

5.2 An executive function can only be delegated by the Cabinet, not by full Council. A number of revisions have been made to the Scheme and titles changed to reflect current structures.

5.3 A number of delegations were inadvertently omitted from the Scheme that was submitted to the Council in April 2014 and approved by Cabinet in June 2014 insofar as they applied to executive functions. This was a drafting error and a number of amendments were therefore agreed by Council at it's meeting on 27th January 2015 to the following sections:

- Part 2 – Delegation of functions to Officers by the Council and Executive (E20).
- Part 3 – Proper Officer functions (Part 3) with regard to the National Health Service Act 2006 (PO61 – PO69).

5.4 A number of amendments were also made to the contracts element of the Financial Procedure Rules to simplify them and provide greater clarity over exemption requests and tendering processes. Procurement delegations B1 and B2 were deleted as they were covered under Financial Delegations A5 and A6 and were therefore unnecessary.

6 Comments of Other Committees

The Member Panel on the Constitution reviewed the Constitution before its submission to Council and Cabinet.

Parts of the Constitution, including amendments to the Scheme of Delegation to Officers, was submitted to and approved by the Council on 27th January, 2014.

7 Conclusion

The Cabinet is asked to adopt the Scheme of Delegation to Officers insofar as it relates to executive functions.

8 Appendices

'A' - Scheme of Delegation – not reproduced

The amendments to the Scheme of delegation were considered at the Council Meeting on 27th January 2015. The Scheme will be amended to take account of re-organisation/restructuring/revised job titles where necessary. The Scheme is available on the Council's Website.

Copies are available on request from Democratic Services (01753 875120)

9 Background Papers

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd June 2015

CONTACT OFFICER: Dave Gordon, Scrutiny Officer
(For all enquiries) (01753) 875411

WARD(S): All

PORTFOLIO: Councillor Mann, Commissioner for Education & Children

PART I
NON-KEY DECISION

REFERENCE FROM OVERVIEW AND SCRUTINY: RAISING PUPIL ACHIEVEMENT / SCHOOL IMPROVEMENT SERVICES

1 Purpose of Report

This report is to report back on the consultation on Slough Borough Council's (SBC) strategy and policy for raising pupil achievement and the protocol for working with academies and free schools which is part of SBC's relationship with these schools as part of its supporting school improvement function. This report also details how resources for school improvement will be targeted to deliver SBC's Raising Pupil Achievement Strategy.

The strategy and policy were recommended by the Education and Children's Services Scrutiny Panel on 15th April 2015.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

(a) That the SBC Raising Pupil Achievement Strategy and Policy, as at Appendices A and B, be adopted.

(b) That the SBC Protocol for working with Academies and Free Schools, as at Appendix C, be adopted.

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

3a. Slough Joint Wellbeing Strategy priorities

Improved pupil outcomes and successful self improving schools supported by appropriate targeted support contribute to a number of the Joint Wellbeing Strategy priorities as set out below.

Priorities:
- Economy and Skills
- Regeneration and Environment
- Safer Communities

Improved pupil outcomes and successful self improving schools supported by appropriate targeted support contribute to the Joint Wellbeing Strategy in the development of Civic responsibility and improve the image of the town.

3b. **Five Year Plan Outcomes**

Improved pupil outcomes and successful self improving schools supported by appropriate targeted support contribute to the Joint Wellbeing Strategy in the development of Civic responsibility and improve the image of the town. The outcomes are:

- *Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay*
- *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*

4 **Other Implications**

(a) Financial

There are no financial implications of the proposed action. All School Improvement services are included in the contract between SBC and Cambridge Education.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	None	
Equalities Issues	None	
Community Support	None	
Communications	None	
Community Safety	None	
Financial	None	
Timetable for delivery	N/A	
Project Capacity	N/A	
Other		

Human Rights Act and Other Legal Implications

There are no human rights implications for this report

(c) Equalities Impact Assessment

A key element of raising pupil achievement is ‘narrowing the gap’ for vulnerable groups.

There is no identified need for the completion of an EIA.

5 Supporting Information

Local authorities' statutory responsibilities for educational excellence are set out in Section 13a of the Education Act 1996. That duty states that a local authority must exercise its education functions with a view to promoting high standards. SBC as the local authority has a statutory responsibility to monitor, challenge and intervene in maintained schools. The Education Act 1996 places a duty on the local authority to promote high standards in academies and free schools. These schools are not maintained by SBC so it does not have powers of intervention, these are held by the Secretary of State.

The SBC Strategy for raising pupil achievement (attached at Appendix A) outlines how SBC as local authority intends to work with early years settings, schools and other partners to promote high standards.

The SBC Policy for raising pupil achievement (attached at Appendix B) outlines how SBC will fulfil its statutory duty towards maintained schools to monitor, challenge, provide early support for those schools in difficulty and intervene as necessary.

In order that there is a clear and constructive working relationship between SBC as local authority and academies and free schools a protocol for working together has been drafted. This outlines the legal expectations placed upon academies and the local authority and outlines how the local authority intends to work with academies and free schools to discharge these responsibilities. (attached at Appendix C)

These three documents were endorsed for consultation by Scrutiny Committee in December 2014. Head teacher representatives were involved in the drafting of these documents. These documents have been circulated for consultation widely including all head teachers and chairs of governors of all schools and academies in Slough.

There have been no suggested alterations raised as a result of this consultation and so it is proposed that these documents are now adopted as SBCs policies.

An important aspect of SBCs Raising Pupil Achievement Strategy is the allocation of appropriate resources to achieve the proposed aims of the strategy. In discussion and agreement with Schools Forum it is proposed that resources are allocated to different strands of activity within the strategy.

These strands of activity for 2015/16 are:

Annual monitoring of schools via the 'Autumn Visit'- a visit by a school improvement consultant to discuss with the head teacher and chair of governors the school's performance and areas for development;

Support by school improvement consultants for maintained schools needing to improve, either identified after an Autumn Visit or after an Ofsted inspection;

Targeted consultant work on areas for support and improvement such as performance of SEN pupils and performance of different groups of pupils as defined by deprivation or ethnicity;

Support for Literacy and Maths in primary and secondary schools;

Head teacher development programme;

A governors' support, training and briefing programme.

Some of this support is delivered by school improvement consultants and some via schools supporting each other, either individually or through school networks.

The total level of funding in 2015/16 to support school improvement and school development across the Borough is projected to be circa £650,000.

6 Conclusion

Cabinet is requested to consider the recommendations set out in the report.

7 Appendices Attached

'A' SBC Raising Achievement Strategy

'B' SBC Raising Achievement Policy

'C' SBC Protocol for Working with Academies and Free Schools

8 Background Papers

Department for Education, Schools Causing Concern. Statutory guidance for local authorities. May 2014

Ofsted. The framework for the inspection of local authority arrangements for supporting school improvement. November 2014

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Taking pride in our communities and town

APPENDIX A

SLOUGH LOCAL AUTHORITY

Raising Achievement Strategy

2015-2017

"Today's education, tomorrow's future"

FOREWORD

We take pride in what has been achieved in Slough through partnership work between and with schools, early years settings and academies, and a strong focus on providing high quality services to children, young people and their families. Our aim is to provide children and young people with the best possible start in life and we firmly believe that high quality education from the earliest stage is the most important route to ensuring that they receive this.

Evidence shows that children and young people make good progress in Early Years settings, schools and academies in Slough. We recognise the achievements and hard work of pupils, early years settings, schools and academies in Slough. However, we know we can achieve more, and this strategy sets out the ways in which the Council's raising achievement services, delivered in partnership with Cambridge Education, will work with partners such as the Slough Learning Partnership and Teaching Schools Alliance to have a positive impact on the effectiveness and quality of education in Slough. We aim to ensure that all our children and young people receive an education which is good or better, and that they should achieve their potential, no matter what barriers they may face.

We know that elected council members, senior officers, head teachers, early years managers and governors understand the drive for all pupils to attend a good or better school by the end of the 2016/2017 academic year. Partnership and collaboration between schools are helping us to move from central intervention and towards school-to-school challenge and support. Schools and settings are increasingly willing to be open and to share strengths and areas for development with each other. Our school leaders understand their responsibility for raising achievement and that the Council's role is to promote high standards and champion excellence through monitoring, challenge and intervention, providing support as appropriate.

