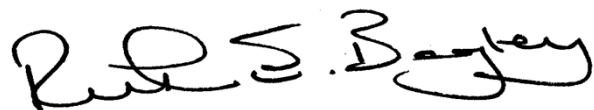


Date of issue: Friday, 4 September 2015

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, 14TH SEPTEMBER, 2015 AT 6.30 PM	
VENUE:	MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE	01753 875120

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART I

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 July 2015	1 - 10	
3.	Children's Services Organisation Decisions	To	All
4.	Financial & Performance Report: 1st Quarter 2015/16	Follow 11 - 100	All
5.	Treasury Management Annual Report	101 - 120	All
6.	Local Welfare Provision	121 - 136	All
7.	Local Authority Partnership Purchase (LAPP)	137 - 148	All
8.	Fees for Hackney Carriage and Private Hire Driver and Operators	149 - 162	All
9.	Proposed Strategic Acquisition Strategy	163 - 174	All
10.	Asset Challenge Update	175 - 180	All
11.	Five Year Plan Outcome Three: Centre of Slough	181 - 192	Central; Chalvey; Elliman; Upton
12.	Small Sites Development Strategy	193 - 204	All
13.	References from Overview & Scrutiny	To	All
14.	Notification of Forthcoming Decisions	Follow 205 - 218	All

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
15.	Exclusion of Press and Public		
	It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).		
PART II			
16.	Local Authority Partnership Purchase (LAPP) - Appendices A and C	219 - 242	-
17.	Proposed Strategic Acquisitions Strategy - Appendices 2 & 3	243 - 244	-
18.	Asset Challenge Update - Appendix 1	245 - 246	-
19.	Small Sites Development Strategy - Appendix 1	247 - 252	-
20.	William Street Car Park and Ancillary Land	253 - 260	Chalvey

Press and Public

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision



This page is intentionally left blank

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

Present:- Councillors Anderson (Chair), Carter, Hussain, Mann, Munawar, Parmar, Sharif (until 7.25pm) and Swindlehurst

Also present under Rule 30:- Councillors Morris, Nazir and Strutton

PART 1

12. Declarations of Interest

No declarations were made.

13. Minutes of the Meeting held on 22nd June 2015

Resolved – That the minutes of the meeting of the Cabinet held on 22nd June 2015 be approved as a correct record.

14. Medium Term Financial Strategy Update

The Assistant Director Finance & Audit introduced a report which updated Commissioners on the latest medium term financial position of the Council and the steps in place to use the financial planning process to address an increase in the savings requirement.

The likely impacts on the Council savings requirement arising from the Chancellor's Budget delivered on 8th July were noted, including a slightly shallower trajectory of spending reductions in the next two years than had been forecast since the report had been published. However, very large scale savings would still be required with £19m of the £35m savings programme to find over the next four years. The MTFS model assumed a 25% year on year reduction in Government grants to 2019-20 and the position would become clearer in the Spending Review due in the autumn. Other key risks included increased Business Rates volatility, with 67% of the business rate base being appealed, and pressures arising from welfare reforms, particularly in terms of housing. Future financial planning processes would be based around the Five Year Plan and an outcomes based budgeting exercise was underway.

Commissioners asked a number of further questions about the likely impact of the recent Budget in terms of the profile of savings. It was stated that the overall level of savings expected would be the same, but the profile would be less steep in 2016-17. The Revenue Support Grant was projected to fall to less than £10m by 2019-20, which was down from circa £40m a few years ago. Members welcomed the success of the invest to save project that had identified significant further Business Rates payable and asked that the approach be sustained to maximise revenues. At the conclusion of the discussion, the medium term financial update was noted.

The Cabinet also considered an addendum to the report which sought approval to proceed with tender process for a stock condition survey of HRA

properties. The cost of the survey would be in excess of £250k, and it was important in supporting future decisions around the major contract recommissioning of maintenance and repairs services for housing properties. It was therefore considered an essential project to safeguard longer term investment. The Cabinet recognised the importance of this survey in supporting the recommissioning process which had the potential to make a significant contribution to future savings requirements, along with other major contracts.

Resolved –

- (a) That the updated medium term financial position, the revised financial planning assumptions and the Outcomes Based Budgeting approach be noted.
- (b) That following adopted procurement rules, officers seek to tender a stock condition survey of the HRA owned Council homes expeditiously in order to inform the major contracts reprocurement exercise.

15. Statutory Service Plans

The Cabinet received a report which sought endorsement of the Statutory Service Plans in relation to the Food Safety Service, Health & Safety Service and Trading Standards Service.

The plans had been developed in accordance with the national requirements set out by the Food Standards Agency, Health & Safety Executive and Department for Business and set out the standards for service provision, monitoring and auditing arrangements. The Cabinet were briefed on a wide range of activities such as initiatives to intercept counterfeit goods, support vulnerable people victims of rogue traders and the successful Primary Authority scheme, all of which contributed positively to Five Year Plan outcomes. The teams worked closely with other Council departments as part of an 'Open for Business' approach to support the local economy. It was noted that commercialisation of the services was ongoing and increased cost recovery helped to offset the cost of service delivery.

In response to a question about engagement between the food & safety team and public health team, Commissioners were informed that there was joint working on a number of programmes to promote healthy eating including the Takeaways Project which encouraged some takeways to reduce salt, fat and sugar and increase healthier options. There was also discussion about whether food hygiene standards were generally rising in Slough. It was noted that the number of businesses with published ratings under the Food Hygiene Rating Scheme had risen by 9% in the past year and the team worked with premises with a rating of 3 or below to improve their standards. The impact of spending reductions on service provision was also considered and it was stated that whilst the teams were performing well, further reductions could increase risks to service provision in the future.

The Cabinet commended the team for their work and agreed to recommend endorsement of the plans to full Council on 21st July 2015.

Recommended – That the Statutory Service Plans in relation to the Food Safety, Health & Safety and Trading Standards work undertaken by the Council be endorsed.

16. Leisure Strategy - Arbour Park Community Sport Facility

A report was considered that sought approval to progress the delivery of the Arbour Park Community Sports Facility (CSF), which was a key project in the Council's wider Leisure Strategy and capital programme. The Cabinet noted that the Part II Appendix marked 'to follow' on the agenda was not required as all of the information had been included in Appendix A to the Part I report.

It was proposed that delivery of the CSF take place in two phases. The first phase would include the St Joseph's 4-court sports hall, 3G pitch, car park, spectator capacity for up to 1,950 people and other required facilities to make it FA Grade C compliant to allow Slough Town FC to start using the ground from August 2016. Phase 2 would involve building the main stand and it was hoped this may be ready in 2017 following detailed work on the design and financial model to secure commercial viability.

The Cabinet welcomed the progress that had been made in delivering on their long standing ambition to provide a facility suitable for Slough Town FC to play in Slough. Members also welcomed the fact this could be achieved as part of a strategic development with the enhanced facilities for St Joseph's School and a flagship sports facility for the wider community. These would play a significant role in raising participation and improving health and wellbeing outcomes alongside the investment in other core facilities such as the ice arena and leisure centre to replace the facilities at Montem.

A range of issues were discussed including community access to the 3G pitch and whether the facilities would meet the required standards in the event of Slough Town FC achieving promotion. It was noted the facility would meet standards if the club moved up two leagues. Clarification was sought on the Education Funding Agency funding for the St Joseph's works and it was responded that confirmation was expected by the end of July. In relation to phase 2, further work was taking place to clarify the construction and operational costs to ensure affordability with further proposals would come to Cabinet in due course.

At the conclusion of the discussion, the Cabinet agreed to proceed with the development of the CSF as proposed. The capital element of the development would be recommended to full Council on 21st July 2015.

Resolved –

- (a) That the phased approach as set out in sections 4f and 5.7 of the report be agreed as the preferred capital scheme working in

Cabinet - 13.07.15

partnership with the Slough Regeneration Partnership (SRP) for the development of the CSF.

- (b) That a follow up report be presented to Cabinet that provides options and timescales to deliver Phase 2.
- (c) That the Basic Need allocation agreed by Cabinet in March 2015 for the St Joseph's School improvements be increased up to £2 million.
- (d) That the following works commence immediately and these works be funded through the Basic Need budget as detailed in section 5.8 of the report if income is not received from the Education Funding Agency as expected:
 - 1. refurbishment of the Orchard Community Centre to relocate the Creative Academy, and
 - 2. creation of a new grass pitch for St Joseph's to comply with Class Consent conditions.
- (e) That the Strategic Director, Customer & Community Services be authorised to implement the next steps as set out in this report as a matter of urgency to meet key deadlines for the whole site development.
- (f) That a 'short life' task and finish group be established with the specific aim of delivering reduced costs through improved design and a better understanding of buildability. This group would include Councillors, SRP representatives as well as SBC officers.

Recommended –

- (g) That the development of the CSF be recommended for approval by Full Council on 21st July 2015.

17. Procurement of Waste Treatment Contract

The Commissioner for Environment & Open Spaces introduced a report seeking approval to commence procurement of a waste treatment contract to meet the requirements of the disposal of residual waste, recycling materials, clinical and hazardous municipal waste streams.

The Council had a statutory responsibility for the collection, management and disposal of municipal waste and Commissioners were briefed on the current contractual arrangements. The Environmental Strategy & Governance Manager set out the issues and challenges local authorities faced in relation to waste and summarised the significant financial implications and opportunities arising from the re-procurement. The Council's current contract for waste treatment ended in 2017 and it was recommended that that procurement commence in advance of this date due to the competitiveness of

the market for residual waste treatment, particularly in view of the 'capacity gap' between waste produced and disposal infrastructure.

Speaking under Rule 30, Councillor Strutton asked about the impact Heathrow expansion would have on the Lakeside Energy from Waste facility and the cost of relocation. It was responded that the future risk had been identified; however the procurement exercise would explore all of the available options and was not tied to any single infrastructure. The Leader highlighted that the Council's support for the third runway at Heathrow had been conditional of re-providing the Energy from Waste plant with our compromising the Council's target to send 0% waste to landfill and with no break in service.

The Cabinet considered the key drivers behind the outcomes of a waste treatment contract as detailed in paragraph 5.12 of the report and agreed to commence procurement of a waste treatment contract.

Resolved – That the Council commence procurement of a waste treatment contract in August 2015.

(Councillor Sharif left the meeting)

18. Children's Services Improvement Update

The Interim Director of Children's Services introduced a report that updated Commissioners on the improvement activities in children's services moving towards the establishment of the new children's services organisation in autumn 2015.

A new Single Improvement Plan, replacing three separate and complex plans, had been developed for the period to December 2015 which set out the priorities for improving service delivery. The plan included four key priorities and the Cabinet noted the progress that had been made in relation to these areas of recruitment and retention; quality assurance; quality of practice; and leadership and partnership. The percentage of permanent staff had increased from 48% to 54% in the year to March 2015 and further targeted recruitment campaigns were planned. Measures to support quality included a number of audit activities which had informed a detailed action plan to be delivered over the next three months. Partnership arrangements had been reshaped and work was underway to establish a fully operational Multi-Agency Safeguarding Hub (MASH). Current performance and future priorities as detailed in sections 6 and 7 of the report were noted and the Cabinet was advised that the new Single Improvement Plan had provided a focus to the support and sustain continued improvement in services through to the transfer to the independent Children's Services Organisation in the autumn.

The Cabinet welcomed the report and the progress being made in improving services. The recruitment and payments to foster carers was highlighted as a long standing issue. It was felt that the package of support was crucial and it was recognised that the Council needed to be more innovative in its approach

to recruit and support foster carers. In relation to staffing issues, it was recognised that there was challenges nationally in terms of recruiting and retained trained staff social care. Key worker housing was raised and Slough had previously had schemes in place but take up had not been high and it was felt that provision could be revisited as part of the package to help make Slough an attractive option for staff. Other issues discussed included the progress of establishing the MASH and work with key partners to improve services.

At the conclusion of the discussion, the Cabinet endorsed the new Single Improvement Plan and noted the progress of improvements to children's services in Slough.

Resolved –

- (a) That the new Single Improvement Plan be endorsed; and
- (b) That the progress being made in improving the services provided be noted.

19. Children's Services Transition Project Decisions and Update

The Strategic Director, Customer & Community Services introduced a report on the progress made on the transfer of some children's services to an external organisation and sought approval for the pension arrangements.

Commissioners were updated on the current position in relation to the transition process and it was restated that the Council were committed to working with the Department for Education to deliver a safe transfer of services. The new organisation had been incorporated on 12th March 2015 as a private company, limited by guarantee with no share capital, and called Slough Children's Services Trust Limited. The Cabinet had delegated authority to the Chief Executive on 9th March 2015 to agree the scope of services to be transferred, the majority of which had now been agreed as detailed in Appendix A to the report. Given the scale and complexity of such a transition, the Council had expressed continued concerns about the proposed go live date of September 2015 and a significant number of substantive issues still needed to be resolved. A further report would come to Cabinet in September on these matters.

The Cabinet was asked to delegate authority to the Chief Executive to agree the heads of terms of the pension arrangements on the basis that admission to the Berkshire LGPS Pension Fund be open and that at the end of the contract, the Council would assume the Trust's pension liabilities. Commissioners asked for clarification about the reasons for the scheme remaining open and the safeguards put in place about future pension liabilities arising from the decisions of the Trust. It was recognised that access to the pension scheme had not been open during previous outsourcing processes; however, it was felt there were special circumstances to warrant a different approach and support the effective retention and recruitment staff given the

return of services back to the Council at a future date. The Pensions Heads of Terms circulated as Appendix B to the report were noted and these included a number of provisos and protections for the Council.

The delegation to the Chief Executive to finalise the pension arrangements was agreed, however, Commissioners expressed significant concerns about the risk of future unknown pension liabilities without adequate protection and it was therefore agreed that the concerns of the Cabinet be noted and that further safeguards be sought in negotiations prior to concluding the agreement.

A number of other issues were discussed including the recovery of costs of transition, contingency plans and the TUPE consultation, which was expected to commence during week commencing 27th July. Concern was expressed that the consultation period for staff would close only a short period before the transfer date and a Commissioner also asked whether an Equalities Impact Assessment had been carried out. It was responded that an EIA would be conducted when the scope of services was finalised.

Resolved –

(a) That the Chief Executive, following consultation with the Leader of the Council and Commissioner for Children’s Services, be given delegated authority to agree the heads of terms of the pension arrangements, namely:

1. Admission to the Berkshire LGPS Pension Fund (“the Fund”), should be on an open and not a closed basis, and;
2. The Council will provide a Guarantee to the Fund in relation to the Trust meeting its liabilities under LGPS during the term of the Service Delivery Contract (“the Contract”), and;
3. On transfer of the services back to the Council at the end of the Contract the Council will assume the Trust’s pension liabilities.

subject to the provisos and protections set out in Appendix B to the report.