We will build on what has been achieved through the work of the Children and Young People's Partnership: the many services across the Council that support our schools and through our close links with other agencies, businesses and local voluntary sector. In partnership we can demonstrate our continued commitment to improving outcomes for children, young people and their families and ensure that children from disadvantaged backgrounds are able to prosper in the future. We also place the highest emphasis on the promotion of the safety and well-being of children and young people, which is so essential in supporting educational success.

Our Children and Young People's Plan harnesses the energy of all our partners towards our vision that all children and young people should:

- Enjoy life, achieve through learning, be proud of where they live and be valuable members of the community

Key priorities of the Plan are to:

- Ensure that children and young people have access to high quality and effective education, leading to rapid and sustainable progress with high levels of achievement and,
- Offer young people opportunities to access high quality education, future employment and training, lead healthy lifestyles and become responsible citizens as they move into adult life.

Children's Centres, Early years settings and schools contribute so much to ensuring that we can achieve our vision and strategic priorities and develop active, responsible and successful learners who are leaders of the future, working in a thriving local economy. We will do all we can, working with them, to ensure that every educational setting in Slough is good or better.

Cabinet Member for Children's Services

Director of Well-being

INTRODUCTION

This Strategy is based on a strong partnership approach across the Slough education community. It is about working together to strengthen schools and raise standards, particularly related to the needs of vulnerable groups. The emphasis is on collaboration and taking pre-emptive action to avoid the escalation of difficulties. The intention is to have robust schools which can not only improve themselves but can also reach out to support others. The Local Authority will take a strategic overview, supporting and brokering early support for those in difficulty and championing a collaborative and positive approach which involves constructive challenge to drive along a path to all schools being good or outstanding. It will foster a close relationship with Slough Learning Partnership and Teaching Schools Alliance in order to ensure there is strong support for schools.

Slough is an urban area, comprising densely populated and richly diverse communities. It has a strong business sector including the headquarters of several key multi-national companies and a 21st century profile of innovative and creative industries. There are, however, significant pockets of disadvantage and many vulnerable children, with high numbers of new migrants and asylum seekers from more than 70 different countries, unaccompanied minors and transient families. There are also large variations in terms of affluence and deprivation among neighbourhoods across Slough.

Over 140 different languages are spoken across Slough and more than 50 different languages are spoken as a first language by children in Slough schools. Within Slough there are well-established ethnic communities. As well as Black and Minority Ethnic (BME) communities, one third of the population was born outside of the UK and one fifth from outside the European Union. In January 2014, children from the 'Any Other White Background' ethnic group (i.e. not White British, White Irish, Irish Traveller or Gypsy/Roma) made up 9.8% of the school roll (*11.4% of the Primary school roll, 8.2% of the secondary school roll, and 6.3% of the Special Schools roll*). Between 2013 and 2014, the total number of pupils attending all schools in Slough rose by 3.53% (from 27,259 to 28,220). This is the third highest increase in this period across all English councils (only Hackney – at 5.25%, and Greenwich – at 3.67%, saw higher proportional increases). Many Slough schools – particularly in the primary phase - experience a high level of pupil turbulence. It is not uncommon for mobility levels to exceed 20 per cent in one academic year.

Schools, early years settings and the Local Authority are working at a time of great change, as many schools move to academy status, and the role of the local authority (LA) is redefined. In Slough, this does not alter the joint commitment to the children and young people. The LA looks forward to a continuing thriving relationship with academies, schools, settings, and other partners as it aims to deliver excellence and high standards for all pupils and their families. The Slough Learning Partnership, Slough Teaching Schools Alliance, multi-academy trusts (MATs), school trusts, children's centre hubs and other school collaborations are significant and exciting innovations, and the LA anticipates working collaboratively with all partnerships as they develop. The LA welcomes any opportunity to work with private, voluntary and independent settings, maintained schools and academies to promote the best possible education for children and young people across the community. The LA will seek ways to link actions within

this strategy to other work across Slough such as the development of apprenticeships and raising participation.

THE ROLE OF THE LOCAL AUTHORITY

The 1996 Education Act , modified by the 2006 Education and Inspections Act, places a duty on local authorities 'to promote high standards and fulfilment of potential in maintained schools and other education and training providers, so that all children and young people benefit from a good education'
Slough understands the changing role of local authorities in a more autonomous and diverse school system, but the LA recognises that there are expectations on it to support and challenge maintained and non-maintained schools, academies and free schools. The LA recognises its role as a strategic commissioner. The LA's role can be summarised as follows:

- raising expectations about the standards of performance and effectiveness and challenging educational provision in a local authority area
- identifying good or better practice so that it can be shared more widely
- providing a sharp challenge and the impetus to act where raising achievement is needed
- recommending specific priorities for improvement and checking on subsequent progress
- evaluating Slough Borough Council (SBC) performance and capacity to improve statutory raising achievement functions.

This document describes the ways in which the LA and its partners seek to promote high standards and the fulfilment of potential, as well as the LA's main statutory raising achievement responsibilities and sets out a framework within which the LA will work to fulfil these.

VISION - TOWARDS EXCELLENCE

The Authority's vision "Today's Education, tomorrow's future" is to raise the aspirations and improve the life chances of every child and young person, protecting vulnerable groups and promoting an employability and skills agenda. The intention is to maximise the benefits of the collective resolve to create a partnership which gains the confidence of schools in delivering excellent education services for all children and families. The ambition is that every child and young person is educated in a well-resourced and well run school or setting.

In Slough, the aspiration is to have significantly more outstanding schools and no school or setting less than good. By 2016 our aim is for 100% of all Slough schools to be good or outstanding. To achieve this, the LA, Cambridge Education, children's centres, early years settings and schools will work in partnership to build capacity across the system; recognising excellence and support partnership across the Borough.

Context

In Slough there are outstanding, good and improving schools and early years settings. However, some are underperforming and these need intensive support to bring about improvement. Outcomes for pupils are at and above national averages on many measures, but the LA aspires to achieve more. The changing social context with changing patterns of family life, including high mobility and turbulence, alongside technological and global changes, place significant challenges on schools, families and communities. Slough is committed to intervening early to prevent problems, to supporting parents and families and building stronger and united communities.

Alongside this the LA does currently retain a number of key responsibilities:

- sufficiency of school places
- responsibilities in relation to underperforming maintained schools, as described in DfE guidance updated in May 2014
- Special Educational Needs (SEN) provision
- ensuring assessment is secure and teachers are appropriately trained, including moderation of the Early Years Foundation Stage Profile
- ensuring that there is induction for new governors and access to information
- involvement with head teacher appointments
- promoting the educational aspirations and achievements of Looked After Children (LAC) across all schools
- tracking of Children Missing Education (CME), ensuring they are safe and provided with appropriate education
- ensuring children with Special Educational Needs across all schools and settings are identified at an early stage, appropriate intervention and assessment is carried out and appropriate resources and provision are made where necessary
- working in partnership with relevant agencies, including schools and early years settings to ensure the safeguarding of children
- building of maintained schools
- finance for maintained schools
- improving outcomes for children in the Early Years Foundation Stage and narrowing the achievement gap
- developing free early learning places for disadvantaged two year olds
- the establishment and maintenance of a funding formulae for schools and servicing of the schools forum

Key principles

This work is underpinned by the following key principles:

- Educational achievement is the most effective way to improve outcomes and break cycles of deprivation and poverty. Improving life chances for all is therefore the key driver of this work and there is a crucial role for everyone in shifting the focus from dealing with the consequences of difficulties in children's lives, to early identification and intervention and safeguarding them in the first place.

- High quality early education is good for children, with positive short and longer term impacts on their learning and development. Early years education is also good for equality, with the most disadvantaged children reaping the greatest benefits.
- Partnerships have a key role to play because they provide a rich combination of high expectations, innovative thinking and a strong community within which all learners can thrive and achieve.
- While schools are self-managing and autonomous institutions, responsible for their own performance and improvement, the LA will support and challenge them and intervene where appropriate, to improve and sustain improvement, both in attainment and in the achievement and rate of progress of our children and young people.
- Learning must be personalised, and partners will work together to close the attainment gap for all pupils and particularly for our most vulnerable groups.
- All pupils, and in particular the most vulnerable, must have the support they need to overcome any barriers to their learning and well-being.
- The range of high quality opportunities for 14 – 19 year olds (and to 25 for those with SEND who remain in education or training) will continue to be a priority, in order to meet the interests, aspirations and needs of Slough's young people, and to respond to the raising of the participation agenda.
- The LA will continue to work with parents, families, communities and partners to manage delivery of its services through a common approach, resulting in improved outcomes for children and young people in Slough, particularly the most vulnerable.

The Local Authority will:

1. Work in partnership with all schools, academies, children's centres and private, voluntary and independent settings, to assure best possible educational provision in Slough
2. Commission and broker appropriate raising achievement support according to criteria set out in this document
3. Fulfil the LA's specific intervention role in relation to schools causing concern
4. Work constructively to support academies and Free Schools
5. Emphasise the strategic role of partners, inside and outside the Local Authority, especially the private, voluntary and independent sector (PVI)
6. Support the work of Governors in managing change effectively
7. Support succession planning to meet recruitment challenges, and head teacher appointments
8. Promote equality of opportunity and tackle discrimination
9. Promote race equality
10. Appoint a Standing Advisory Council on Religious Education (SACRE).

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APPENDIX B

Slough Local Authority

RAISING ACHIEVEMENT POLICY 2015-2017

THE SLOUGH RAISING ACHIEVEMENT POLICY

The Local Authority, through Cambridge Education, pursues a policy of working in close and supportive partnership with all settings, schools and academies across the Borough. It pursues an open communication and understanding of the priorities and challenges of all educational establishments across the town.

The LA will seek to offer support and broker arrangements that will support schools autonomy and enable all schools and settings to be 'self improving'. The LA will monitor pupil achievement across the borough and will use qualitative and quantitative data to form a view on the performance of all settings and schools. It will target its support and resources using these judgements.

The LA's working relationship with academies is set out in the protocol document on Slough Borough Council working with academies and free schools.
The Early Years Service supports all settings (including childminders, children's centres, private, voluntary and independent settings and schools) providing for children from birth to five years of age in implementing the statutory requirements of the Early Years Foundation Stage. Support, challenge, intervention and training is offered in proportion to identified need to ensure that children in Slough can access high quality early education from the earliest stage.

The priorities for the LA are to work with all schools to:

1. Maintain and improve educational and well-being outcomes for all pupils
2. Close the gap in achievement between the highest and lowest attaining groups
3. Ensure that the LA offers appropriate and timely support for any School Causing Concern (SCC).

These remain the priorities for 2015-16, regardless of any external changes.

OUR APPROACH TO CHALLENGE AND SUPPORT FOR ALL SCHOOLS

The Local Authority in conjunction with Cambridge Education provides:

- Early Years information, advice and guidance for Slough schools and settings
- Statutory moderation of the EYFS profile
- Continuing professional development for all settings and schools providing for children within the EYFS
- Mandatory training for practitioners working in the early years
- Monitoring, challenge and intervention of schools causing concern
- Early support for those schools in difficulty
- Promoting schools' self-improvement and school-to-school support
- Head teacher recruitment
- Governor health checks and support
- Monitoring and moderation of assessments
- Support for vulnerable groups with the emphasis on closing the gap and assisting them in catching up with their peers

- Integrated Support Services (autism, psychology and SEN support)
- Fair Access with a focus on approaches which promote raising achievement and standards
- A psychological perspective and contribution to raising achievement
- Strong and effective support in the early years to give children the best start

Challenge and Support in SBC Maintained schools- Criteria for levels of support and intervention

Slough as Local Authority will form a view on those schools which require additional support. This may be as a result of judgements from an OFSTED inspection or the LA's own monitoring via the autumn visit or analysis of pupil performance data.

OfSTED Categorisation

Grade 1	Outstanding
Grade 2	Good
Grade 3	Requires improvement
Grade 4	Inadequate

Grades 1 and 2 **Outstanding and Good schools and all Academies**	**Expected LA Partnership**
It is expected that schools will take responsibility for their continuing improvement through purchased, brokered and commissioned services. In addition, good and outstanding schools will work in partnership to support other schools to improve progress and attainment as well as enhancing educational opportunities.	***Core Provision*** • One visit in the Autumn Term re attainment and progress • Quality assurance of the NQT induction process and joint responsibility for NQT supervision and training *(through the Slough Teaching Schools Alliance)* • Access to training on local and national initiatives • Briefings and 'good practice' information sharing • Brokerage and commissioned support • Data information packs (as per SLA with data team)

Requires Improvement

It is important for the school and its community that timely and effective challenge and support is put in place, and the LA will work closely with senior leaders and Governors to address what the school needs to do to improve, as described in the OfSTED report. The purpose of supporting schools is to help leaders move the school forward and thus meet the expectations of teaching and learning, as well as floor targets relating to attainment and pupil progress.

Ofsted will closely monitor all schools that require improvement to check progress towards 'good'. A full Section 5 inspection will then take place within three years of the original judgement. The LA will partner all schools requiring improvement with a specialist phase consultant, and commission, broker and provide appropriate support as identified with the school. Strategy Action Group (SAG) meetings may be implemented if required to assure accountability. Strategy Action Group meetings are chaired by the Head of School Improvement and Standards, or their representative. The Chair will ensure that school support is coherent, aligned and focused on impact and outcomes for learners. The SAG will meet as often as required, and will report to the Assistant Director with timely and relevant information on progress or intervention that is required.

Grade 3 **Schools 'requiring improvement'**	***Expected LA Partnership***
These schools will commission support within the LA and from other partner schools, but in addition, the LA will take an early support and challenge role to ensure that the school is on an upward trajectory and well-placed for OfSTED re-inspection.	***Core Provision*** • One visit in the Autumn Term re attainment and progress • Follow up Spring and Summer visits or more frequently as appropriate • Quality assurance of the NQT induction process and joint responsibility for NQT supervision and training (through the Slough Teaching Schools Alliance) • Access to training on local and national initiatives • Briefings and 'good practice' information sharing • Brokerage and commissioned support, some of which may be funded • Data information packs ***Core provision*** as above, and in addition an LA inspection. This is: ▪ 1 day Section 8 type monitoring visit, based on OfSTED criteria and conducted jointly with the Head teacher, to challenge and ensure that the upward trajectory of improvement has been sustained, especially in

	relation to OfSTED priorities. This inspection will be led by an Ofsted inspector and will be paid for by the LA as part of its provision for schools that require improvement. The outcomes of this inspection will determine future action. This could include partnership with a good or outstanding school or Academy or proposal to move to sponsored Academy status.

PERFORMANCE AND OUTCOMES CAUSING CONCERN

This guidance provides information, on the legislative requirements for intervening in schools causing concern. It relates to the 2006 Act, and has been amended by several, subsequent Acts, including changes made by the Education Act 2011.

- A school will be "eligible for intervention" if they have not complied with a Warning Notice or where they require significant improvement or require special measures.
- Where schools are eligible for intervention local authorities may exercise their powers to: require the governing body to enter into arrangements; to appoint additional governors; to suspend the delegated authority for the school's budget; to appoint an Interim Executive Board (IEB).
- Where schools are eligible for intervention, the Secretary of State has the power to appoint additional governors; appoint an Interim Executive Board, make an academy order or direct the local authority to close a school.

Warning Notices:
Performance standards and safety Warning Notices should be used as an early form of intervention where standards are unacceptably low and other tools and strategies have not secured improvement. A performance standards and safety Warning Notice may be given by a local authority in one of three circumstances. Where:

1. the standards of performance of pupils at the school are unacceptably low and are likely to remain so unless the authority exercise their powers under Part 4 of the 2006 Act; or
2. there has been a serious breakdown in the way the school is managed or governed which is prejudicing, or likely to prejudice, such standards of performance; or
3. the safety of pupils or staff at the school is threatened (whether by a breakdown of discipline or otherwise).

The definition of what constitutes low standards of performance is set out in section 60 (3) of the 2006 Act. This is where they are low by reference to any one or more of the following:

1. the standards that the pupils might in all the circumstances reasonably be expected to attain;
2. where relevant, the standards previously attained by them; or
3. the standards attained by pupils at comparable schools.

Cases where schools are performing below the floor standards would be covered by point 1 above. There is a clear expectation that in those cases, where the school has a history of performing below floor, conversion to an academy with a strong sponsor will be the normal route to secure improvement required by the Department for Education.