(b) That the significant concerns of the Cabinet about the potential future pension liabilities on the transfer of services back to the Council be noted, and that Officers seek further assurance and safeguards from the DfE to minimise this risk.

20. Proposal for Secondary, FE and HE Education

The Cabinet considered a report which sought approval to the principle of investment of Basic Need capital grant in East Berkshire College to create a new higher education facility in Slough and attract £1m from Thames Valley Berkshire Local Enterprise Partnership (TVBLEP).

Commissioners were advised that there was a change to recommendation (b) with delegated authority to explore the proposal, and if appropriate finalise terms, to the Strategic Director, Regeneration, Housing & Resources, not the Chief Executive as had been stated in the report.

An opportunity had arisen to attract £1m funding from TVBLEP skills capital funding to create a Slough Institute for Higher Education (SIHE) at the Langley Campus of East Berkshire College. The terms of the grant required match funding and in principle approval was sought to make this available and provide much needed higher education in the borough. The financial implications and risks of using Basic Need funding for these purposes were noted. Commissioners supported the principle of enhancing HE provision in the Slough and agreed that the opportunities should be explored. The project was part of a wider £31m investment programme at the College which included more FE places, including for Learners with Difficulties and Disabilities, and 200 places for pupils aged between 14-16 in partnership with local schools. Through the proposed investment SIHE aimed to double 185 HE places taken up by Slough residents and also intended to increase partnership working with local schools, promote employability and foster business innovation.

After due consideration, the Cabinet agreed the investment in principle and gave the necessary delegations to explore and finalise terms if appropriate. The principle of adjusting the Capital Programme would also be recommended to full Council on 21st July 2015.

Resolved –

- (a) That the principle of investment of Basic Need capital grant in East Berkshire College to create a new Higher Education facility in Slough and attract £1m from the TVBLEP be approved;
- (b) That the Strategic Director for Regeneration, Housing and Resources be given delegated authority, following consultation with the S151 officer, Leader of the Council and Commissioner for Education and Children to explore the proposal further and, if agreed finalise the terms and values within the bid, with the investment by Slough capped at £2m; and

Recommended –

- (c) That the principle of an appropriate adjustment to the capital programme be recommended to Council.

21. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

22. Notification of Forthcoming Decisions

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

23. Cross Keys Public House, Chalvey

The Head of Asset Management introduced a report which requested delegated authority to seek to purchase the Cross Keys Public House in Chalvey at auction on 28th July 2015. The report had been added to the agenda as an urgent item with the approval of the Leader and the relevant public notices had been published.

The land was strategically important to develop as private family housing as part of the Chalvey Regeneration Strategy. The Council already owned 29% of the regeneration site and had sought to work with the current neighbouring owner, Crossier, to bring forward a comprehensive residential scheme. An 8 unit scheme on the Crossier land had received planning approval in June 2015 but it was felt there was potential for an 11 unit combined scheme. The Crossier owned land would be auctioned on 28th July and it was proposed that the Council bid to buy the site, preferably via the Slough Regeneration Partnership (SRP).

The Commissioner for Neighbourhoods & Renewal commented that this had been a difficult site to develop and the opportunity to bring it under a single ownership would help to unlock its potential for housing as part of the wider regeneration of Chalvey. It was noted that good progress had been made on a number of other schemes and sites in the strategy, as had previously reported to Cabinet. It was agreed in principle to delegate authority to bid at the auction to help bring forward redevelopment of the site and that this should be done via the SRP if possible. The guide price was £775k and the detailed calculations would be made by the SRP to determine the limit at the auction. For the purposes of the authority it was agreed that the sum bid would not exceed £1m.

Resolved –

- (a) That delegated authority be granted to the Head of Asset Management to purchase Crossier Properties Ltd land holdings at the above property at auction on the 28th July 2015, subject to the sum not exceeding £1m.
- (b) That the site should in the first instance be purchased via the SRP, if this route is approved by the Morgan Sindall Plc board (or any other authority required on the commercial partner's side), or purchased directly by Slough Borough Council (SBC) if such approval cannot be obtained.

Cabinet - 13.07.15

Recommended –

- (c) That the necessary adjustments to the Capital Programme 2015/16 be recommended to full Council on 21st July 2015.

Chair

(Note: The Meeting opened at 6.45 pm and closed at 8.25 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th September 2015

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

WARD(S): All

PORTFOLIO: Councillor Rob Anderson, Commissioner for Finance & Strategy

PART I
KEY DECISION**FINANCIAL & PERFORMANCE REPORT – Q1 2015-16****1 Purpose of Report**

- To provide Cabinet with the latest forecast financial information for the 15-16 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2015-16
- To summarise the Council's performance on 'Gold' projects during 2015-16
- To approve the write offs contained within this report
- To approve the virements contained within this report
- To approve an administration penalty in respect of the Council Tax Support scheme of £50

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the virements and write offs contained within this report be approved.
- (b) That the current financial forecast position, balanced scorecard and update on Gold projects be noted.
- (c) That the addition of an administration penalty of £50 within the Council Tax Support Scheme be approved.
- (d) That the re-commissioning be approved of Mental Health Residential Care and Supported Living services and the direct award of the contract for the Pilot project for a Mental Health Supported Accommodation and Step down service to Look Ahead Care and Support.

- (e) That the commissioning of a portfolio of temporary accommodation units from private sector landlords in order to deliver ongoing reductions in revenue expenditure under Part 4 - 4.6 Financial Procedure Rules be approved.

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

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

The report indirectly supports all of the 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 achieved through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

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 within this report.

(b) Risk Management

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

(c) Human Rights Act and Other Legal Implications

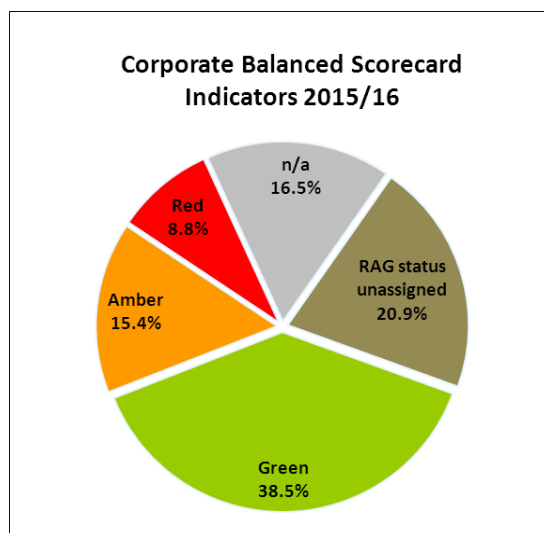
None

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

5 Supporting Information

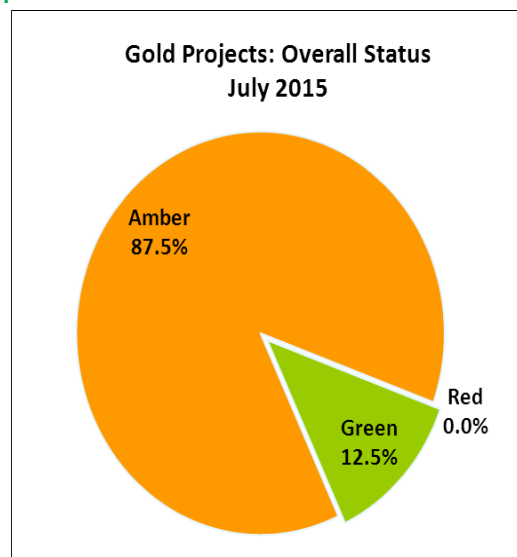
- 5.1 The Council is forecasting overspend of £2.803m as at month 3 after allowing for additional funding sources. This is a better position compared to month 2 when the Council reported a potential £4.4m overspend. Whilst the month 2 overspend within the Children and Families area remains there is an additional pressure within the Adult Social Care and Health Partnerships with a forecast overspend of £0.618m.
- 5.2 Current spending projections were showing overspend in excess of £5m. All services were requested to prepare action plans to reduce this and to contain any additional budget pressures going forward. The result of these action plans is shown in the summary budget monitor attached as appendix A.
- 5.3 This is the first quarter review of the Five Year Plan (5YP) Balanced Scorecard. There are 91 indicators in total across the eight main outcomes.
- 5.4 Currently 57 of the 91 indicators (62.6%) have been assigned a RAG status of either **'Red'** (8, 8.8%), **'Amber'** (14, 15.4%) or **'Green'** (35, 38.5%).
- 5.5 The remaining 34 indicators are recorded either as:
- **'N/A'** (15, 16.5%) - not applicable because this is a volume indicator only or the value which SBC cannot seek to directly influence or because the issue is complex.
 - **RAG status unassigned** (19, 20.9%) – where a RAG status is currently unassigned or that the indicator is to be updated later in the year.
- 5.6 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 1 June 2015 the Council's performance is as below:



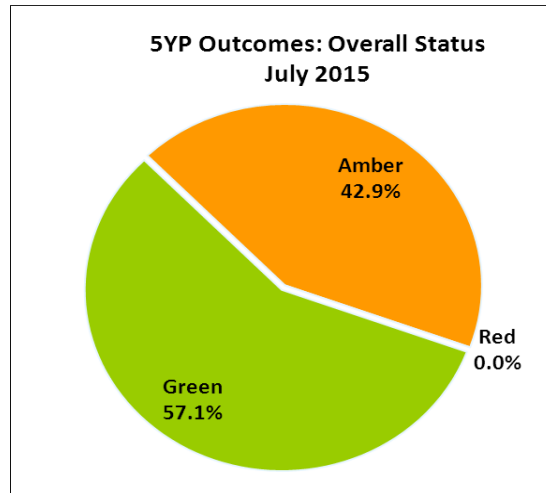
For each indicator the RAG status has been assigned by the responsible manager.

- 5.7 There is further work to be carried out to ensure that each of the indicators is allocated a target which is SMART (Specific, Measurable, Attainable, Relevant and Timely). Indicators where the target is entered as 'increasing' or 'decreasing' should be revisited to ensure that either a specific target or target tolerance is set.

- 5.8 CMT is requested to review the list of 91 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.
- 5.9 Where performance is below target, details of the correction actions that will be taken need to be added to the supporting commentary.
- 5.10 Key areas of noteworthy concerns flagged as **'Red'** status are:
- Business rate debit increase each year
 - Number of tenant verification visits completed
 - Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP
 - Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check
 - Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.
 - Social Isolation: percentage of adult social care users who have as much social contact as they would like
 - Number of adults managing their care and support via a direct payment
- 5.11 The summary of the eight Gold projects updates submitted as at July 2015 indicates that the overall status of seven projects have been assessed as **'Amber'** and one as **'Green'**.



- 5.12 The summary of the eight 5YP outcome highlight reports submitted as at July 2015 indicates that the overall status of four have been assessed as **'Green'** and three as **'Amber'** and one 'unassigned'.



Executive Report

6 Introduction

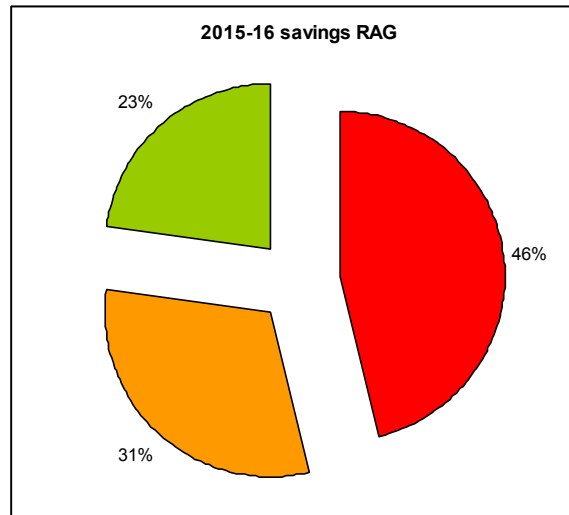
6.1 This is the quarter 1 report to Cabinet for the 2015-16 financial year in respect of the financial and performance position of the Council

7 Financial Performance

7.1 The Council is forecasting overspend of £2.561m as at month 3. The main service areas showing variation from budget are Children and Families, Adult Social Care and Health Partnerships and Estates and Regeneration. These have been offset by some corporate under spends.

7.2 Following last month's budget monitoring report, CMT requested that all overspending budgets should submit action plans showing how the budget can be brought back to break even. This has been communicated to Service Directors and an Action Plan has been received from the Adult Social Care (ASC) Service (details in paragraph 3.0 below). These proposals total **£1.2m** in savings and are included below. There are several other proposals yet to be costed that are not included. It must be noted that a number of these proposals are still not fully developed. The service is committed to ensuring that all steps are taken to get as close to breakeven as possible.

7.3 Of the £10.0m of savings for 2015-16, nearly a half, £4.6m are still showing as red, with £2.3m (23%) showing as green, and £3.1m as amber.



7.4 Children and Families have worked closely with the Finance team to model the financial impact of cost reduction activities. When the savings outlined in these plans are applied and if the growth funds monies were to be released to the Service budgets, the updated summary position would be as follows:

Service	Budget	Outturn	Variance	Last	Chg	%
Children Young People & Families	21,778	24,082	2,303	3,290	-987	%
Adult Social Care	34,384	35,002	618	1,819	-1201	5%
Education (Non Schools)	5,689	5,969	280	272	8	5%
Public Health	-400	-400	0	0	0	0%
Central Management	49	33	-15	-22	6	-32%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	61,163	64,349	3,186	5,358	1,210	11.0%

7.5 Children, Young People & Families

The budget pressure in this service area has to £2.3m. This is the effect of removing the funds allocated for growth in the 15-16 budget build. These growth monies are agreed subject to business cases being presented and agreed by CMT. Although business cases have been presented, CMT have requested additional information and made very clear that these funds have not been formally agreed for inclusion in the Service budget but for consistency with other papers coming to Cabinet this adjustment has not been shown in appendix A.

7.6 The underlying budget position including the budget adjustment is shown below with substantial budget pressures on LAC (£1.7m) and staffing (£2.6m). This is the 'as is' position if there is no action plan and if the growth monies were not to be approved. This is shown in more detail in the table below:-:

Service	Budget	Forecast	Variance	Last Month	Change
Asylum Seekers	86	86	0	0	0
Children Looked After	7,053	8,764	1,711	1,261	450
Commissioning & Social Work	6,466	9,057	2,592	1,781	811
Learning Disabilities and Difficulties	2,018	1,907	-111	-112	1
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	166	-6
Family Placement Service	2,512	2,769	257	257	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-63	-86
Total	20,485	24,944	4,459	3,290	1,170

7.7 Action Plans

The cost reduction plans prepared by the Children's Services leadership team are given below. This modelling suggests that if the service carried out the actions detailed in the table below, there would be in year savings of approximately **£863k**.