ANNEX A

Powers and types of intervention – LAs

Where a school is eligible for intervention there are a number of powers the Local Authority or the Secretary of State may use to drive high achievement. These interventions are set out in sections 63-66 of the 2006 Act in respect of local authorities and sections 67 to 69 in respect of the Secretary of State. Local authorities must give reasonable notice in writing to the governing body that they propose to exercise their powers under any one or more of sections 63 to 66.

The Four Local Authority powers of intervention

1. To require the governing body to enter into arrangements.
Section 63 enables a local authority to require a school which is eligible for intervention to enter into arrangements with a view to improving the performance of the school. The local authority may give the governing body a notice requiring them:

1. to enter into a contract or other arrangement for specified services of an advisory nature with a specified person (who may be the governing body of another school)
2. to make arrangements to collaborate with the governing body of another school
3. to make arrangements to collaborate with a further education body or
4. to take specified steps for the purpose of creating or joining a federation.

Timeframe
Where the school is eligible for intervention as a result of being given a performance standards and safety Warning Notice, this power must be exercised within a period of two months following the end of the compliance period. If the local authority fails to exercise this power within this time, it can no longer be exercised and a new Warning Notice must be given in order to do so.

Consultation
Before the local authority can exercise this intervention power they must consult:

1. the governing body of the school
2. in the case of a Church of England school or a Roman Catholic Church school, the appropriate diocesan authority and
3. in the case of any other foundation or voluntary school, the person or persons by whom the foundation governors are appointed.

2. The appointment of additional governors
Section 64 enables a local authority to appoint additional governors where a school is eligible for intervention. The local authority is likely to appoint additional governors when they would like a school to be provided with additional expertise and may appoint as many additional governors as they think fit. In the case of a voluntary aided school where the local authority have exercised the power to appoint additional governors, the appropriate appointing authority in relation to that school may appoint an equal number of governors to those appointed by the local authority.

Timeframe
Where the school is eligible for intervention as a result of being given a performance standards and safety warning notice, this power must be exercised within a period of two months following the end of the compliance period. If the local authority fails to exercise this power within this time, a new warning notice must be given in order to do so. Where the local authority appoints additional governors there is no requirement to consult.

3. The appointment of an Interim Executive Board (IEB)
Section 65 of the 2006 Act enables the local authority to apply to the Secretary of State for consent to constitute the governing body as an IEB in accordance with Schedule 6 to the 2006 Act. An IEB can be used to accelerate improvement in standards and attainment and provide challenge to the leadership of the school to secure rapid improvement or where there has been a serious breakdown of working relationships within the governing body of the school.

Timeframe
This power may be exercised at any time a school is eligible for intervention and is not subject to the time limitation set out above in respect of other intervention powers.

Consultation
Before the local authority can exercise this intervention power they must consult:
1. the governing body of the school
2. in the case of a Church of England school or a Roman Catholic Church school, the appropriate diocesan authority, and
3. in the case of any other foundation or voluntary school, the person or persons by whom the foundation governors are appointed.

A fair consultation must be undertaken when proposals are at a formative stage and include sufficient detail to allow those affected to give a considered response. A minimum of 14 days should be allowed for parties to respond, but each case may be different and

the length of time for consultation may vary.

IEB applications should be made using the form on the DfE website and should follow the guidance for the completion of an IEB application form. After obtaining consent in writing from the Secretary of State, the local authority must write to the governing body to give them notice that the IEB will be established (a “notice of establishment”). This notice should specify a date when the IEB will commence and will usually also give a date when the IEB will cease.

Delegated budget
An IEB has a right to a delegated budget. If the school’s budget has previously been withdrawn from the governing body, then the local authority must restore the budget from

The date when the IEB commences its work. If a notice has been given to the normally constituted governing body specifying a date when it is proposed to withdraw the right to a delegated budget, the notice will cease to be valid from the date of commencement of the IEB.

The role and duties of the IEB
The IEB’s main functions are to secure a sound basis for future improvement in the school and to promote high standards of educational achievement.
The IEB should be considered as the governing body of the school and any reference in the Education Acts to a governor or foundation governor has effect as a reference to an interim executive member. During the interim period, when the governing body is constituted as an IEB, the requirements concerning the governing bodies constitution set out in the School Governance (Constitution) (England) Regulations 2007 do not apply.
The IEB will take on the responsibilities of a normally constituted governing body, including the management of the budget, the curriculum, staffing, pay and performance management and the appointment of the headteacher and deputy headteacher. An IEB may recommend to a local authority, or recommend that the Secretary of State give a direction to a local authority, that a school should be closed. However, the IEB cannot itself publish proposals for closure. If, following the statutory consultation and other procedures, it is agreed that the school will be closed; the IEB should continue to hold office until the implementation date of the proposal. The IEB may also seek an Academy Order from the Secretary of State to convert the school to an Academy with a strong sponsor.

Membership of the IEB
As set out in Schedule 6 to the 2006 Act the number of interim executive members must not be less than two; once the IEB has been established, further interim executive members can be appointed at any time. An IEB should be a small, focused group appointed for the full period which it is expected to take to turn the school around.

Members of an IEB should be chosen on a case by case basis, depending on the needs of the school and existing governors may be appointed to the IEB.
Interim executive members may be removed in limited circumstances. This can be for incapacity or misbehaviour or where their written notice of appointment provides for termination by the appropriate authority on notice. The appropriate authority may be the local authority or the Secretary of State depending on who made the appointment.
The local authority should produce a written notice of appointment for each member of the

IEB. Copies of this notice should be sent to all other members of the IEB; the school's existing governing body; the Secretary of State; and, in the case of foundation or voluntary schools, the diocesan or other appropriate appointing authority. A local authority or the Secretary of State may choose to pay interim executive members such remuneration and allowances as is considered appropriate.

4. The suspension of delegated authority for the governing body to manage a school's budget.

Section 66 of the 2006 Act enables a local authority, by giving the governing body of the school notice in writing, to suspend the governing body's right to a delegated budget. This applies where a maintained school is eligible for intervention and the school has a delegated budget within the meaning of Part 2 of School Standards and Framework Act 1998.

A copy of the notice to suspend the right to a delegated budget must be given to the head teacher of the school and the governing body. If the local authority has appointed an Interim Executive Board (IEB), it cannot suspend the school's right to a delegated budget.

Timeframe

Where a school is eligible for intervention as a result of being given a performance standards and safety warning notice, this power must be exercised within a period of two months following the end of the compliance period. If the local authority fails to exercise this power within this time, a new warning notice must be given in order to do so. There is no requirement for the local authority to consult before exercising this power.

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APPENDIX C

SLOUGH BOROUGH COUNCIL (SBC) WORKING WITH ACADEMIES AND FREE SCHOOLS IN SLOUGH

1. Introduction

The purpose of this document is to set out the broad relationship between Slough Borough Council including Cambridge Education (working with and on the behalf of Slough Borough Council) and academies in the Borough of Slough. This will enable greater clarity about respective roles with an unequivocal view to enabling all children and young people attending all Slough schools to fulfil their potential. There is a shared objective to sustain the strong relationship both among schools and between them and the Council, and it is in everyone's interest that that relationship be preserved and that the relationship between schools and the Council, directly and through Cambridge Education is developed and built upon. This protocol explains how all parties will continue to work together and how any problems can be resolved. A close and robust relationship will create the environment in which attainment is raised for all Slough pupils, continuous improvement in performance and inclusion is achieved and in which concerns can be dealt with at the earliest opportunity.

In an increasingly diverse educational landscape, SBC will exercise a range of roles and responsibility, largely but not exclusively in line with its statutory duties. SBC is committed to working with academies and sponsors, especially to ensure vulnerable pupils can access their nearest appropriate school and receive the support they need to make good progress.

SBC as the Local Authority continues to have a statutory responsibility to promote excellence and address underperformance in education across all settings and providers. It would always be the intention to deal with matters at a local level and the Council will do our utmost to do so, but ultimately the Council has a duty to refer serious or persistent concerns to the Department for Education or the Education Funding Agency (EFA). The preference however, is to work collaboratively with schools to prevent under performance and support all schools to continuous improvement. In this respect the Council would welcome this protocol being embraced by all academies and free schools in Slough.