	Notes	£k
1	50 children moved from Sept 15, to March 17. 12 children by 31st March 2016, based on 10 new Foster Carers due to be approved by March 2016. 38 more children in 16/17 based on 25 new foster carers recruited in 16/17. A further 13 moved in 17/18 to achieve upper quartile % LAC children with inhouse Foster Carers.	-115
2	Agency SW's replaced with permanent staff over a one year period from July 15.	-548
3	Reduce average cost of placements over 1 year for all external placements from December 15. (Strategic Commissioning working with the Trust)	-110
4	Over 14 months from July, make 1 other (non Social Worker) post permanent to achieve 90% permanent staff to 10% Agency	-94
5	Move one child into Mallards in October 2015, one in November 2015, two in December 2015 and two in March 2016.	-82

If the financial effect of the actions above and if the growth bid funds are approved and added to the service budget then revised financial position of the service would be as follows:

Service	Budget	Forecast	Variance	Last Month	Change
Asylum Seekers	86	86	0	0	0
Children Looked After	7,503	8,543	1,040	1,261	-462
Commissioning & Social Work	7,309	8,415	1,107	1,781	-674
Learning Disabilities and Difficulties	2,018	1,907	-111	-112	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	166	-6
Family Placement Service	2,512	2,769	257	257	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-63	-86
Total	21,778	24,082	2,303	3,290	-1,227

7.8 Children Looked After

With the budget adjustment of nearly £0.5m adversely affecting this service area the budget pressure is now £1.7m. This is mainly due to delay in meeting achieving the savings of **£908k** and the effect of an increase in LAC numbers since the budget forecast was agreed. This includes the pressure of £180k LAC 16-18 Expenses remain from last year.

7.9 Staffing Budgets

A dedicated workforce lead has been appointed supported by the DFE improvement funds. Two national campaigns have been implemented between May and August 2015, in order to recruit permanent social workers. A further campaign is planned for September 2015. The majority of staff who have been offered and have accepted will be in place by middle of November resulting in a reduction in costs.

7.10 Early Help

Following the latest audit and report, it has been confirmed that the Troubled Families programme have earned £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date means there is a total underspend in this area of **£149k**. The next PBR claim is due in January 2016 and a further assessment of any additional income which may be received will be made at that time.

7.11 Adult Social Care

This service has an underlying budget pressure of **£1.8m**. This is largely unchanged from last month. This is due to slippage on the savings agreed for this year.

Savings	Agreed £'k	Slippage £'k
Learning Disability Change Programme	1,000	361
Review of Day Services, High Cost Packages & Supported Living	100	50
Extra Care; Internal Day & Residential Services	350	300
Reform of Social Care 2 – Promoting Independence	189	48
Community & Voluntary Sector Commissioning & Telecare	275	275
Reform of Social Care 1 - Front Door, Assessment & Brokerage	300	300
Reform of Social Care 2 – Promoting Independence	500	500
Total	2,714	1,834

The underlying summary forecast for the service is shown below:

Service	Budget	Forecast	Variance	Last Month	Change
Safeguarding and Governance	241	240	0	2	-2
Management & Business Support	778	-676	-1,455	-187	-1,267
Access & Long Term Intervention & Support	2,645	2,914	269	254	16
Re-ablement & Directly Provided Services	4,981	5,392	411	-294	705
Mental Health	3,936	3,941	6	-24	29
Commissioning Budgets	17,922	20,296	2,374	1,851	523
Commissioning & Contracts	3,882	4,121	239	217	22
Total	34,384	36,229	1,845	1,819	26

7.12 The service has submitted an initial action plan that is designed to introduce measures to either accelerate the achievement of existing savings in the current year or new shorter term additional measures to limit the impact on the budget of not fully achieving the saving targets agreed.

7.13 These measures so far total £1.1m but there are many other ideas that are still to be costed. Listed below is the revised savings Plan that has yet to be fully costed and RAG rated and challenged for financial robustness in the forecasting.

Number	Desc	Item	Original Agreed Saving Level 15.16	Achieved or forecast to achieve and showing in budget Aug 15	Further plans to achieve by March 16	Slippage	Comments
1	Transformation	LD Change Programme	1,000,000			0	
1.1	Move from residential to supported living			639,000			
1.2	Increase CHC Income and various other plans				321,250		
1.3	Review of care packages and DP	that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. Enham Trust have agreed to help us with the Domiciliary care cases and the plan is to have all the reviews/re-assessments				40,000	
2	Transformation	Review of MH Day Services, High Cost Packages & Supported Living	100,000	50,000	50,000	0	
3	Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	350,000	50,000	tbc	tbc	
4	Prevention & Early intervention	Community & Vol Sector Commissioning & Telecare	275,000	0	275,000	0	
5	Transformation	Reform of social care 1 - Promoting Independence	500,000	0		tbc	The saving in this area needs to be more because of the increase in activity and costs during last year that has carried on to this year
5.1	Increase CHC Income older people and physical disability	Hire a CHC specialist (must be medically trained). To review the CHC and Funded Nursing Care potential of the adult social care cases. To prioritise these for review under the Care Act to consider their eligibility for CHC/ FNC				696,187	Investment of £25k required to undertake this role
5.2	Review of equipment - and recovery processes	Review existing contract; Equipment recovery processes and possible pharmacy equipment model				10,000	
5.3	Extend RRR service	to reduce residential placements. Pathway and service re-design: amalgamate the ARC service and the RRR to improve outcomes predominately for people discharged from the acute trust. We will build on previous successes in reducing residential. And to review impact for CMHTE				62,000	
5.4	On line channel shift	assessment and review project to allow clients and trusted assessors to use self-service tools. Current business case c£85k FYE, add this to the budget profiling				83,000	
5.5	Review of DP clients - OP/PD	client underspend and monitoring of this. Repeat a similar exercise as per 2014/15 run by IH, but extend this to LTIS and PD				40,000	
5.6	Review of care packages	that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. And Incentivise Domiciliary care providers – to review domiciliary care plans sooner than the statutory 12 months to identify support plans that are too great for the clients needs (responsibility of the domiciliary care provider to carryout this work). Domiciliary care forum				tbc	
5.7	Prevention using Domiciliary care providers	development of a focus on wellbeing and prevention support planning at regular 3 monthly intervals				tbc	

7.14 If these savings are added to the current underlying forecast then the summary would be as follows:

Service	Budget	Forecast	Variance	Last Month	Change
Safeguarding and Governance	241	240	0	2	-2
Management & Business Support	778	-676	-1,455	-187	-1,267
Access & Long Term Intervention & Support	2,645	2,914	269	254	16
Re-ablement & Directly Provided Services	4,981	5,392	411	-294	705
Mental Health	3,936	3,941	6	-24	29
Commissioning Budgets	17,922	19,069	1,147	1,851	-704
Commissioning & Contracts	3,882	4,121	239	217	22
Total	34,384	35,002	618	1,819	-1,201

7.15 Non Schools

There is a pressure of **£280k** forecast for this service area to reflect the uncertainty of the saving associated with the implementation of the new revised contract with Cambridge Education. This has not yet been signed and therefore the savings are not secure. This is largely unchanged from last month.

7.16 Public Health

This service is now reporting a balance position. However the implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have not been factored into this as the service is still developing a response to the announcement. If the grant is reduced as indicated, this will result in a loss of funding totalling **£384k** and unless expenditure is reduced an equal amount a budget pressure will result.

The Government has launched a consultation exercise in relation to this reduction but this is only looking at options **how** the saving is to be implemented. So it is very likely that this will happen.

The service is looking at how this can be contained but as yet no concrete proposals have been presented.

7.17 As at June 2015 the Customer and Community Services Directorate is forecasting an over spend position of £116k, predominantly due to a CCTV/Careline Income shortfall.

7.18 The Regeneration, Housing and Resources Directorate is forecasting an over spend position of £755k, pending the successful delivery of the 2015/16 savings targets. £250k of the projected over spend is due to anticipated pressures on the homelessness service arising from the shortage of affordable rented accommodation in Slough, exacerbated by welfare benefit reform, pressures from households relocated from west London and a buoyant investment market speculating on the arrival of Crossrail. Measures are being put in place to secure access to suitable accommodation so that Bed and Breakfast occupancy and costs can be reduced. The Council is also working with landlords to secure access to accommodation both inside and outside the borough and is seeking a standing permission to enter into procurement contracts, some of which may be in excess of £250,000 in value (for three or five year agreements) where this results in significant and ongoing revenue savings for the Council and secures access to multiple units of accommodation.

7.19 The Environmental Strategy and Governance Manager has also highlighted £200k of pressures from waste management costs and the £67k internal rent payment to Asset Management for Chalvey Depot.

7.20 The above Financial pressures can be mitigated by a number of additional funding sources that has helped to reduce the projected overspend by £1.4m. Without these additional funding items the overspend would have been shown as £6.5m

Item	Amount £k
Loan note returns from the Slough Regeneration Partnership	400
Additional RSG received just before the budget was approved	197
Additional 's31' monies in respect of Business Rates	350
Insurance	416

7.21 All of these budget pressures are further detailed in appendix C.

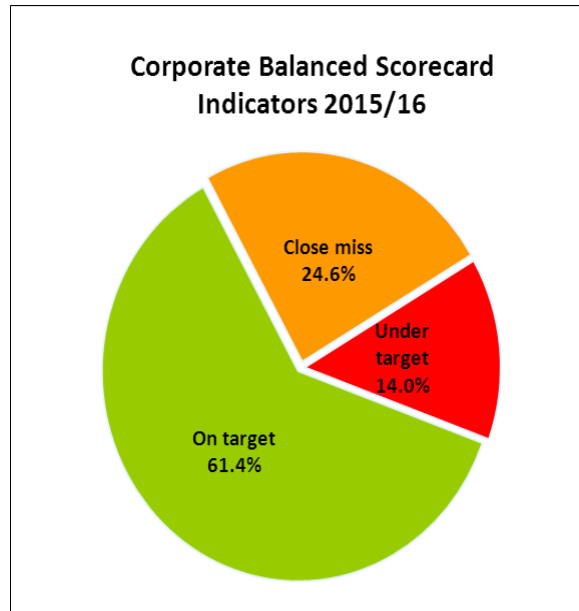
8 Virements

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

Service Area		Amount	Reason
From	To	£'000	
Customer and Community Services	Regeneration, Housing and Resources	51,960.00	Transfer of Major Contracts budget.
Wellbeing	Regeneration, Housing and Resources	113,300.00	Transfer of property related budgets to Corporate Landlord.
Customer and Community Services	Regeneration, Housing and Resources	123,400.00	Transfer of property related budgets to Corporate Landlord.
Customer and Community Services	Regeneration, Housing and Resources	4,900.00	Transfer of residual income budget for Haymill.
Customer and Community Services	Regeneration, Housing and Resources	281,200.00	Transfer of property related budgets to Corporate Landlord.
Reserves	Customer and Community Services	124,000.00	Release of Transformation Reserve re: improvement of CT and NNDR collection rates.
Customer and Community Services	Regeneration, Housing and Resources	64,480.00	Transfer of ASB worker budget moved to Housing.

9 Council Performance

9.1 This quarter, of the 57 performance indicators that were RAG rated – the majority are rated as 'Green' (35; 61.4%) or 'Amber' (14; 24.6%). Those rated as either 'Green' or 'Amber' - taken together - account for 86% of measures. Eight measures this month (14.0%) are Red rated as being off target by more than 5% in this report.



9.2 Noteworthy Concerns

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

- **Business rate debit increase each year**
There has been a 0.10% decrease in the net collectable debit in the first quarter of 2015/16. An inward investment strategy and action plan is being developed.
- **Number of tenant verification visits completed**
At the end of Q1 217 tenant verification visits were completed.
- **Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP**
New contract out to tender to deliver a healthy weight programme in schools in the new term.
- **Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check**
During 2014-15 GPs in Slough were focussed to deliver through the CCG for a prediabetes screening programme as well as for health checks. As a result the offer was less than in the previous year. This will change in 2015-16 as the prediabetes screening has ceased. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community.
- **Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.**
This rate published in the 2015 Health Profile reflects 81 early deaths from heart disease and stroke 66% in males. Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care.
The original indicator (under 75 mortality rate from cardiovascular diseases considered preventable) is no longer published.
- **Social Isolation: percentage of adult social care users who have as much social contact as they would like**

The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2013/14 340 residents completed and returned the survey.

There was a 2.6% increase between 2011/12 and 2013/14. However the social isolation rate reported locally for 2013/14 was below the England value (44.5%) and South East value (45.3%). The survey was not reported in 2012/13.

- **Number of adults managing their care and support via a direct payment**
Direct Payments are a robust vehicle for driving person-centred planning and care arrangement.
All Local Authorities are encouraged to promote the use of Direct Payments.
Over the past year, the number of people in receipt of Direct Payments has risen by just 4 (187 in Jun-14).
It is believed that there are many more service users who could be persuaded to take up direct payments for some or all of their care needs.

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

10 **Council's Gold Project Update**

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

10.2 Please note that the highlight reports are submitted using the standardised format requested by the Chief Executive. The intention of this format was to ensure that the pertinent points are drawn to CMT's attention, particularly any recommendations or requests that require CMT action to support project delivery.

10.3 **Monthly Period Summary**

- This report covers eight Gold Projects in total; all highlight reports have been received in time for this report.
- Of the eight project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors.
- Of the eight submitted highlight reports, seven have been assessed to have an **overall** status of **'Amber'** and one at **'Green'**.
- For *'Timeline'* three projects have been evaluated at **'Green'** status and five at **'Amber'**.
- For *'Budget'* four are assessed at **'Green'**, three at **'Amber'** and one at **'Red'**.
- For *'Issues and Risks'* six have been evaluated at **'Amber'** and two at **'Green'**.
- Accommodation and Flexible Working has been assessed as **'Green'** across all of the areas.
- Safeguarding Improvement Plan has been assessed as **'Red'** for budget.