2. Underlying principles:

All academies and SBC recognise they have a part to play in ensuring the best possible provision for all young people living in and/or being educated in Slough. This applies especially to vulnerable groups such as those who suffer deprivation, have special needs, are children in need or are in care or those from a minority cultural or ethnic group. To that end everyone will:

1. Work in partnership on all matters relating to the education and welfare of young people
2. Raise matters about academy performance openly
3. Act fairly and show respect
4. Be aware of the impact of any action on schools and other providers
5. Participate in local partnerships and other fora related to developing local education provision
6. Share data in line with the existing protocol and not use that data to criticise other schools and providers
7. Promote safeguarding in all circumstances

3. Statutory roles and responsibilities for Academy Trusts

The key responsibilities of Academy Trusts are to:

- Ensure provision of high quality education
- Ensure the Academy is fully inclusive
- Monitor and challenge performance, especially in relation to achievement, curriculum, behaviour, attendance, staffing, budget and the community
- Act as a critical friend
- Employ staff
- Set the Academy's budget
- Comply with company and charity law
- Manage and comply with the funding agreement
- Manage the Trust's finance and property
- Determine the admissions policy and participate in the LA's co-ordinated schemes
- Arrange for admissions appeals to be heard
- Promote the safeguarding and welfare of all children and young people
- Play an active part in the wider community

4. Responsibilities retained by the Local Authority

The Local Authority retains responsibility for a variety of services for all schools and academies:

4.1 School improvement

- LAs have a statutory duty under Section 13a of the 1996 Education Act 'to promote high standards and fulfilment of potential in maintained schools and other education and training providers, so that all children and young people benefit from a good education'
- Monitor results across schools and academies particularly those for vulnerable groups of pupils
- Challenge maintained schools, starting with 'the autumn visit' and offer the same service to academies
- Intervene in maintained schools as required in the Lent and summer terms and as commissioned by academies

4.2 Home-to-school transport

- Consult on and determine and promulgate a home-to-school transport policy
- Assess pupils' eligibility for home-to-school transport
- Make appropriate provision for eligible pupils
- Manage an appeals process and deal with complaints
- Maintain safety standards for pupils, including behaviour on transport
- Ensure best value in commissioning transport

4.3 Assessing pupils' educational needs as part of their Education, Health and Care Plans (including the work of educational psychologists):

- Consider requests for statutory assessments of pupils' special educational needs
- Decide upon a setting which meets the pupils' needs, in conjunction with other agencies as necessary
- Conduct statutory annual reviews of pupils' needs to re-assess them and to determine whether they are being met
- Appearing before SENDIST in relation to parental appeals

4.4 Monitoring of SEN Provision

- Collect information that enables the LA to judge: pupils' progress; the use of resources; and the quality of provision for SEN pupils.
- Consider the resources at the disposal of individual schools as part of pupils' annual review

4.5 Provision for pupils with identified high level SEN

- The LA will consider whether top up funding will be allocated to mainstream schools in addition to their delegated budgets to meet the needs of children with statements/EHSCP on completion of statutory assessment or following annual review
- Commissioning places in academy special schools
- Managing placements in specialist support centres/bases within mainstream schools
- Managing placements in independent sector providers

4.6 Parent partnership

- Provide an 'arm's length' Parent Partnership (PPS) service that offers advice and support to the parents and carers of children and young people with special educational needs

4.7 Provision of Pupil Referral Places or educational provision

- Ensure all children who fall under the scope of Section 3 of the Children, Schools and Families Act 2010 receive efficient full-time education unless reasons that relate to their medical condition mean that this would not be in their best interests

4.8 Safeguarding

- Ensure schools are aware of their responsibilities for safeguarding children
- Monitor their safeguarding performance through annual audit
- Bring any deficiencies to the attention of the governing body and advise on remedial measures that need to be taken
- Make available appropriate training, model policies and procedures
- Assist in dealing with allegations against staff, volunteers and pupils and ensuring arrangements are in place to prevent unsuitable staff and volunteers from working with children
- Ensure all children who go missing from education or who are electively home-educated are safeguarded
- Issue work permits and performance licences for individual pupils
- Responsibilities for Looked After Children including corporate parentship and Virtual School.

4.9 Attendance

- Ensure schools comply with their responsibilities in relation to attendance registers as set out in the pupil registration regulations through an annual registration audit
- Prosecute parents in conformity with the LA's policies

4.10 School place planning

- Liaise with providers of school places to ensure every child of school age has a school place
- Maintain an Education Infrastructure Plan

4.11 Co-ordination of admissions

- Consult on and set co-ordinated admissions schemes
- Consult on and set admissions arrangements for maintained schools according to the School Admissions Code and legislation
- Prepare cases for admissions appeals panels
- Manage 'in-year' admissions
- Champion the rights of children to be admitted to their preferred school, particularly vulnerable children.

5. Timetable with academies 'to promote high standards and fulfilment of potential in maintained schools and other education and training providers, so that all children and young people benefit from a good education'.

All academies will be offered the opportunity of an autumn visit with a School Improvement Consultant to discuss pupil achievement and the effective functioning of their school.

If an academy does not wish to have this discussion then SBC as Local Authority will use publically available data and any school specific data provided under the agreed data sharing protocol to form its judgements.

January. The LA will use publically available information as outlined in the DfE 2014 School and College Performance tables to form a view on pupil performance and progress within an academy.

February. If there is an area of concern the LA will follow the agreed protocol and inform the academy of its concern and request a meeting to discuss this with the headteacher.

Following this meeting if there continues to be an area of concern the LA will ask the academy to respond outlining the actions agreed by the school to address the area of concern. The LA will offer to work with the academy trust in securing appropriate support for the school.

The LA follows the protocol and will either monitor progress via published annual performance data or refer the area of concern to the EFA and/or the DfE.

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet	**DATE:**	22nd June 2015
CONTACT OFFICER: **(For all enquiries)**	Dave Gordon (Scrutiny Officer) (01753) 875411		
WARD(S):	Central		
PORTFOLIO:	Cllr Munawar – Commissioner for Social and Economic Inclusion		

PART I
NON-KEY DECISION

REFERENCES FROM OVERVIEW AND SCRUTINY – TOWN CENTRE CAR PARKING TASK & FINISH GROUP

1. Purpose of Report

The purpose of this report is to ask Cabinet to consider the report completed by the above Task & Finish Group, and its recommendations which were approved by the Overview and Scrutiny Committee on 3rd March 2015.

2. Recommendations

The nine recommendations adopted by the Overview and Scrutiny Committee can be found on page 5 of the report included as appendix 1.

(a) The Cabinet is requested to approve recommendations 4 and 8 namely:

4. That land adoption be used to increase SBC's control of parking (e.g. Kittiwake House, the area in Mill Street outside Foundry Court).

8. That the size of loading and unloading bays be reviewed to facilitate their use by larger vehicles.

(b) The Cabinet is requested to note that recommendations 1 and 5 will be taken forward as part of the review of the Local Plan.

1. That the current policy of zero parking be reviewed, with a future ratio to be specified subject to further research by Slough Borough Council (SBC) and justification.

5. That the current limit of 5,000 parking spaces be reviewed, using the justification for at the time of its creation and variations in the situation since this time (e.g. parking at Tesco's, Crossrail) to reappraise the figure.

(c) The Cabinet is also asked to comment on recommendations 2, 3 and 7 and whether they would wish to receive updated information on requested research, namely:

2. That the potential hire of, or use of parking permits with time restrictions in neighbouring parking facilities (e.g. Tesco car park) be researched;

3. That the time restrictions on areas with single yellow lines be reduced to 6pm in suitable areas (subject to research by SBC); and

7. That the potential expansion of car parking facilities at Slough railway station be investigated.

(d) Recommendations 6 and 9 have been considered by officers but are not recommended for further action. Cabinet is asked to comment on the officers' responses in paragraph 5.7.

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

3a. Slough Joint Wellbeing Strategy Priorities

These recommendations relate to the following priority:

- Economy and Skills
- Regeneration and Environment

3b. Five Year Plan Outcomes

These recommendations relate to the following priority:

1. The centre of Slough will be vibrant, providing business, living, and cultural opportunities

4 Other Implications

(a) Financial

The potential hire of external parking facilities may have financial consequences, as may any alterations to charging regimes. The overall parking strategy may have indirect impacts on the local economy and footfall in Slough town centre.