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

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

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor approval status	CMT recommendations
Accommodation & Flexible Working	GREEN ↑ (was Amber)	Green	Green	Green ↑ (was Amber)	Approved	<ul style="list-style-type: none"> • 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. • 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. • CMT to ensure all their service areas return the flexible/smart working data collection to the Head of Facilities Management.
Fit for the Future Programme	AMBER	Amber	Green	Amber	Approved	<ol style="list-style-type: none"> 1. Organisational development <ul style="list-style-type: none"> • Assistant Director, Organisational Development and Human Resources starting 7th September 2015. • First draft of the Fit for Future Project Initiation Document (PID) completed. 2. Leadership and management development <ul style="list-style-type: none"> • Evaluation design of the management development programme, cohorts 3 and 4 completed. • Planning of lunch time briefings for Heads of Services started. • Feedback provided to MDP facilitators on draft outline of refresher session for SLT. 3. Developing skills <ul style="list-style-type: none"> • Agreed further workshops to raise awareness of prevent (WRAP training) and roll out e-learning module to key staff. 4. Recruitment and retention <ul style="list-style-type: none"> • Current format of the electronic form reviewed. 5. Employee engagement <ul style="list-style-type: none"> • SLT continuing to promote nominations for SBC heroes. • Draft of staff survey passed to CMT for consideration and sign off. • SLT answers in response to staff questions signed off. 6. Employee Wellbeing

						<ul style="list-style-type: none"> Milestones for plan to implement 'Smoke Free' Council in April 2016 developed. Directorates considering follow on events similar to the sports night held by staff from Adults Social care teams.
Implementation of an integrated ERP (Enterprise Resource Planning) Solution	AMBER	Green ↑ (was Amber)	Amber ↓ (was Green)	Green ↑ (was Amber)	Approved	<ul style="list-style-type: none"> To support the project communications council wide. 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. To assist in managing strategic stakeholders.
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	<ol style="list-style-type: none"> CMT to discuss, challenge and support progress and proposed actions as appropriate. CMT to note and challenge performance outcomes. CMT to approve Risk Register and ratings. CMT to stay appraised of and be involved in identifying key transition work programmes/issues, to ensure readiness for the transition to the Trust, and redress the impact of the Trust on the Council. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross-council contribution to improvement to support the continuous improvement across the services and LSCB partnership; particularly, though not exclusively, in relation to: <ul style="list-style-type: none"> Corporate parenting responsibilities LAC redesign Children's Social Care Workforce Strategy Housing options and service experience for care leavers Management information
School Places Programme	AMBER	Amber	Green	Amber	draft	<ul style="list-style-type: none"> 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. Although the Project Management capacity in Property Services has

						increased, this has not resulted in sufficient capacity being dedicated to the school places programme. Recommend this is more transparent and addressed urgently.
Slough Children's Services Transition	AMBER	Amber	Amber	Amber	Approved	<ul style="list-style-type: none"> Note progress since last month's Gold Highlight report. Note key activities that need to be completed in the next reporting period. Advise on any further actions to be considered at this stage.
The Curve	AMBER	Amber	Amber	Amber	Approved	<ul style="list-style-type: none"> Note progress and activity on site. Note management of risks to project timeline and budget. 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**

11 Council's 5YP Outcome Update

11.1 The summary below provides CMT with an update on the Council's 5YP outcome updates as at the 31st July 2015. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix F**.

11.2 Monthly Period Summary

11.2.1 This report covers the Five Year Plan (5YP) 8 outcomes in total; highlight reports have been received in time for this report from all.

11.2.2 Of the eight highlight reports which have been RAG-rated, four have been assessed to have an **overall** status of 'Green', three at 'Amber' and one 'unassigned'.

11.2.3 For 'Timeline' six projects have been evaluated at 'Green' status, one at 'Amber' and one 'unassigned'.

11.2.4 For 'Budget' four are assessed at 'Green', three at 'Amber' and one 'unassigned'.

11.2.5 For 'Issues and Risks' one has been evaluated at 'Green' status, six at 'Amber' and one 'unassigned'.

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

Outcome Leads assessed status of 5YP 8 Outcomes as at:

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Key issues of risk / obstacles to progress
1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay	GREEN	Green	Green	Green	Implementation of Outcome 8 on ability to install implementation of 'online payment' portal.
2. There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough	AMBER	Green	Amber	Amber	<ul style="list-style-type: none"> Increased PS market rent levels rendering the sector inaccessible to households on benefits. Exponential growth in homelessness due to welfare reform and demand for private sector accommodation. Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction. Increase in construction costs rendering small and infill site development non-viable. Staff vacancy rate and inability to recruit to undertake housing regulation functions. Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing. Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.
3. The centre of Slough will be vibrant, providing business, living, and cultural opportunities	GREEN	Green	Green	Amber	<ul style="list-style-type: none"> Resource allocation Budget identification
4. Slough will be one of the safest places in the Thames Valley	AMBER	Green	Amber	Amber	<ul style="list-style-type: none"> Interim Community Safety Partnership manager and Interim DA Partnership Manager appointed. Permanent CS post offered to candidate. Vacancies in Neighbourhood Services and capacity to deliver. Staff attendance at WRAP training session; Attendance has improved 4 sessions planned in August dependent on facilitator availability – need to keep up momentum until Prevent Coordinator in place. Prevent Delivery – fluid and time consuming; dependent on national and world events, appointment of coordinator essential (due to start 01.09.2015) Prevent work very

					<p>intensive and takes priority over general cohesion, this should ease when Prevent Coordinator in place to lead.</p> <ul style="list-style-type: none"> • Future funding arrangements for CSE Co-ordinator role requires confirmation and agreement on location of post to maintain continuity and momentum for delivery of action plan.
5. Children and young people in Slough will be healthy, resilient and have positive life chances					<ul style="list-style-type: none"> • Transition of Children's Social Care into new arrangements.
6. More people will take responsibility and manage their own health, care and support needs	GREEN	Green	Green	Amber	<ul style="list-style-type: none"> • Timescale for delivery of all actions not achieved. • Ability to deliver the revenue savings. • Impact on key performance targets. • Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. • More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. • Lack of agreement of use of contingency funding in BCF from CCG. • Management of lots of change at same time – capacity and change fatigue. • Management information and data.
7. The council's income and the value of its assets will be maximised	GREEN	Green	Green	Amber	<ul style="list-style-type: none"> • Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend. • Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value. • Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning & ensuring an effective link to Outcome Based Budgeting.
8. The council will be a leading digital transformation organisation	AMBER	Amber	Amber	Amber	<ul style="list-style-type: none"> • Capital investment requirements higher than present budget allocation. • Lack of in house capacity to deliver transformation

The individual 5YP Outcome Updates are provided as **Appendix F**.

12 Capital

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

	Revised 15-16 Budget	Projected Outturn
Directorate	£000s	£000s
Resources	31,199	21,896
Wellbeing	15,512	14,298
Customer & Community Services	16,501	6,856
Housing Revenue Account	19,838	18,017
Total	83,050	61,067

12.2 The council is expecting to spend 74% of its available 2015-16 Capital Budget in the current financial year. More detailed directorate narrative is attached as appendix B.

13 Write Offs

13.1 A net total of £0.482m has been written off during the first quarter of 2015/16. As in the previous reports the majority of this total relates to NNDR debt (a net £0.437m). The write off across the council's services for the first quarter, including the reason for write off, can be summarised as follows. The write offs below are requested for approval.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Benefits	Total
	Value	Value	Value	Value	Value	Value
	£	£	£	£	£	£
Unable to trace / Absconded	136,571.43	11,080.41	20,210.41	920.55		168,782.80
Vulnerable persons			118.82			118.82
Deceased			3,957.18	2,730.69	262.90	6,950.77
Statute Barred / Unable to Enforce	86,801.13			34,851.20		121,652.33
Bankruptcy	7,922.30					7,922.30
Instruction from Client				4,240.30		4,240.30
Nulla Bona (Returned from Bailiff)				1,000.00		1,000.00
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	238,696.25					238,696.25
Misc. (incl uneconomical to pursue)	22,092.70	2,551.70	96.72	1,329.43	1.28	26,071.83
Credit Balances	(55,487.12)	(37,605.87)				(93,092.99)
Total	436,596.69	(23,973.76)	24,383.13	45,072.17	264.18	482,342.41

14 Council Tax Support Scheme

14.1 The Council Tax support scheme began on 1st April 2013 and the overpayments generated continue to rise. Many, if not all, do not warrant prosecution, as a first level intervention, due to the low value. This would act as:

- A deterrent to wrongdoing
- A flexible intervention alternative to prosecution

The only practical alternative is an administration penalty. The Council can apply this penalty under s11 of the Council Tax Reduction Scheme 2013 and it is recommended that the penalty is set at £50.

15 Procurement of Mental Health Accommodation Services

- 15.1 The Community Mental Health Team are seeking permission to proceed with the procurement of a new pilot Mental Health Supported Accommodation and Step down service to be delivered by Look Ahead Care and Support. The service will deliver a new recovery and re-ablement support service for service users with mental ill health.
- 15.2 Look Ahead have been delivering this type of support in their supported accommodation schemes in other boroughs for many years. An opportunity has been presented to the Council to demonstrate the benefits of this model in terms of delivering outcomes for service users and stimulating the local provider market. In addition, Look Ahead own a building in Slough from which the service would be delivered. If this pilot service was put out to tender this opportunity could be lost.
- 15.3 The estimated cost of the service will be £394,000.00 and will be completed within two years from a start date of the 1st of April 2016 after which it will be out to competitive tender. Concurrently, the Community Mental Health Team will work with Wellbeing and Corporate Procurement to re-commission the currently budgeted £2,088,406 service expenditure for Mental Health Residential Care and Mental Health Supporting Living for a range of delivery models including this one.

16 DSG High Need block shortfall in funding for 2016-17

- 16.1 The High needs block funding has been calculated by the DFE on information provided to them from the Local authorities (LA) in 2012-13. The High need block is split into Place funding of £10,000 a place and Top up funding (which each LA calculates from the remainder of the High need block budget). For the 4th year running no increases are expected in 16-17 High needs budget which will be finalises in the Government November spending review.
- 16.2 The High need block funds Slough special schools, PRUs, Resource bases and Statemented children, for both Maintained schools, Academies and Free schools.
- 16.3 The school population has changed since 2012-13 with last years increase (excluding free schools) of over 600 children, hence within this growth will be children with special needs. In 16-17 the growth in SEN children is estimated to be 96 children.

16.4 Conclusion

- 16.4.1 Due to the expected increases in SEN children the DSG is facing an over spend in the High need block in 2016-17 of approximately £1m. 3 options were put to the CMT in August 2015 as follows.

1. Review band values
2. Ask the School Forum to fund the shortfall out of the High needs block.

3. Ask the Council to fund the shortfall.

16.4.2 The last option has been ruled out and the first option has been recommended. Finance will work with SEN and set up a Task group to look at solving the issues within the band values first, and then look at option 2 for any shortfall arising from the Banding work.

17 Conclusion

17.1 The Council overspend continues to is currently estimated to be £2.803m at year end although work is ongoing to reduce this and the council remains hopeful that it will be able to take appropriate action to ensure that this position is mitigated at least in part by the end of the financial year.

17.2 Of the eight Gold project updates submitted seven have been assessed as 'Amber' and one as 'Green'.

17.3 Of the seven 5 Year Plan highlight reports four have been assessed to have an overall status of 'Green' and three at 'Amber'.

18 Appendices Attached

- 'A' - Summary revenue forecasts
- 'B' - Capital Monitor
- 'C' - Revenue narrative
- 'D' - Balanced Scorecard
- 'E' - Gold projects summary
- 'F' - 5YP Outcome Performance Updates

18 Background Papers

- '1' - Supporting working papers held in finance

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL
2015/16 BUDGET MONITORING
PERIOD 3 - JUNE 2015

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	34.384	35.002	0.618
Central Management	0.049	0.034	(0.015)
Children and Families	21.778	24.081	2.303
Education (Non-Schools)	5.689	5.969	0.280
Public Health	(0.400)	(0.400)	0.000
Total Wellbeing	61.500	64.686	3.186
Total Schools	(0.337)	(0.337)	0.000
Total Wellbeing and Schools	61.163	64.349	3.186
<u>Customer and Community Services</u>			
Transition	0.000	0.000	0.000
Customer Services & IT	0.043	0.024	(0.019)
Learning & Community	2.461	2.406	(0.055)
Wellbeing & Community	3.365	3.390	0.025
Public Protection	1.217	1.357	0.140
Planning and Building Control	0.653	0.653	0.000
Strategic Management	0.016	0.016	0.000
Transactional Services	8.307	8.357	0.050
Contracts, Commissioning & Procurement	1.030	1.005	(0.025)
Total Customer and Community Services	17.092	17.208	0.116
<u>Regeneration, Housing and Resources</u>			
Strategic Management	(0.039)	0.036	0.075
Corporate Resources	2.104	2.079	(0.025)
Housing and Environment	14.066	14.649	0.583
Estates and Regeneration	10.222	10.344	0.122
Total Regeneration, Housing and Resources	26.353	27.108	0.755
<u>Chief Executive</u>			
Chief Executive	0.337	0.337	0.000
Strategic Policy & Communication	2.186	2.186	0.000
Professional Services	1.194	1.194	0.000
Total Chief Executive	3.717	3.717	0.000
Total Corporate	(0.667)	(1.921)	(1.254)
Total General Fund	107.658	110.461	2.803
% of revenue budget over/(under) spent in total			2.6%

This page is intentionally left blank

	Revised 15-16 Budget	Projected Outturn	Slippage %
Directorate	£000s	£000s	
Resources	31,199	21,896	29.82%
Wellbeing	15,512	14,298	7.83%
Customer & Community Services	16,501	6,856	58.45%
Housing Revenue Account	19,838	18,017	9.18%
Total	83,050	61,067	26.47%

Cost Centre	Project	Lead Officer	Expected Completion Date	Revised	Q2	Q3	Q4	Projected Outturn
Education Services								
P051	Primary Expansions (Phase 2 for 2011)	Tony M	Ongoing	6,593	1,000	2,715	2,500	6,593
P076	Town Hall Conversion	Tony M	01-Apr-17	315	10	100	167	315
P090	Expand Littledown School	Tony M	COMPLETE	4				0
P093	Schools Modernisation Programme	Tony M	01-Jan-16	3,068	400	2,800	254	3,469
P101	SEN Resources Expansion	Tony M	Ongoing	400	0	100	300	400
P749	Children's Centres Refurbishments	Kate A	01-Sep-15	85				0
P783	Schools Devolved Capital	G Grant	01-Sep-15	142	38	40	40	142
P856	Haymill/Haybrook College Project	Tony M	01-Sep-15	27	10	19		27
P887	Willow School Expansion	Tony M	01-Sep-15	13				15
P673	DDA/SENDA access Works	Tony M	Ongoing	75	0	0	75	75
	Youth/Community Centres Upgrade	A Lakhan	01-Oct-15	100				0
P123	2 Year Old Expansion Programme	Kate A	Ongoing	646				275
P894/P896	Penn Rd & Chalvey Grove Children's Centre	Kate A	01-Jan-17	88				0
P140	Lea Nursery Heat Pump	Tony M	COMPLETE	10				0
	Special School Expansion-Primary,Secondary & Post 16	Tony M	01-Jan-22	400	10	60	330	400
P142	Children's Centres IT	Kate A		60				0
P131	School Meals Provision	Tony M	01-Oct-15	155	25	130	0	155
	Secondary School Expansions	Tony M	Ongoing	500	0	1	99	100
P146	Arbour Park	Tony M	01-Jan-17	900	107	300	490	900
Total Education Services				13,581	1,600	6,265	4,255	12,866
Customer & Community Services								
P083	Cemetery Extension	Ketan G	31/03/2016	1,499	506	505	505	1,499
P103	Slough Play Strategy	Ketan G		3	3			3
P107	Repairs to Montem & Ice	Ketan G		423				14
P383	Herschel Park	Ketan G		86	10	10	10	30
P873	Crematorium Project	Ketan G		2,081				55
P141	Leisure Capital Improvements-Langley, Ten Pin, The Centre	Ketan G		1,292			1,200	1,195
P145	ERP Financial System Upgrades	J Holmes	01/04/2016	1,384	400	500	400	1,322
P088	Baylis Park Restoration	Ollie K	31/03/2016	526		270	270	540
P089	Upton Court Park Remediation	Ollie K	30/09/2015	10		10		10
P124	Upton Court Park Remediation	Ketan G		88				0
P105	Civica E-Payment Upgrade	R Parkin	31/03/2016	20			20	20
P784	Accommodation Strategy	R Parkin	01/10/2015	1,330	425	400	205	1,330
	Expansion of DIP Servers	S Pallet		150				0
	IT Disaster Recovery	S Pallet		821				0
	Cippenham Green	S Gibson		500		100	400	500
	Hub Development	S Gibson		200			200	200
P084	IT Infrastrucure Refresh	S Pallet		1,095				1
P084	Replacement of SAN	S Pallet		148				0
P871	Community Investment Fund	Various		1,047				38
P875	CCTV Relocation	P Webster	31/03/2016	99	26	30	30	99
	New Ice	Ketan G		3,550				0
	Community Leisure Facilities	Philip Wright		150				0
Total Customer & Community Services				16,501	1,370	1,825	3,240	6,856
Community and Wellbeing								
P331	Social Care IT Developments	Alan S	31/03/2016	52		26	26	52
	Supported Living	Alan S	31/03/2016	600		300	300	600