(b) Human Rights Act and Other Legal Implications

There are no human rights act or other legal implications arising as a direct result of this report.

5 Supporting Information

5.1 The issue of car parking in Slough town centre was referred to the Overview and Scrutiny Committee on 11th September 2014. The request emerged on the basis of a request to investigate Slough Borough Council's (SBC) current parking policy for residential development in the town centre. The issues involved in this related to the number of proposals that were coming forward for the development of flats or change of use of offices to flats in the town centre and the fact that currently there is no minimum requirement for car parking in residential schemes in the centre.

5.2 Given the variety of questions involved in the matter, the Overview and Scrutiny Committee commissioned a Task & Finish Group to undertake a detailed review. The Task & Finish Group met on 14th October to compile their draft terms of reference (page 4 of appendix 1) which were then agreed by the Overview and Scrutiny Committee on 11th November 2014.

5.3 The information considered by the Task & Finish Group was then used to compile their final recommendations, which were firstly agreed by the members of the Group before being adopted by the Overview and Scrutiny Committee on 3rd March 2015.

5.4 At the meeting of the Overview and Scrutiny Committee, the Chair of the Task & Finish Group explained that the sustainability of the current zero parking policy adopted for the town centre was central to their deliberations. Given future developments such as Crossrail and Heathrow expansion the Group argued that it was necessary to ensure that Slough had a system which could anticipate and accommodate future trends.

5.5 In addition, the Group concluded that Tesco should be removed from the limit and the centre limit reduced accordingly as Tesco no longer provided a realistic option for free parking for the town centre or any parking over four hours. This meant that it was no longer a significant provider of parking spaces for anyone other than its own customers and its inclusion in the limit on town centre parking spaces distorted the situation.

5.6 A number of local residents also reported that visitors to their property often had nowhere to park and the Council needed to adopt a parking system which was suited to the needs of residents.

5.7 The following recommendations from Scrutiny have been reviewed by officers and reported below:

1. *that the current policy of zero parking be reviewed, with a future ratio to be specified subject to further research by Slough Borough Council (SBC) and justification;*

   The parking standard of "nil spaces" for residential development in the town centre was introduced in the 2004 Local Plan when comparatively few flats were being built. The scale of residential development that has taken place, and is proposed in the future, means that a wide range of accommodation will have to be provided that will attract a variety of people to live in the centre of Slough. At the same time it is recognised that the lack of parking can cause problems for residents. As a result it is considered that the parking standard should be reviewed by the Planning Committee. This could either be done on an interim basis or as part of the review of the Local Plan.

2. *that the potential hire of, or use of parking permits with time restrictions in neighbouring parking facilities (e.g. Tesco car park) be researched;*

   There are already opportunities for residents/businesses to purchase permits from the Queensmere/Observatory shopping centres and also the Council for parking in the respective car parks this has not been taken up. It is recognised that Tesco could be utilised but there is no evidence that residents would prefer to park in an open and unsecure car park. However, we are able to provide overnight permits to residents who are interested in using the Town Centre car parks.

3. *that the time restrictions on areas with single yellow lines be reduced to 6pm in suitable areas (subject to research by SBC);*

   These locations can be reviewed on a street by street basis. Locations that contain single yellow lines where parking would be obstructive and dangerous if parked on outside of the enforceable hours should be upgraded to double yellow lines (single yellow lines more than likely used historically). Locations where single yellow lines are

used to combat a commuter parking problem can be reviewed on a street by street basis and the timings can be reviewed to increase parking capacity.

4. *that land adoption be used to increase SBC's control of parking (e.g. Kittiwake House, the area in Mill Street outside Foundry Court);*

   The current proposal to adopt Hatfield Road in order to control parking and ensure that it is properly cleaned and maintained is a good example of where the Council can intervene in order to improve an area. There is a cost to the Council and so should only be reviewed on a targeted basis where there are clear benefits. The Council can also continue to seek the adoption of roads as part of the planning process but this can only be achieved if the land owner is in agreement.

5. *that the current limit of 5,000 parking spaces be reviewed, using the justification for it at the time of its creation and variations in the situation since this time (e.g. parking at Tesco's, Crossrail) to reappraise the figure;*

   The limit on the number of public parking spaces was introduced in the Local Transport Plan and endorsed in the Core Strategy. This was a strategic tool designed to control the number of temporary car parks that have come forward. Recent surveys of the Queensmere and Observatory car parks have shown that they are only around half full even at peak times and so it is not considered that there is a need for more public parking in the short term. A review will be carried out as part of the Review of the Local Plan. In the meantime, the current policy for temporary car parks is to ensure that they are of a high quality design and enhance the experience of visiting Slough.

6. *that the parking at Slough railway station be removed from SBC's allocation of parking spaces;*

   It is acknowledged that that the need for parking at the station is separate from that for the rest of the town centre. The spaces at the station could be removed from the parking calculations but the overall limit would have to be reduced by a corresponding amount and so it wouldn't make any difference.

7. *that the potential expansion of car parking facilities at Slough railway station be investigated;*

   It is recognised that there may be a need for more car parking at the railway station when Crossrail and WRAtH come in. This could be provided on a stand alone basis or in conjunction with the development of adjacent sites.

8. *that the size of loading and unloading bays be reviewed to facilitate their use by larger vehicles; and*

   All parking restrictions and bays are regulated by legislation outlined in the Traffic Signs and General Directions 2002. This legislation states the exact size of loading bays, with the minimum and maximum variance allowed very explicitly stated. Bays can be a minimum of 2.7m wide and a maximum of 3.6m wide. There is no requirement to install them at a specific length, and this is variable at the council's discretion. This can be reviewed for the future.

9. *that further research be conducted into the continuation of free parking after 3pm, or cheaper parking through the use of a 'Slough Card', with a view to a potential increase in high street trade.*

   The "Free from 3pm" trial in the town centre ran for approximately 12 months. Surveys were undertaken by the town centre manager to ascertain the success of the scheme, the results indicated that the experiment had not increased footfall or revenues. The recommendation was made to members that the scheme was not made permanent.

   With respect to a "Slough Card" the benefits can be realised by residents where parking charges are high such as Windsor. The council has made significant cuts to parking tariffs in the past 12 months to encourage greater use in its car parks which, has proved to be successful and is showing that we are more competitive yet still providing high quality parking. Introducing a "Slough discount card" would not cover the costs of running the car parks or fund the additional administration. It is therefore recommended not to proceed with this scheme.

6 Conclusion

6.1 On the basis of the supporting information in Appendix 1, the Cabinet is requested to decide upon recommendations 4, 8 and 9 of the final report.

6.2 The Cabinet is also requested to comment on the other recommendations as appropriate.

7 Appendices

'A' Town Centre Car Parking Task & Finish Group Report

8 Background Papers

'1' - Agenda papers, Overview & Scrutiny Committee (3rd March 2015)
'2' - Significant Decision on "free from 3pm"

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Slough Borough Council

Taking pride in our communities and town

Town Centre Car Parking Task & Finish Group

Findings of Task and Finish Group commissioned by Overview and Scrutiny Committee

November 2014 – February 2015

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Foreword

It gives me great pleasure to introduce the recommendations of the Town Centre Car Parking Task and Finish Group. The review was commissioned by the Overview and Scrutiny Committee after the Planning Committee had encountered several issues which were raising pressure on facilities in the town centre; these are addressed in the terms of reference which can be found at the start of the report. Whilst these terms of reference also mention the quality of provision and its potential to impact negatively on visitors to Slough and their chances of returning, our discussions with officers noted that this was being resolved and therefore is not central to our recommendations for future activity.

The impact of car parking has several dimensions for local residents, businesses and visitors from outside Slough. It can have an impact on the level of security for their vehicle, the ease with which arrangements can be made by local residents and the likely footfall in town centre shopping facilities. Equally, with future developments such as Crossrail and Heathrow expansion either confirmed or possible, it is necessary to ensure that Slough has a system which can anticipate and accommodate future trends. We hope that our recommendations will assist in creating a parking system which is suited to the needs of Slough and can improve the experience for all.