Cost Centre	Project	Lead Officer	Expected Completion Date	Revised	Q2	Q3	Q4	Projected Outturn
P133	Extra Care Housing	Alan S	31/03/2017	999		250	250	500
	Care Act	Alan S	31/03/2016	280		140	140	280
	Total Community and Wellbeing			1,931	0	716	716	1,432
	Resources, Housing and Regeneration							
P006	Disabled Facilities Grant	N Aves	Ongoing	406	128	128	130	406
P068	Street Lighting Improvement Phase 2	A Deans	31/03/2016	255	80	104	87	255
P069	Highway & Land Drainage Improvements	A Deans	Ongoing	84	34	40	10	84
P079	Catalyst Equity Loan Scheme	N Aves	31/03/2016	27			27	27
P066	The Curve	Fin Garvey	31/03/2016	9,443	5,429	1,964	1,210	9,440
P128	Corporate Property Asset Management	S Gibson	Ongoing	491			350	385
P111	Major Highways Programmes	A Deans	Ongoing	703	528	194	78	703
P728	Highway Reconfigure & Resurface	A Deans	Ongoing	576	192	320		576
P779	Britwell Regeneration			114				45
P869	Chalvey Hub	S Gibson		170			25	30
P881	Colnbrook By-pass	A Deans	31/03/2017	131				0
P117	Garage Sites Stage 7	N Aves	31/03/2016	111			111	111
P127	Demolitions	S Gibson		317	100	100	117	317
P104	Stoke Poges Footbridge	A Deans	31/03/2016	410			410	410
P116	Windsor Road Widening Scheme	S Gibson		412			355	412
P149	A332 Windsor Road Widening LEP	S De Cruz		4,373		500	1,500	2,004
P148	A335 Tuns Lane LEP Transport Scheme	S De Cruz		2,611		200	1,800	2,002
P144	Slough MRT	S De Cruz		3,600		500	2,500	3,000
	Flood Defence Measures SBC/EA Partnership	A Deans		100				0
P135	Plymouth Road (dilapidation works)	S Gibson		197			60	60
P137	Relocation of Age Concern	S Gibson		27		27		27
P136	Land acquisition (Chalvey)	S Gibson		496			496	496
P098	Traffic Light & Junction Improvements	S Decruz		236				1
	Air Quality Grant	J Newman	31/03/2016	67		30	37	67
P147	DEFRA Air Quality	J Newman	31/03/2016	42	18	17	12	47
P118	Replacement of Art Feature	A Deans		12			12	12
P661	Local Safety Scheme Programme	S Decruz		143	25	50	67	143
P060	Station Forecourt	A Deans	31/03/2016	20		10	10	20
P064	Infrastructure	A Deans	31/03/2016	155		75	80	155
	Housing Subsidiary	N Aves		4,570				0
	Bath Road Redevelopment	S Gibson		300			100	101
	Northborough Park	S Gibson		250			250	250
	Redevelopment of Thomas Grey Centre	S Gibson		50			50	50
	Installation of 3 Electric Vehicle Rapid Chargers	J Newman	31/03/2016	200		50	150	200
	Carbon Management	J Newman	31/03/2016	100		10	50	60
	Total RHR (including Heart of Slough)			31,199	6,534	4,319	10,084	21,896
	TOTAL GENERAL FUND			63,212	9,504	13,125	18,295	43,050

Cost Centre	Project	Lead Officer	Expected Completion Date	Revised 15-16 Budget £'000	Q2	Q3	Q4	Projected Outturn
P544	Affordable Warmth/Central Heating	N Aves/Adrian T	Ongoing					
P544(4601)	Boiler Replacement	N Aves/Adrian T	Ongoing	0	410	350	250	1,010
P544(4602)	Heating / Hot Water Systems	N Aves/Adrian T	Ongoing	0		130	190	320
P544(4603)	Insulation programmes	N Aves/Adrian T	Ongoing	1,330	200	153	384	1,330
P552	Window Replacement	N Aves/Adrian T	Ongoing					0
P552(4613)	Front / Rear Door replacement	N Aves/Adrian T	Ongoing	356	115	92	57	356
P558(4604)	Kitchen Replacement	N Aves/Adrian T	Ongoing	2,088	60	60	60	67
P558(4605)	Bathroom replacement	N Aves/Adrian T	Ongoing	692	10	10	10	30
P558(4606)	Electrical Systems	N Aves/Adrian T	Ongoing	263	20	20	20	60
P559	External Decent Homes Work	N Aves/Adrian T	Ongoing					0
P559(4607)	Roof Replacement	N Aves/Adrian T	Ongoing	149	60	13		149
P559(4608)	Structural	N Aves/Adrian T	Ongoing	598	175	250	173	598
	DISH	N Aves/Adrian T	Ongoing					0
	Decent Homes			5,476	1,050	1,078	1,144	3,920
P516	Winvale Refurbishment	N Aves/Adrian T	Ongoing	17				0
P541	Garage Improvements	N Aves/Adrian T	Ongoing	290	100	125	65	290
P548	Mechanical Systems /Lifts	N Aves/Adrian T	Ongoing	219	95	50		219
	Lifts	N Aves/Adrian T	Ongoing					0
P545	Capitalised Repairs	N Aves/Adrian T	Ongoing					0
	Parlaunt Shops-Flat Roof Replacement	N Aves/Adrian T	Ongoing					0
P551	Security & Controlled Entry Modernisation	N Aves/Adrian T	Ongoing	94	35	45	14	94
P564	Darvills Lane - External Refurbs	N Aves/Adrian T	Ongoing					0
P565	Estate Improvements/Environmental Works	John Griffiths	Ongoing	200	72	65	66	200
P569	Replace Fascias, Soffits, Gutters & Down Pipes	N Aves/Adrian T	Ongoing	634	215	200	191	668
P573	Upgrade Lighting/Communal Areas	N Aves/Adrian T	Ongoing	872	250	200	334	872
P573(4609)	Communal doors	N Aves/Adrian T	Ongoing	47	17	22	8	47
P573(4610)	Balcony / Stairs / Walkways areas	N Aves/Adrian T	Ongoing	81				0
P573(4611)	Paths	N Aves/Adrian T	Ongoing	65	10	10	45	65
P573(4612)	Store areas	N Aves/Adrian T	Ongoing	57	10	10	37	57
	Sheltered / supported upgrades	John Griffiths	Ongoing	250	80	80	90	250
	Planned Maintenance - Capital			2,826	884	807	850	2,762
P546	Environmental Improvements (Allocated Forum)	John Griffiths	Ongoing	200				0
								0
P405	Tower and Ashbourne	N Aves/Adrian T		1,121	65	25	1,023	1,121
								0
P547	Major Aids & Adaptations	J Walter	Ongoing	450	159	159	159	450
								0
P779/P575	Affordable Homes	N Aves/Adrian T	Ongoing	9,765	3,186	3,186	3,186	9,764
				19,838	5,344	5,255	6,362	18,017

<u>Community Investment Fund (Capital Only)</u>	2015-16	Responsible
Description	Revised Budget	Officer
	£'000	
MUGA's - floodlit to all community hubs / priority associated areas	156	K Ghandi
Replace street bins and increase numbers in high litter areas		Ian C
Replacement street signs - 2 year programme	50	Alex D
CCTV - purchase of moveable cameras	56	G De Haan
Neighbourhood Enhancements/Walkabouts	300	Ian C
Pavement Parking Policy	373	Joe C
Alley gating works	55	G De Haan
Member Bids	39	Ian C
Wexham Road Crossing	35	Savio De Cruz
Parks Buildings Invest to Save	20	K Ghandi
Chalvey Recreation	20	K Ghandi
Salt Hill Park	20	K Ghandi
New Bike Hire Stands	10	
Electronic 30 mph signs	10	
Montem Streamside Walk	5	
Land clearance Derwent Drive	10	
Borough Gateway Signs	40	
TOTAL	1,198	

This page is intentionally left blank

WELLBEING DIRECTORATE

OVERVIEW: The Directorate's net controllable Revenue budget for 2015/16 is now **£59.870m**. This is £1.2m less than last month following the removal of the growth bid funding for the Children, Young People and Families (CYP&F) Service. The current total projected net expenditure is **£66.438m** and therefore the Directorate is presently forecasting an underlying overspend of **£6.6m** (11%). This is an increase of **£1.2m** on the previous month and is summarised in the table below:

Service	Budget	Outturn	Variance	Last	Chg	%
Children Young People & Families	20,485	24,944	4,459	3,290	1,170	22%
Adult Social Care	34,384	36,229	1,845	1,819	26	5%
Education (Non Schools)	5,689	5,969	280	272	8	5%
Public Health	-400	-400	0	0	0	0%
Central Management	49	33	-15	-22	6	-32%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	59,870	66,438	6,568	5,358	1,210	11.0%

ACTION PLAN UPDATE: Following last month's budget monitoring report, CMT requested that all overspending budgets should submit action plans showing how the budget can be brought back to break even. This has been communicated to Service Directors and an Action Plan has been received from the Adult Social Care (ASC) Service (details in paragraph 3.0 below). These proposals total **£1.2m** in savings and are included below. There are several other proposals yet to be costed that are not included. It must be noted however that a number of these proposals are still not fully developed however the service is committed to ensuring that all steps are taken to get as close to break even as possible.

Although an action plan has not been received from CYP&F, there has been some modelling which considers the financial impact of some actions that could be taken to reduce expenditure. When the savings outlined in these plans are applied and if the growth funds monies are released to the Service budgets, the updated summary position would be as follows:

Service	Budget	Outturn	Variance	Last	Chg	%
Children Young People & Families	21,778	23,840	2,336	3,290	-954	9%
Adult Social Care	34,384	35,002	618	1,819	-1,201	2%
Education (Non Schools)	5,689	5,969	280	272	8	5%
Public Health	-400	-400	0	0	0	0%
Central Management	49	33	-15	-22	6	-32%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	61,163	64,107	3,219	5,358	-2,139	4.8%

Children, Young People & Families

The budget pressure in this service area has risen by **£1.2m** to **£4.5m** (22%). This is the effect of removing the funds allocated for growth in the 15-16 budget build. These growth monies were agreed subject to a business being presented and agreed by CMT. Although business cases have been presented, CMT have requested significant changes and further explanations. CMT have also made

very clear that these funds have not been formally agreed for inclusion in the Service budget, hence the budget adjustment.

The underlying budget position apart from the budget adjustment shows a largely unchanged position from last month with substantial budget pressures on LAC (£1.7m) and staffing (£2.6m). This is shown in more detail in the table below:-

Service	Budget	Forecast	Variance	Last Month	Change
Asylum Seekers	86	86	0	0	0
Children Looked After	7,053	8,764	1,711	1,261	450
Commissioning & Social Work	6,466	9,057	2,592	1,781	811
Learning Disabilities and Difficulties	2,018	1,907	-111	-112	1
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	166	-6
Family Placement Service	2,512	2,769	257	257	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-63	-86
Total	20,485	24,944	4,459	3,290	1,170

Action Plans

The service has **not** submitted an Action Plan as requested by CMT. However, modelling work showing the financial impact of several savings scenarios have been completed by Finance but these are purely academic because, based on the information reaching Finance, they are not supported by any detailed delivery mechanism and remain purely in the planning stage. This modelling suggests that if the service carried out the actions detailed in the table below, there would be in year savings of approximately £1.1m.

Details		£'k
1	63 children moved over 21 months, to achieve upper quartile % LAC children with Slough BC Foster Carers	-352
2	Agency SW's replaced with permanent staff over a one year period	-548
3	Reduce average cost of placements over 1 year for all external placements	-110
4	Over 14 months, make 1 other (non Social Worker) post permanent to achieve 90% permanent staff to 10% Agency	-94
TOTAL		-1,104

The council would expect the new Trust to carry out these actions.

If the financial effect of the actions above and if the growth bid funds are approved and added to the service budget then revised financial position of the this service would be as follows:

Service	Budget	Forecast	Variance	Last Month	Change
Asylum Seekers	86	86	0	0	0
Children Looked After	7,503	8,302	799	1,261	-462
Commissioning & Social Work	7,309	8,415	1,107	1,781	-674
Learning Disabilities and Difficulties	2,018	1,907	-111	-112	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	166	-6
Family Placement Service	2,512	2,769	257	257	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-63	-86
Total	21,778	23,840	2,062	3,290	-1,227

Children Looked After

With the budget adjustment of nearly £0.5m adversely affecting this service area the budget pressure is now £1.7m. This is mainly due to delay in meeting achieving the savings of **£908k** and the effect of an increase in LAC numbers since the budget forecast was agreed. This includes the pressure of £180k LAC 16-18 Expenses remain from last year.

Staffing Budgets

Budget reductions totalling over **£0.8m** has worsened this forecast to £2.6m. This is mostly because the service has continued to use Agency staff at last year's levels despite the fact that the one off funding to allow this is not available in 2015-16. This includes the pressures on Legal Fees of **£283k** that is largely unchanged from last year.

Early Help

Following the latest audit and report, it has been confirmed that the Troubled Families programme have earned £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date means there is a total underspend in this area of **£149k**. The next PBR claim is due in January 2016 and a further assessment of any additional income which may be received will be made at that time.

Adult Social Care

This service has an underlying budget pressure of **£1.8m**. This is largely unchanged from last month. This is due to slippage on the savings agreed for this year.

Savings	Agreed £'k	Slippage £'k
Learning Disability Change Programme	1,000	361
Review of Day Services, High Cost Packages & Supported Living	100	50
Extra Care; Internal Day & Residential Services	350	300
Reform of Social Care 2 – Promoting Independence	189	48
Community & Voluntary Sector Commissioning & Telecare	275	275
Reform of Social Care 1 - Front Door, Assessment & Brokerage	300	300
Reform of Social Care 2 – Promoting Independence	500	500
Total	2,714	1,834

The underlying summary forecast for the service is shown below:

Service	Budget	Forecast	Variance	Last Month	Change
Safeguarding and Governance	241	240	0	2	-2
Management & Business Support	778	-676	-1,455	-187	-1,267
Access & Long Term Intervention & Support	2,645	2,914	269	254	16
Re-ablement & Directly Provided Services	4,981	5,392	411	-294	705
Mental Health	3,936	3,941	6	-24	29
Commissioning Budgets	17,922	20,296	2,374	1,851	523
Commissioning & Contracts	3,882	4,121	239	217	22
Total	34,384	36,229	1,845	1,819	26

The service has submitted an initial action plan that is designed to introduce measures to either accelerate the achievement of existing savings in the current year or new shorter term additional measures to limit the impact on the budget of not fully achieving the saving targets agreed. These measures so far total £1.1m but there are many other ideas that are still to be costed.

Listed below is the revised savings Plan that has yet to be fully costed and RAG rated and challenged for financial robustness in the forecasting.

Number	Desc	Item	Original Agreed Saving Level 15.16	Achieved or forecast to achieve and showing in budget Aug 15	Further plans to achieve by March 16	Slippage	Comments
1	Transformation	LD Change Programme	1,000,000			0	
1.1	Move from residential to supported living			639,000			
1.2	Increase CHC Income and various other plans				321,250		
1.3	Review of care packages and DP	that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. Enham Trust have agreed to help us with the Domiciliary care cases and the plan is to have all the reviews/re-assessments				40,000	
2	Transformation	Review of MH Day Services, High Cost Packages & Supported Living	100,000	50,000	50,000	0	
3	Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	350,000	50,000	tbc	tbc	
4	Prevention & Early intervention	Community & Vol Sector Commissioning & Telecare	275,000	0	275,000	0	
5	Transformation	Reform of social care 1 - Promoting Independence	500,000	0		tbc	The saving in this area needs to be more because of the increase in activity and costs during last year that has carried on to this year
5.1	Increase CHC Income older people and physaical disability	Hire a CHC specialist (must be medically trained). To review the CHC and Funded Nursing Care potential of the adult social care cases. To prioritise these for review under the Care Act to consider their eligiblity for CHC/ FNC				696,187	Investment of £25k required to undertake this role
5.2	Review of equipment - and recovery processes	Review existing contract; Equipment recovery processes and possible pharmacy equipment model				10,000	
5.3	Extend RRR service	to reduce residential placements. Pathway and service re-design: amalgamate the ARC service and the RRR to improve outcomes predominately for people discharged from the acute trust. We will build on previous successes in reducing residential. And to review impact for CMHTE				62,000	
5.4	On line channel shift	assessment and review project to allow clients and trusted assessors to use self-service tools. Current business case c£85k FYE, add this to the budget profiling				83,000	
5.5	Review of DP clients - OP/PD	client underspend and monitoring of this. Repeat a similar exercise as per 2014/15 run by IH, but extend this to LTIS and PD				40,000	
5.6	Review of care packages	that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. And Incentivise Domiciliary care providers – to review domiciliary care plans sooner than the statutory 12 months to identify support plans that are too great for the clients needs (responsibility of the domiciliary care provider to carryout this work). Domiciliary care forum				tbc	
5.7	Prevention using Domiciliary care providers	development of a focus on wellbeing and prevention support planning at regular 3 monthly intervals				tbc	

5.8	Frequent Flyers	reduce frequency of care leading to lower costs - Similar to the NHS work, analyse whether we have a similar boomeranging group of clients that are being ineffectually case managed and apply the 3 tier conversation model.							
5.9	Apply care fund calculator to all ASC cases	should lead to lower costs; Explore with IEAS; analyse all spot placements; negotiate with providers						tbc	
5.11	Personal Advisor	maybe some as yet unidentified savings.						tbc	
5.12	OP supported living	Link to 2016/ 17 ECH and other supported living accommodation (both rental and owner occupancies) outline business case required						tbc	
5.13	Management of demand	innovation pilots related to 3 tier conversation model and hub working. Limited in year saving. TBC November 2015.						tbc	
6	Transformation	Reform of Social Care 2 - Front Door, Assessment, Brokerage and Reviewing	300,000	0	300,000	300,000			This will not take place until 2016.17 as reform 1 needs to take place first
6.1	review current staffing vacancies and the use of contract staff							tbc	
7	Increased Income	Increased fees and charges	189,000	141,000	tbc	48,000			Slippage due to delay in commencing with new charge levels. But reviewing other options
7.1	Review other income generation options							tbc	
Total			2,714,000	880,000	1,877,437	348,000			

If these savings are added to the current underlying forecast then the summary would be as follows:

Service	Budget	Forecast	Variance	Last Month	Change
Safeguarding and Governance	241	240	0	2	-2
Management & Business Support	778	-676	-1,455	-187	-1,267
Access & Long Term Intervention & Support	2,645	2,914	269	254	16
Re-ablement & Directly Provided Services	4,981	5,392	411	-294	705
Mental Health	3,936	3,941	6	-24	29
Commissioning Budgets	17,922	19,069	1,147	1,851	-704
Commissioning & Contracts	3,882	4,121	239	217	22
Total	34,384	35,002	618	1,819	-1,201

There are many other ideas that are still to be costed. These initiatives are shown below and further work will be done on these in the coming weeks to see if and how much could be saved. The FYE effect of these will also be considered in relation to the MTFs (OOB) work.

Ref	DETAIL	Service Area	Saving 2015/16	Investment 2015/16	Lead
7	Extended RRR to reduce residential placements. Pathway and service re-design: amalgamate the ARC service and the RRR to improve outcomes predominately for people discharged from the acute trust. We will build on previous successes in reducing residential	CMHTE	TBC	0	VC
8	Income Generation/Review - Changes to equipment charging - tracking the delivery of these charges		TBC	0	CB
9	Review of packages that remained stable and where there is possibility to change to DP or other more preventative	Short Term	TBC	0	SB
		Long Term	TBC	0	
		CMHTE	TBC	0	

	support plan then do so.	Phys Disability	TBC	0	
10	Speed Up Review, Reduce Hours - Incentivise Domiciliary care providers – to review domiciliary care plans sooner than the statutory 12 months to identify support plans that are too great for the clients needs (responsibility of the domiciliary care provider to carryout this work). Domiciliary care forum	ALL	TBC	0	CB
11	Prevention using Domiciliary care providers - development of a focus on wellbeing and prevention support planning at regular 3 monthly intervals		TBC		
12	Frequent Flyers – reduce frequency of care leading to lower costs - Similar to the NHS work, analyse whether we have a similar boomeranging group of clients that are being ineffectually case managed and apply the 3 tier conversation model.	STIS/ LTIS	TBC	0	SL
13	Apply the care fund calculator - to other ASC cases – should lead to lower costs; Explore with IEAS; analyse all spot placements; negotiate with providers	Older People	TBC	0	SB
		CMHTE	TBC		
		LD	TBC		
		PD	TBC		
14	Personal Advisor – maybe some as yet unidentified savings.	SBi to explore this area	TBC	0	
15	MH Supported Living - re MH stepdown Pathways	MH	TBC	0	
16	OP Supported Living - Link to 2016/ 17 ECH and other supported living accommodation (both rental and owner occupancies) outline business case required	OP	TBC	0	
17	Staffing budgets - review current staffing vacancies and the use of contract staff	ALL	TBC	0	
18	Management of demand – innovation pilots related to 3 tier conversation model and hub working. Limited in year saving. TBC November 2015.	ALL	TBC	0	

Non Schools

There is a pressure of **£280k** forecast for this service area to reflect the uncertainty of the saving associated with the implementation of the new revised contract with Cambridge Education. This has not yet been signed and therefore the savings are not secure. This is largely unchanged from last month.

Public Health

This service is now reporting a balance position. However the implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have not been factored into this as the service is still developing a response to the announcement. If the grant is reduced as indicated, this will result in a loss of funding totalling **£384k** and unless expenditure is reduced an equal amount a budget pressure will result.

The Government has launched a consultation exercise in relation to this reduction but this is only looking at options **how** the saving is to be implemented. So it is very likely that this will happen.

The service is looking at how this can be contained but as yet no concrete proposals have been presented.

CUSTOMER AND COMMUNITY SERVICES DIRECTORATE

Department	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	43	24	(19)	(44.2%)	1
Learning & Community Services	2,461	2,406	(55)	(2.2%)	(55)
Wellbeing & Community Services	3,365	3,390	25	0.7	17
Public Protection	1,217	1,357	140	11.5%	40
Planning & Building Control	653	653	0	0%	0
Strategic Management	16	16	0	0%	0
Commissioning & Procurement	1,030	1,005	(25)	(2.4%)	(25)
Transactional Services	8,307	8,357	50	0.6%	0
TOTAL	17,092	17,208	116	0.7%	(22)

Directorate Summary for the 2015/16 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an over spend position of £116k, largely due to CCTV/Careline income shortfall.

Customer Services, IT and Information Governance

The £19k projected underspend is from staffing and supplies and services.

Learning and Community Services

Arising from the implementation of the new structure, there are currently a number of 'new' posts awaiting recruitment which is contributing to the projected underspend of £55k.

Service: Wellbeing and Community Services

A £25k overspend is currently anticipated in the cemeteries and crematorium service arising from a recent legal challenge and mercury abatement fees whilst the new crematorium works are completed.

Public Protection

The £140k overspend is the current projected shortfall in the budgeted income to support the CCTV/Careline services (business plan in preparation) and £40k pressure from a retained post originally earmarked for deletion in the recent restructure.

Corporate Procurement Team

An under spend of £25k from staffing vacancies is projected for period 3 but this may increase due to recruitment difficulties.

Transactional Services

The current forecast is for an over spend of £50k arising from interim staff costs and timing of the phase 2 transactional savings. It should be noted though, that whilst savings from the operation of the contract are scheduled for future years, immediate savings (over £300k per annum from 2014/15) have already been realised from the release of accommodation space at Landmark Place (customer service and IT staff moving to Phoenix House) and the deletion of the AD post for Customer Services and IT.

REGENERATION, HOUSING AND RESOURCES DIRECTORATE

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %	Change in month £k
Strategic Management	(39)	36	75	192.3%	25
Corporate Resources	2,104	2,079	(25)	(1.2%)	(25)
Housing and Environment	14,066	14,649	583	4.1%	333
AIR (Estates Regeneration)	10,222	10,344	122	1.2%	(69)
Total Regeneration, Housing and Resources	26,353	27,108	755	2.9%	264

Directorate summary for the 2015-16 year to date

At this point in time the Regeneration, Housing and Resources Directorate is forecasting an overspend position of £755k, pending the successful delivery of the 2015/16 savings targets.

Strategic Management

At the present time, an over spend of £75k is forecast reflecting the pressure of achieving this year's savings of £589k.

Corporate Resource

The projected outturn is for a £25k under spend – overspend on the internal audit contract and additional ICT costs offset by vacancy savings.

Housing and Environment

£250k of this projected overspend is due to anticipated pressures on the homelessness service arising from the shortage of affordable rented accommodation in Slough; measures are being put in place to secure access to suitable accommodation to reduce B&B occupancy/costs, working with landlords to reduce the switch to private tenants, and learning from best practice in other local authorities.

There is also a £57k funding pressure in the Home Improvements section due to the reduction in funding sources - social service cut backs, reduction in the capital programme funding and therefore the number of projects that staff can work on, and less work from other services.

The Environmental Strategy and Governance Manager has also highlighted £200k pressures from Waste Management costs and the £76k internal rent payment to Asset Management for Chalvey Depot.

AIR (Estates and Regeneration)

Service	Budget	Forecast	Variance	Variance
	£k	Outturn	£k	/ %
		£k		
Property Services	515	547	32	6.2%
Facilities & Corporate Landlord	3,066	3,047	(19)	(0.6%)
Highways Engineering	3,044	3,044	0	0%
Asset Management	(13)	(127)	(114)	879%
Transport	3,610	3,833	223	6.2%
Total	10,222	10,344	122	1.2%

Property Service

A projected overspend of £32k is forecast based upon anticipated demand for repairs to corporate buildings.

Facilities & Corporate Landlords

A small underspend of £19k is currently forecast (including business rates rebate for SMP) but this may change when the responsibility for managing the various corporate buildings has been fully integrated into Facilities Management in their new role as Corporate Landlord.

Highways Engineering

There are no projected variances at the present time; a recruitment freeze is currently in place pending the outcome of the transformation project.

The service is still awaiting payment of a compensation claim raised against Uxbridge Rail/Network Rail for late completion of street works. The actual fine was issued in 2013/14 and is currently in dispute and subject to legal action. Should the compensation claim fail to be paid, this could create a £200k budget pressure in this year.

Asset Management

The projected underspend comprises £76k recharge for the Chalvey Depot (internal payment from Environmental services) and £38k saving from the ending of joint arrangements.

Transport Services

The projected £223k overspend is due to loss of income from the ground level car parks and backdate business rates – business options paper to be prepared by the Parking Enforcement Manager.

HOUSING REVENUE ACCOUNT

HRA	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Expenditure	36,163	36,163	0	0%	0
Income	(37,080)	(37,080)	0	0%	0
Total	(917)	(917)	0	0%	0

Housing Revenue Account

For period 3, no significant variances are forecast.

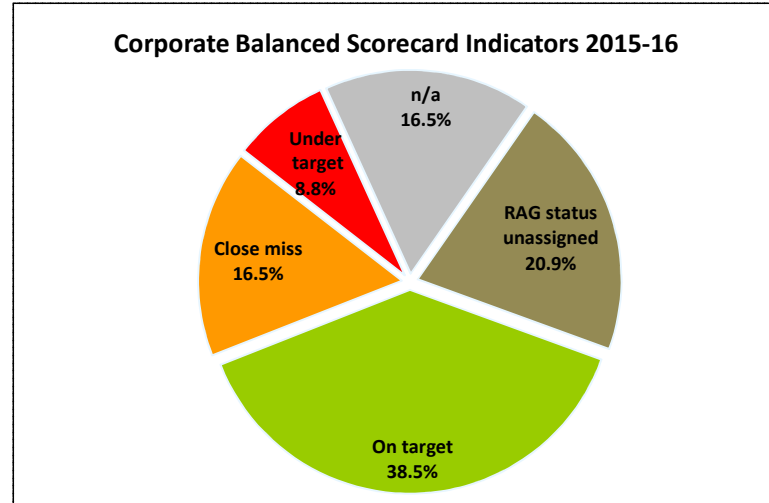
On the capital programme, there are currently no significant variances forecast.