The Members of the Task and Finish Group would like to thank the officers who have provided information to the Group. I would also like to thank Councillor Joginder Bal, Councillor Andrew Mellor, Councillor Mohammed Nazir and Councillor Wayne Strutton for all their work and support in completing this project.

Councillor Ted Plenty
Chair of the Town Centre Car Parking Task and Finish Group

Section 1: Terms of reference

The following terms of reference were proposed by the Task & Finish Group following a meeting on 14th October 2014, and were agreed by the Overview & Scrutiny Committee on 11th November 2014.

1. To establish the scale of the demand for parking places in the town centre and Slough Borough Council's ability to respond, with specific reference to the following:

    1.1 The balance of new housing between new build flats and conversions from previous buildings with no requirement for planning permission, with specific focus on accommodation without parking provision.

    1.2 Usage of potential alternatives (e.g. multi storey car parks) and Slough Borough Council's options for altering this usage.

    1.3 Potential increase for demand in the future and the possibility of planning for this in advance.

    1.4 Access for emergency / delivery vehicles and users with special requirements (e.g. disabled).

    1.5 The provision of parking space for alternative forms of transport (e.g. motorbikes, scooters).

2. To investigate the suitability of parking spaces (e.g. size) and any restrictions on parking (e.g. permitted times).

3. To research the impact of parking on local business and the potential for parking policy to encourage visitors to Slough.

4. To make recommendations on the above matters.

Section 2: Recommendations

The Task and Finish Group would like to propose the following recommendations based on its investigations:

1) that the current policy of zero parking be reviewed, with a future ratio to be specified subject to further research by Slough Borough Council (SBC) and justification;

2) that the potential hire of, or use of parking permits with time restrictions in neighbouring parking facilities (e.g. Tesco car park) be researched;

3) that the time restrictions on areas with single yellow lines be reduced to 6pm in suitable areas (subject to research by SBC);

4) that land adoption be used to increase SBC's control of parking (e.g. Kittiwake House, the area in Mill Street outside Foundry Court);

5) that the current limit of 5,000 parking spaces be reviewed, using the justification for it at the time of its creation and variations in the situation since this time (e.g. parking at Tesco's, Crossrail) to reappraise the figure;

6) that the parking at Slough railway station be removed from SBC's allocation of parking spaces;

7) that the potential expansion of car parking facilities at Slough railway station be investigated;

8) that the size of loading and unloading bays be reviewed to facilitate their use by larger vehicles; and

9) that further research be conducted into the continuation of free parking after 3pm, or cheaper parking through the use of a 'Slough Card', with a view to a potential increase in high street trade.

1 Background to the Review

Introduction

1.1 The issue was first referred to the Overview and Scrutiny Committee on 11th September 2014. This was in response to concerns raised during the summer that the number of proposed flats to be developed in the town centre, including offices to be converted into flats, would put immense strain on the existing system. This would be hampered by the fact that there was currently no minimum requirement for car parking in residential schemes in the centre of Slough.

1.2 As result, the Committee agreed to commission the review and then also adopted its proposed terms of reference (as included at the start of this report).

1.3 The Task and Finish Group was chaired by Councillor Ted Plenty and membership comprised Councillor Joginder Bal, Councillor Andrew Mellor, Councillor Mohammed Nazir and Councillor Wayne Strutton.

The Approach

1.4 Once the terms of reference had been agreed, the Group held a meeting with SBC officers. These represented both transport and planning to cover all related issues (Savio DeCruz – Head of Transport, Kam Hothi – Parking Enforcement Manager and Paul Stimpson - Strategic Lead Planning Policy and Projects). In addition to the information they provided at the meeting on 9th December 2014, they also subsequently provided on the future parking strategy proposals and the history of reviews into parking that SBC had conducted since 2003.

1.5 The members of the Group also completed some observations of traffic in the centre of Slough to help inform their views on the pressure points within the system. The views of those Councillors representing the Central ward (Councillor Zaffar Ajaib, Councillor Shafiq Choudhary and Councillor Sabia Hussain) were also sought.

1.6 On the basis of the information gathered, the members felt that the current policy of zero parking was not sustainable for the future, and have therefore asked for this matter to be resolved in the first of the recommendations made on page 4 of this report.

1.7 In addition, the reason for removing the station from Slough Borough Council's allocation of parking spaces (recommendation 6) is that future Crossrail and WRaTH parking demands may need to be met. As matters stand, SBC could not currently assure this as they would be hampered by the 5,000 limit. Any parking provision increase there would be specific to rail needs, and would be unlikely to significantly impact the town centre itself. As a result, the 5,000 limit should be adjusted accordingly, so numbers of spaces in the town centre can be remain at the same level whilst other facilities are expanded.

1.8 Tesco should also be removed from the limit and the centre limit reduced accordingly as Tesco no longer provides either a realistic option for free parking for the town centre or any parking for over 4 hours. This means that it is no longer a significant provider of parking spaces for anyone other than its own customers, and its inclusion in the limit on town centre parking spaces distorts the picture.

2 Information gathered – 9th December 2014

The following information was given by SBC officers at the meeting of the Town Centre Car Parking Task & Finish Group:

2.1 The parking at Landmark Place was currently under exploited and also expensive for users. It was intended to alter arrangements at this facility to offer short term parking at cheaper rates. Parking at Buckingham Gardens (which had also been under used) was being offered at a rate of £1 per hour as of 8th December 2014. This arrangement was being undertaken in conjunction with Travelodge. Other issues such as CCTV installation, lighting, signage and pigeons were being resolved as part of the Park Mark scheme (the national award for safer parking) and the possibility of offering night parking was also being investigated.

2.2 The rates at the parking facilities in Herschel Street and Hatfield Road offered competitive rates but were under publicised. From 5th January 2015 Herschel Road would provide a 'pay on foot' system to encourage longer stays, with the entrance also to be made more welcoming and 31 CCTV cameras to be fitted. Inspections of the facility would also be increased.

2.3 At Hatfield Road a new barrier system had been installed and refurbishment (including lighting) had been completed to improve safety and the overall feel of the facility. Previous problems with anti social behaviour had been resolved by securing the building at night using shutters.

2.4 The possibility of cashless parking (which could also be applied to street parking) was one alternative to improve the service offered to visitors. There were other alternatives which could be investigated. One key determinant in the long term success of any plan was the experience which users were offered, which would either encourage or deter return visits. The Grove car park was ready for Park Mark accreditation; in addition, an order for new signage had been placed.

2.5 Whilst levels of crime were low in all permanent car parks owned by Slough Borough Council (SBC), temporary car parks remained an issue. The government currently prioritised quality of parking over quantity and SBC was in agreement with this; the controlling of parking was a central ambition. As a result, SBC was now asking for all temporary parking to be of Park Mark standard; surfacing should be flat and durable, with lighting and security also to be high quality. However, SBC was encountering difficulty with enforcing these standards through limitations on planning powers. Minimum standards did need enforcement though in the areas of surfacing and security, as a poor experience for users would discourage return visits to Slough.

2.6 The additional issue of short term car parks becoming long term (with some having existed for over four years) had been identified. One solution could be for them to take on the vehicles used in construction work for Crossrail; this had already been factored into plans, with the O2 premises directly in front of the train station being refurbished for the installation of a parking compound. It was important to enforce minimum standards at the time of the application being granted, as it would be hard to force improvements at a later stage. The work on The Curve also led to some accommodation issues (e.g. the loss of the bus lane on the adjoining street).

2.7 Impending developments in Slough (e.g. Crossrail) could increase demand, meaning that a balance between quality and quantity would need to be found. The size of bays may also need some evaluation; the present national standard was 2.4 metres wide and 4.8 metres long, but it was accepted that cars had increased in size in recent years. As a result, many bays in Slough were larger than the above standard. Should any bays of extraordinary sizes (e.g. for vans) would require resourcing, and may also require amendments to the maximum heights of vehicles allowed into specific facilities.

2.8 The standards mentioned in points 2.1 – 2.7 would require expenditure. It was also hoped that, by lowering fees for users, the increased demand would cover at least some of this outlay. The nature of demand was subject to change; some areas (e.g. Landmark Place) tended to host stays which could last under an hour, whilst Buckingham Gardens' new arrangements mentioned previously were based on the amount of short term parking users wanted at the facility. However, a change in the hours available would require consultation, so the change of tariffs had been chosen as a swifter means of finding a solution.

2.9 The parking at the Queensmere Observatory Shopping Centre were under utilised at most times of day, especially in the evening. The design of the area in Church Street near the current branch of Starbucks was being assessed. It was a suitable venue for a taxi rank but equally the problems arising for buses was acknowledged.

2.10 The potholes in Hatfield Road were also recognised as a negative for the town; a letter on the issue was about to be sent by SBC. However, this was a private road with each unit on the road having its own allocated area.

2.11 Planning law allowed SBC to consider flooding, contamination and traffic ramifications for applications under Section 106. In other areas, SBC did not have the ability to consider potential future impact or issues such as the size of rooms and the number of windows in new developments. However, if floors were added then SBC had the ability to take further action.

2.12 The strategic housing assessment would provide a new framework for development. As part of this, SBC would revise its target for new places from 300 to 500 / 600 per year. The results of a study on the matter would be published in May 2015 which would provide a more precise picture of the increased demand for housing. Whatever the results, the limited number of greenfield sites in SBC's area would mean that town centre development was the likely method of delivering these places. At the time that SBC put forward their original plan it was intended to accommodate new places with flats above shops in most cases; however, this required other solutions at the present time, and parking would have to be considered as part of this. The use of parking permits, multi storey car parks, online payment and other alternatives would be examined as part of this. Permits could have variable conditions (e.g. evenings only, leaving places open for day time visitors to Slough, whilst other permits were round-the-clock) whilst the provision of multi story car park season tickets (possibly at discounted prices) may also alleviate the pressure on parking places. The provision of a parking space for a new flat added £30,000 to costs, making this solution impracticable for all new residential buildings.

2.13 Kittiwake House had a parking permit scheme, although it may be the case that members had not been alerted to this. Some car parks were leased out to businesses, and incentives to avoid the use of these spaces by local residents on a permanent round-the-clock basis needed to be in place. Beyond these alternatives, more innovative solutions (e.g. car sharing clubs and arrangements) could also be investigated and exploited. London had zipcar sharing arrangements and also free road parking, ideas which may provide some options in Slough. Work in conjunction with other local authorities in Berkshire regarding car clubs could provide some assistance, with all options offering avoidance of additional vehicles on the road worth examining.

2.14 The expansion of Heathrow would place further pressure on parking in Slough. There would be a rail link for passengers, but this would probably be more appealing to travellers rather than residents who worked at the airport. In addition, the station has always been considered an exception to standard parking requirements by SBC. The Mass Rapid Transit system was designed to limit the number of private cars. It would offer access to Heathrow for businesses and residents in the Eastern parts of Slough, avoiding the town centre and instead offering a direct route to Western access points at Heathrow. Discussions with Heathrow regarding the scheme should also assist with its design.

2.15 The Queensmere Observatory Shopping Centre may also experience a rise in trade. However, it was unlikely to be radically altered to make it a 'regional centre' in the manner of Reading's Oracle, so this increase in demand was very unlikely to be radical. New businesses arriving in Slough would be made aware of the limitations relating to parking and the role they would play in ensuring the best experience for visitors. A further constraint on deliveries, as well as parking space, was the size of lifts within properties. Flats which were conversions from office space would already have forecourts, whilst new developments requiring planning permission would consider the issue as part of the application process. Time restrictions for delivery vehicles were in place and enforced.

2.16 In terms of emergency vehicles, Fire Regulations necessitated engine access for properties. However, the issue could still present problems with the area around Mill Street particularly difficult. There was no specific standard for motorbikes and scooters. Spaces could be changed to suit demand, although developers could not be pressurised to make specific provisions prior to completion of new buildings.

2.17 Initiatives could be used to make alternative forms of transport more attractive. However, it was important to achieve sufficient demand to make such innovations workable (some authorities had overinvested in bicycle docking stations only to find that their use was infrequent). SBC was introducing bicycle docking stations, but a smaller number in selected locations to establish the level of local demand. Heathrow airport had also been approached to investigate developing a linked bicycle docking service.

2.18 Electric vehicle points in parking areas were being extended, albeit on a gradual basis. As with bicycle docking stations, this was to establish the viable level of investment (and also because such facilities reduce the number of parking spaces for conventional cars). Reviews of parking schemes had the encouragement of visitors to use local business as a central consideration. There was an email account and telephone number for businesses to contact SBC and raise relevant points.

2.19 In addition, the Task & Finish Group requested the following information:

- The numbers of flats built, the number of times where planning permission has been given but no building has yet taken place and the number of developments which did not require permission;
- Information on the areas with the highest concentration of new developments;
- A list of town centre housing developments that had been granted permission and were awaiting construction; and
- The findings of previous parking scheme reviews.

These were distributed to members of the Task & Finish Group for their final meeting on 10th February 2015.

3 Attendance record

	14th Oct 14	9th Dec 14	10th Feb 15
Cllr Bal	P	Ap	Ap
Cllr Mellor	P	Ap	Ap
Cllr Nazir	P	P	P
Cllr Plenty	P	P	P
Cllr Strutton	P	P	Ap

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd June 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.

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Slough Borough Council

Taking pride in our communities and town

NOTIFICATION OF DECISIONS

1 JUNE 2015 TO 31 AUGUST 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.

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. Urgent Notices are published on the Council's website.

For further information, contact Democratic Services as detailed above.

Cabinet - 22nd June 2015

Item	Port-folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
Provisional Financial and Performance Outturn Report: 2014-15 Financial Year To provide Members with the provisional financial outturn information for the 2014-15 financial year and summarise the Council's performance against the balanced scorecard indicators and 'Gold' projects.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
Ruling Group Manifesto To note the manifesto of the Ruling Group following the Borough election being held on 7th May 2015.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
Cabinet portfolios and Commissioner Responsibilities To formally advise the Cabinet of portfolios and the Commissioners responsible for them.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
Leisure Strategy To consider a further report on the implementation of the Leisure Strategy, including the masterplan for The Centre site proposed for the new leisure centre.	C&L	All	All	Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207	-	None		Yes, p3 LGA

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

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

Progress Report on the Commissioning of a Maintenance & Repairs Service Further to the Cabinet report and decisions taken on 9th March 2015, to receive a progress report in relation to the commissioning of a maintenance and repair service.	N&R	All	All	Andy Grant, Project Manager Tel: 07742 690915	-	None	√	Yes, p3 LGA
Voluntary Sector Strategy The Strategy will draw upon the Council's overarching 5 year outcome based plan and background of the VCS in the borough; address local and national drivers behind our work with the VCS; and sequentially address the key thematic areas of work the Council will be undertaking during the next five years.	H&W	All	Health & Wellbeing	Alan Sinclair, Assistant Director, Adult Social Care Tel: (01753) 875752	Slough Wellbeing Board, 13/5/15 Overview & Scrutiny, 16/6/15	None	√	
Statutory Service Plans To recommend to Council the Statutory Service Plans (SSPs) in relation to Food Safety Service; Health and Safety Service; and Trading Standards Service in accordance with the requirements laid down by external agencies.	H&W	All	All	Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 477912	-	None		
School Places Strategy To agree further steps to progress the School Places Strategy.	E&C	All	All	Ruth Bagley, Chief Executive, Slough Borough Council	-	None		Yes, p3 LGA

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

Children's Services Organisation Decisions To take further decisions in relation to the transfer of services to a new Children's Services Organisation for Slough.	E&C	All	All	Ruth Bagley, Chief Executive, Slough Borough Council	-	None	√	Yes, p3 LGA
Scheme of Delegation to Officers - Executive Functions To approve the Scheme of Delegation to Officers insofar as it relates to Executive functions.	P&A	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	
References from Overview & Scrutiny *To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels. To include:* • *Raising Pupil Achievement Strategy and Policy (recommended by Ed & CS Scrutiny Panel);* • *Protocol for working with Academies and Free Schools (recommended by Ed & CS Scrutiny Panel); and* • *Town Centre Car Parking (recommendations from T&F group).*	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		

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

Notification of Forthcoming Decisions *To endorse the published Notification of Decisions.*	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Cabinet - 13th July 2015

Item	Port-folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
References from Overview & Scrutiny *To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.*	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
Notification of Forthcoming Decisions *To endorse the published Notification of Decisions.*	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