**Appendix D: Slough Borough Council - Corporate Balanced Scorecard
2015-16: to end of quarter 1 - June 2015**

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the 3 themes of "Changing, Retaining and Growing", "Enabling and Preventing" and "Using Resources Wisely" and the following 8 main outcomes:

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

Performance against target is recorded as either **RED** (more than 5% off target), **AMBER** (between 0% and 5% off target), **GREEN** (on target or better) or **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.

Changing, Retaining and Growing									
Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
1.1	Establish a business inward investment and retention function	Business rate debit increase each year	Jul-15		1.50%	April to June 2015 0.10% decrease	n/a	Red	There has been a 0.10% decrease in the net collectable debit in the first quarter of 2015/16. An inward investment strategy and action plan is being developed, although the decrease in business rate debit is a wider issue.
		Number of new businesses investing in the town	Jul-15		4	As at June 2015 2	n/a	Green	Recent arrival of KP Snacks in April 2015 and ZTE in June 2015.
1.2	Ensure a fit for business transport infrastructure	Improve bus punctuality: Non-frequent bus services running on time	Jul-15	90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2013/14] Slough 90.0% SE 85.4% England 83.4%	↑	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.
		Deliver SMaRT A355 and A332 scheme	Jul-15		60% completion against budget and programme in 15/16, 100% in 16/17		n/a	Green	Designs complete for all schemes and are now out to tender. Tender return due early August. End of Q2 start on site.
		Value of bids submitted by partners against Local Enterprise Partnership allocations approved	Jul-15		20%		n/a	Green	8 bids submitted to the Local Enterprise Partnership (LEP), notice of approval due in Q4.
1.3	Enable partners to support residents to develop skills to meet local employers' needs	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)	Jul-15	Mar 2015 1,605 people Slough 1.7; SE 1.2; GB 2.0. Mar 2014 2,620 people Slough 2.8; SE 1.8; GB 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Q1 Jun-15: 1,305 people Slough 1.4 SE: 1.0 GB: 1.7	↑	Green	JSA claimant rate in June decreased marginally to 1.4, comprising of 1,305 people. This is 300 less claimants than the previous quarter and 780 fewer than the same month in 2014. Slough's rate is lower (better) than the GB average of 1.7 but higher than the South East average of 1.0. 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. The council also commissions a range of providers to deliver employment outcomes as well as delivering accredited programmes with an effective working arrangements with Job Centre Plus who referral clients. City Deal (Elevate Slough) is now delivering work with 16 to 24 NEETS.
1.4	Develop planning policies which will deliver more high value business properties to meet modern needs	New business planning applications applied for each year			Increase				

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
		Amount of commercial floor space applied for each year			Increase				

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
1.5	Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow	Progress against project plan milestones for station developments (Burnham, Langley, Slough)	Jul-15		Completions Burnham 16/17, Langley 17/18 Slough 18/19		↑	Green	Preliminary design underway, experimental order due in mid-August to trial concept. Member support agreed. Q2 for experiment.
1.6	Develop a more mutually beneficial relationship with Heathrow Airport	No net loss of business rates as a result of Heathrow displacement	Jul-15				↔	Amber	Airport Commission support Heathrow now waiting on Government. Waiting on HAL with regard to major commitments including support for a new International Conference Centre. Q3 for outcome from Government.
1.7	Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained	Adherence to Environmental Protection Act cleaning through the street cleaning monitoring scorecard.	Jul-15		100%		n/a	n/a	This is a new indicator. Data is being collated and will be reported on later in the year.
Outcome 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
2.1	Higher quality private sector housing will be a valued housing option and will reduce long term health problems	Number of private rented bed spaces regulated, licenced or otherwise made safe for occupation.	Jul-15		250 bed spaces per year	Q1 2015/16 47 bed spaces regulated 0 HMO bed spaces licensed	n/a	Amber	At present the team are undergoing a number of changes both in terms of staffing and management. A recruitment drive is underway to stabilise the team and ensure in future the team is able to respond to all regulatory issues associated with in this sector.
2.2	Make best use of existing local authority housing stock to meet housing need	Number of bedrooms freed up by rehousing existing tenants into smaller accommodation which meets their needs and financial circumstances.	Jul-15		50 bedrooms	Q1 2015/16 9	n/a	Amber	The Tenant's Incentive Scheme (money to move) has been changed from July to remove age and size of property criteria, and increasing grant given. This should result in greater take-up.
	All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need	Number of tenant verification visits completed	Jul-15	508 (2014-15) 719 (2013-14) 449 (2012-13)	2,000 stretch target if invest to save bid is supported	Q1 2015-16 217	↑	Red	At the end of Q1 217 tenant verification visits were completed.
	All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need	Number of SBC homes reclaimed through fraud investigations.	Jul-15	13 [2014/15]	15	Q1 2015-16 5	↑	Green	Slough is one of the few Local Authorities to take a robust and proactive approach to Housing Fraud. Other Authorities in the area seem to take an approach of 'wilful blindness' to the subject. The bottom line is that every property recovered saves the Council £20,000 pa, every year.
	Make best use of existing local authority housing stock to meet housing need	Average turnaround times on Local Authority void properties	Jul-15	31.94 days [2014/15]	28 days	Q1 2015/16 36.92	↓	Amber	Much busier period as number of vacancies increased from last year quarter. Also we have a staff member on long term sickness which a temp is covering the absence.
	Social housing will be improved through comprehensive regeneration schemes improving the quality of life and enjoyment for tenants	Number of homes 'signed off' following comprehensive estate improvement schemes.			new indicator with full effect from 16-17				
2.3	Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need	Number of affordable homes delivered (PSA 20)	Jul-15	96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An average of 100 affordable houses will be provided each year through the planning system	Q1 2015/16 69	↑	Green	Number of new build dwellings is very much out of the control of the Housing Development Team, however this quarter has seen an excellent programme of delivery, due to earlier slippage by developers.
		Number of properties locally that are sold under "right to buy"			not a target but a monitor to compare to rate of new supply				
2.4	Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan	Increase in the number of dwellings in the borough			550 pa				
2.5	Prevent homelessness where possible through early intervention and using a range of housing options	Numbers approaching for housing advice and the number successful prevented from being homeless (assisted to stay at home or alternative accommodation)		Approaching 1493 [2014/15] 1389 [2013/14] 923 [2012/13] Prevented 179 (80%) [2014/15] 319 (90%) [2013/14] 207 (95%) [2012/13]	High number prevented				
		Statutory homelessness - homelessness acceptances Rate per 1,000 households		4.15 [2014/15] 1.45 [2013-14] 2.52 [2012-13] 1.54 [2011-12]	Decreasing				
		Statutory homelessness - households in temporary accommodation Rate per 1,000 households		3.07 [2014/15] 1.62 [2013-14] 2.20 [2012-13] 1.92 [2011-12]	Decreasing				
Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
3.1	Define and establish the Centre of the Town as a destination	Increase footfall	Jul-15		2% pa		n/a	Amber	There is no current baseline for this measure. A survey will need to be undertaken when the 'town centre' as an area has been delineated to give a baseline measurement for measurement against. Details of this survey, how and when it could be conducted are currently being worked on.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
3.2	Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space	Number of planning applicants submitted			2 pa				
3.3	Understand through consultation and intelligence, the current and future needs and expectations of the High Street	Number of consultation events with community and stakeholders	Jul-15		1-5 pa	1	n/a	Green	A retail survey has been carried out jointly with RBWM, results are anticipated shortly but the draft confirms residents within Slough Town Centre's catchment area are shopping elsewhere. A note or presentation to Members was suggested to inform them of national retail and town centre trends being seen in Slough. Events/consultations need to be related to publicity/ decision making from other work streams. As such 5 consultation events per annum may be over-consulting and not viable to resource (this equates to one every 10 weeks).
3.4	Cultivate a vibrant town centre	Improved perception of people arriving in the town	Jul-15	There is no current baseline.	85% of people satisfied or better		n/a	Amber	There is no current baseline for this measure. A survey will need to be undertaken when the 'town centre' as an area has been delineated to give a baseline measurement for measurement against. Details of this survey, how and when it could be conducted are currently being worked on.
3.5	Expand the evening economy	Number of investor and developer enquiries from retail, hotel and leisure sectors	Jul-15		10 pa		n/a	Green	An operator is lined up (Cycas Hospitality) backed by Marriot who will operate two form of hotel from the Old Slough Library site once it is re-developed. The first being a Moxy brand hotel (like Citizen M) which has large high specification lobbies and small high specification rooms with a Residents Inn hotel above. The Residents Inn model is larger longer say rooms with kitchenettes which are aimed at people who stay regularly in Slough (i.e. long distance commuters) and aim at regular guests being more like residents (fairly new offering to the UK), Recently approved the development of a 130 bed Premier Inn in the former Key West site on Windsor Road which should start construction this summer. Working with a developer on proposals for the Heart of Slough site which should see circa 2,000 new residents and hundreds of new employees living and working in close proximity to the town centre boosting it's night economy. The Heart of Slough proposals envisage including new leisure, hotel and retail operators which will complement the town's current provision. Recommended the approval of over 600 homes above the Queensmere shopping centre which will again boost demand and the commercial security of town centres night economy.
3.6	Deliver a One Public Estate Strategy	Joint Venture set up between identified/chosen partner(s)	Jul-15		To be set		n/a	Amber	Meetings being held in the Autumn with partners (NHS and BFRS).
3.7	Ensure the Curve continues to be operationally successful	Fully occupied and utilised town centre building adds to economic activity, supports evening economy and cultural diversity	Jul-15	A base line position is being established	Full cost recovery open until 11pm		n/a	Amber	Arrangements for the transfer of library and adult learning services to the Curve are progressing well, core library opening times have been agreed, and facilities are in the process of recruiting a facilities officer to be based at the Curve. A Curve Programme Officer has been appointed. A draft centre programme has been developed. An Arts Grant is being applied and officers are involved with the Slough wide Arts Council Creative People & Places arts project. A position statement is being written that identifies the baseline position of occupation, budgets, staffing, opening hours etc. A business plan will then be created in order to identify the challenges and opportunities that the Curve brings to Slough. The Assistant Director of Assets, Infrastructure & Regeneration with support from the events officer are planning the "opening" events.
3.8	'Slough the place of innovation'	Smart City projects started	Jul-15		1 pa		n/a	Green	Workshop held in June 2015 to understand Smart City agenda and directorates that make a contribution. Part 2 workshop to be organised for Autumn 2015 to identify projects and development of a strategy and partnerships.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
Enabling and Preventing									
Outcome 4: Slough will be one of the safest places in the Thames Valley									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
4.1	Build on success in making Slough safer	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Jul-15	74.60 [2014/15] 81.90 [2013/14] 88.10 [2012/13] 100.70 [2011/12]	Monitor (Reducing)	[rolling year to June 2015] Slough 82.70 MSG 87.20 England 78.00	↓	Amber	The rolling year to date crime rate as at June 2015 has increased from the previous quarter from 74.60 to 82.70 and is above the England average of 78.00. However the Slough rate remains below the rate of Most Similar Group (MSG) of 87.20 including Oxford at 95.10 and Reading at 84.50. Police and partner tasking aware and operations are in place. Target to be agreed by Safer Slough Partnership
		Crime rates per 1,000 population: Violence against the person (cumulative from April) (iquanta)	Jul-15	18.30 [2014/15] 18.50 [2013/14] 19.53 [2012/13] 21.15 [2011/12]	Monitor (Reducing)	[rolling year to June 2015] Slough 20.99 MSG 26.66 England 18.99	↓	Amber	The rolling year to date violence against the person crime rate as at June 2015 has increased from the previous quarter from 18.30 to 20.99 and is also above the England average of 18.99. However the Slough rate remains below the rate of Most Similar Group (MSG) of 26.66 and is in line with Reading at 20.99. Police and partner tasking aware and operations are in place. Target to be agreed by Safer Slough Partnership
		Domestic abuse incidents recorded by the Police Rate per 1,000 population / % repeat cases (TVP)	Jul-15	6.14 [2014/15] 8.94 [2013/14] 8.64 [2012/13]	Monitor (Reducing) / low % is good	[rolling year to June 2015] Slough 7.01	↓	Amber	The rolling year to date domestic abuse incidents recorded by the Police rate as at June 2015 has increased from the previous quarter from 6.14 to 7.01. This may be due to an increase in reporting. The comparator rates for England and MSG are yet to be released. Target to be agreed by Safer Slough Partner and the mechanism to record and report on repeat cases.
		First time entrants to the Youth Justice System (rate per 100,000 0-17 year olds) (YOT)	Jul-15	386 [2014] 513 [2013] 647 [2012] 741 [2011]	Reducing	[2014] Slough 386	↑	Green	We exceeded expectations this year, showing a steady improvement over the last 2 years. We have a strong Prevention Team who works with identified young people referred to the YOT. The Prevention Team also undertake outreach work in our local schools to ensure that we continue to reduce the numbers of FTE into the system. Data released annually in January (one year in arrears) by the Youth Justice Board.
		Number of troubled families in cohort where the offending rate by all minors in the family has reduced by at least 33% in the last 6 months. (TF)	Jul-15	Phase 1 2014/15 70%	70% (150 of the 213 families targeted for Year 1 - set by DCLG)		n/a	n/a	Phase 2 2015/16 cohort is yet to be established due to finalisation and a targeted approach. 70% baseline represents the Phase 1 returns and PBR (Payments by Results). Please note that this 'target' for our programme is interchangeable with Continuous Employment result.
		Number of sessions delivered on child sexual exploitation, domestic violence, forced marriages, FGM and other safeguarding issues/ % increase in awareness (L&D SBC and partners)	Jul-15		Number/ high % is good	Q1 2015/16 13 courses on safeguarding delivered 199 people attended training courses	n/a	Green	Safeguarding training is designed to meet the needs of Slough Local Safeguarding Board and the Slough Borough Council Safeguarding Adults Partnership Board in order to make Slough a safer place for children and adults. Training is targeted to meet the needs of different staff at different levels. Training has included Safeguarding Adults level 1, Basic Safeguarding Children, MARAC and DASH, Targeted Safeguarding Children level 2, Case conference and group training, ASC Risk tool and Refresher (e –learning), and safeguarding vulnerable adults awareness (e –learning). A strategy and toolkit has been developed for CSE which is under discussion at the moment.
		Killed and seriously injured (KSI) casualties on roads Rate per 100,000 residents (TVP/Safer Road Berkshire Group)	Jul-15	32.90 [2011-13] 30.70 [2010-12] 29.75 [2009-11]	reducing	[2012-14] Slough 33.1; SE 47.9; England 39.2	↓	Green	Data is collated and reported annually by the Department for Transport. The casualty rate in Slough increased by 2.2 between 2010/12 and 2011/13, with a further 0.2 increase in 2012/14. However the rate in Slough (33.1) is below the England value (39.2) and South East value (47.9).
4.2	Build on success in tackling anti-social behaviour	ASB incidents recorded by Police and Neighbourhood Services / case resolution % (cumulative from April) (TVP & SBC - NS)	Jul-15		Monitor/ low % is good		n/a	n/a	This is a new indicator. We are reviewing the process to collect this data across the 3 partner data systems, establish benchmarking and a consistent approach to recording and reporting.
		Number of troubled families in the cohort where there has been a 60% reduction in anti-social behaviour across the family in the last 6 months. TF	Jul-15	Phase 1 2014/15 70%	70% (150 of the 213 families targeted for Year 1 - set by DCLG)		n/a	n/a	Our target range is contingent on improving and sustaining the family as a whole. On finalisation of the cohort, and engaging of partners and services we aim to have a positive direction of travel for each quarter.
4.3	Deliver the council's community cohesion strategy	Number of WRAP training sessions delivered/ % increase in awareness (cumulative from April) (L&D SBC)	Jul-15		All SBC front line staff trained (c. 920 in total)	April to June 2015 340	n/a	Green	Programme of at least 2 training sessions running per month between September 2015 and March 2016. Progress dependent on availability of home office approved facilitators and continued promotion amongst staff and managers to ensure high attendance. Prevent Coordinator in post to assist from September 2015.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
5.1	Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible	Number of Early Help Assessments completed per 10,000 children	Jul-15		Increasing	Under development	n/a	n/a	Early Help Assessments are being conducted and recorded although the reporting of such is still in development. This dataset is therefore pending.
		Number of social care referrals received per 10,000 children	Jul-15	571.4 [year to Mar-15] 641.3 [year to Mar-14] 452.1 [year to Mar-13]	Decreasing	[year to June 2015] Slough 582.2	↓		Slough experiences a high rate of referrals to social care, which would reduce with more effective Early Help offers to assist families and as a more effective understanding of referral thresholds by partners is obtained. [For comparison, the last published English average was 521.]
		Number of children subject to Child Protection (CP) Plan per 10,000	Jul-15	58.9 (235 children) [March 2015] 65.6 [March 2014] 38.4 [March 2013]	Decreasing	[June 2015] 49.2 (196 children)	↑		Although no specific 'target' for the number of children with a Child Protection Plan has been set, a low and reducing volume alongside an assured quality of safeguarding awareness and intervention would be deemed a 'success', since this would mean fewer children at serious risk. [For comparison, the last published English average was 42.]
		Number of LAC per 10,000 children	Jul-15	49.2 (196 children) [March 2015] 48.4 [March 2014] 48.3 [March 2013]	Decreasing	To follow once information is available			Slough has a fairly stable LAC rate for the number of local children, which has remained around 48 / 49 for several years. [For comparison, the English average is generally around 60 per 10,000.]
5.2	Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change	An improved Ofsted inspection rating of good or outstanding.	Jul-15	Inspected in Nov-13: Overall judgement was rated 'Inadequate' as was the effectiveness of the LSCB	Top quartile of published performance distribution levels of those measures used by Ofsted & DfE to identify 'good practice'.				As of 21st July 2015, Ofsted have published the results of 60 inspections of this type: 25% have been rated 'Inadequate', 50% as 'Requiring improvement' and 25% as 'Good'. No council has been rated 'Outstanding'. There is no guaranteed system for validating progress between inspections, although many elements of our performance are showing improvement.
5.3	Ensure vulnerable children and young people are safe and feel safe	Hospital admission caused by unintentional and deliberate injury in children (aged 0-14 years) and in young people (aged 15-24 years)	Jul-15	<u>0-14 yrs</u> 110.41 [2013/14] 101.43 [2012/13] 118.46 [2011/12] 117.21 [2010/11] <u>15-24 yrs</u> 146.04 [2013/14] 132.63 [2012/13] 149.49 [2011/12] 153.89 [2010/11]	Reducing	[2013-14]: <u>0-14 yrs</u> Slough 110.41 SE 107.93 England 112.16 <u>15-24 yrs</u> Slough 146.04 SE 137.62 England 136.74	↔	Green	Not statistically different to England for either age range. Business plan being developed for the Better Care Fund to prevent admissions for falls and other accidents in the 0-4 age range.
5.4	Ensure children and young people are emotionally and physically healthy	Prevalence of childhood 'healthy weight' at start of primary school (Reception) as measured by the NCMP	Jul-15	77.5% [2013/14] 76.1% [2012/13] 74.9% [2011/12] 76.4% [2010/11]	Closer to the national rate	[2013-14] Slough: 77.5% SE 78.8% England: 76.5%	↑	Amber	Despite the rise in healthy weight rates of obesity remain statistically higher than England (11.5% cf to 9.6%). Longer term improvements expected as rates of breastfeeding initiation now above the England and decile average. Change4life Disney campaign launched through early years teams.
		Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP	Jul-15	60.8% [2013/14] 63.4% [2012/13] 61.6% [2011/12] 59.2% [2010/11]	Closer to the national rate	[2013-14] Slough 60.8% SE 68.4% England 65.1%	↓	Red	New contract out to tender to deliver a healthy weight programme in schools in the new term.
5.5	Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve to their individual potential	Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Jul-15	58.1% [2013/14] 50.1% [2012/13]	increasing	[2013/14] Slough: 58.1% SE 64% England 60.0%	↑	Green	Achievement in the 2013-14 academic year shows that performance in Slough Schools has improved by 8% from 50.1% in 2012/13 to 58.1% 2013/14. However, other authorities have also improved such that Slough's performance in 2013/14 is 1.9% below the England average of 60%. Slough is ranked 92nd nationally out of 152 local authorities placing them in the 3rd quartile.
		Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	Jul-15	78% [2013/14] 74% [2012/13] 73% [2011/12]	increasing	[2013/14] Slough 78% SE 79% England 79%	↑	Green	Achievement in the 2013-14 academic year shows a 4% improvement on the previous year of 74%. However, other authorities have also improved such that Slough's performance in 2013-14 is 1% under the England average (79%). Slough is ranked 88th nationally out of 152 local authorities placing them in the 3rd quartile.
		Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2 by region of pupil residence	Jul-15	78% [2013/14] 75% [2012/13]	increasing	[2013-14] Slough 78% SE 79% England 79%	↑	Green	Achievement in the 2013-14 academic year shows a 3% improvement on the previous year of 75%. However, other authorities have also improved such that Slough's performance in 2013-14 is 1% under the England average (79%). Key Stage 2 results by region of pupil residence is in line with Slough School results of 78%.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
		% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	Jul-15	New methodology applied from 2013/14	increasing	[2013-14] Slough 69.2% SE 58.9% England 53.4%	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 comparable with previous year's 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.
		% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths) by region of pupil residence	Jul-15	New methodology applied from 2013/14	increasing	[2013-14] Slough 59.2% SE 58.9% England 53.4%	n/a	Green	The GCSE achievement by region of pupil residence of 59.2% is lower than the achievement levels in Slough Schools of 69.2%. However the achievement is well above the England average (53.4%) and South East average (58.9%).
		16 to 18 year olds who are not in education, training or employment (NEET)	Jul-15	2014 NEET 4.0% Not Known 9.3% 2013 NEET 6.1% 2012 NEET 4.9% 2011 NEET 5.2%	Below 5%	as at June 2015 <u>NEET</u> Slough 4.6% SN 4.7% SE 4.5% England 4.9% <u>Not Known</u> Slough 1.7% SN 5.0% SE 8.8% England 7.3%	↑	Green	Throughout 2015 the NEET rate has remained below the service target of 5%, whilst we have reduced the 'Not Known' rate from 4.2% (June 2014) to 1.7% (June 2015). Both rates remain below the England average of 4.9% (NEET) and 7.3% (Not Known). Our NEET prevention work with schools has had an impact by ensuring young people make a positive transition post year 11. This means that the number of NEETs within the younger age group has been kept low. This work continues to go from strength to strength and over the last academic year all our schools have engaged with the RONI project identifying young people who may not make a successful transition post year 11. This allows for early intervention with those at highest risk of not doing so. The end of year outturn i.e. 2014 is an average rate of Nov -14, Dec-14 and Jan-15. We have done a lot of work on reducing the number of young people whose destination post year 11 is not known. This is now at the lowest it has ever been, and we are now performing in the top quintile. Our Keeping in Touch Advisers are key to this work, and through their tracking activities we have exceeded our service target of 5%, ensuring the LA is carrying out one of its key statutory duties to the DfE. For the forthcoming academic year we need to ensure that we reduce our unknowns in a much quicker time frame, and achieve a target of 5% by December 2015.
		Number of Slough resident children home educated as a rate per 10,000 children	Jul-15		To be set	As at June 2015 8.52 per 10,000 [21 children]	n/a	n/a	As at June 2015, 21 Slough resident children are recorded as home educated [rate of 8.52 per 10,000].
5.6	Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood								
5.7	Secure sufficient school places to meet the needs of Slough residents	Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (primary phase)	Jul-15		To be set	Sept 2015 allocation: 97% offered one of their preferred schools	n/a	n/a	As at September 2015 allocation, 97% of Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the school is within or out of the borough. The remaining 3% were offered a place at the nearest school with a vacancy.
		Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (secondary phase)	Jul-15		To be set	Sept 2015 allocation: 96% offered one of their preferred schools	n/a	n/a	As at September 2015 allocation, 96% of children Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the schools is within or out of the borough. The remaining 4% were offered a place at the nearest school with a vacancy.
		Percentage of pupils on roll at a Slough school who also live within the borough	Jul-15		To be set	as at Jan-15 School Census 88.9%	n/a	n/a	88.9% of children registered as attending a Slough school live within the borough. [source: DfE School Census Jan-15]
		Percentage of Slough resident children who attend a school outside the borough	Jul-15		To be set	as at Jan-15 School Census 12.6%	n/a	n/a	12.6% of statutory age children in Slough are registered as attending a school out of the borough of which 36.9% are primary aged and 63.1% are secondary aged children. [source: DfE School Census Jan-15 and NOMIS Census 2011.]

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
Outcome 6: More people will take responsibility and manage their own health, care and support needs									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
6.1	Encourage all residents to manage and improve their health	Number of people starting a smoking cessation course (per rate 10,000). Percentage of those who successful quit smoking.	Jul-15	Actual no's 4WK quitters 975 [Q4 2014/5] 618 [Q3 2014/5] 384 [Q2 2014/5] 204 [Q1 2014/5]	Meet target of 960	Q1-3 2014/15 <u>Rate per 10,000</u> Slough 1194 SE 576 England 717 <u>% successful quit smoking</u> Slough 66% England 53%	↑	Green	In addition to the focus on those with mental health problems and smoking in diabetes a new priority is mothers smoking in pregnancy as our rates of low birth weight are higher than average. (Smoking is one of many risk factors). The Metime Club has been re-launched and provides a healthy outcome voucher of £5 (redeemable against fruits & vegetables) for everyone who remains quit at 4th, 8th and 12th week of being Smokefree.
		Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check	Jul-15	2013/14 Slough 21.9% SE 17.1% England 18.4%	Offered to 20% of the eligible population each year	2014/15 Slough 12.9% SE 18.1% England 19.6%	↓	Red	During 2014-15 GPs in Slough were focussed to deliver through the CCG for a prediabetes screening programme as well as for health checks. As a result the offer was less than in the previous year. This will change in 2015-16 as the prediabetes screening has ceased. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community.
		Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	Jul-15	2013/14 Slough 49.1% SE 38.3% England 49.0%	Above the national rate	2014/15 Slough 9.9% SE 8.6% England 9.6%	↔	Amber	Despite the low offer above the percentage who did receive the checks was in line with the national average.
		Cumulative percentage of the eligible population aged 40-74 who received an NHS Health check	Jul-15	2013/14 Slough 10.8% SE 6.6% England 9.0%	Meet the national target of: 66% [2015/16] 50% [2014/15] 25% [2013/14]	2014/15 Slough 79.5% SE 47.7% England 49.8%	↑	Green	High is good and demonstrates best practice and best value for money is being obtained with the service delivery model of GP delivery and outreach through the Healthy Hearts programme as a high percentage uptake is being achieved despite the low overall offer.
		Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.	Jul-15	106.32 [2011-13] 101.62 [2010-12] 111.93 [2009-11] 118.51 [2008-10]	Closer to the national rate	2011/13 Slough 106.32 SE 66.35 England 78.21	↓	Red	This rate published in the 2015 Health Profile reflects 81 early deaths from heart disease and stroke 66% in males. Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care. The original indicator (under 75 mortality rate from cardiovascular diseases considered preventable) is no longer published.
6.2	Target those individuals most at risk of poor health and wellbeing outcomes to become more active, more often	The number of people aged 16 and over participating in at least 30 minutes of sport at moderate intensity at least once a week.	Jul-15	31.2% [2013/14] 30.0% [2012/13] 26.4% [2011/12] 34.9% [2010/11]	Increasing	2013/14 Slough 31.2% [base 500] SE 37.2% England 35.8%	↑	Green	The Active People Survey is collated and reported annually by Sports England with a base of 500 residents contacted locally. There was a 3.6% increase between 2011/12 and 2012/13 and a further 1.2% increase in 2013/14. However local participation rates are below the England value (35.8%) and South East value (37.2%) for 2013/14.
6.3	Develop preventative approaches to ensure that vulnerable people become more able to support themselves	People still at home 3 months after discharge from hospital with reablement (%) ASCOF 2B(1)	Jul-15	2014/15 100% [70] 2013/14 100% [55]	95% or above whilst expanding the number of older people receiving the service	2014/15 Q4 100% [49]	↑	Green	This indicator is ASCOF 2B(1). Annual outturns relate to older people discharged from hospital to the reablement service during the months of October, November and December. The in-year reporting relates to older people discharged to reablement service during the quarter specified. Their individual outcomes can only be determined 3 months after the quarter in question. NB. This indicator is effected seasonally so care should be taken in interpreting current performance.
6.4	Build capacity within the community and voluntary sector to enable a focus on supporting more people to manage their own care needs	Numbers of people supported by voluntary and community sector	Jul-15		10,400 per annum	Q1 2015-16 2,814	n/a	Green	The majority (85%) of contacts are with the Information, Advice and Advocacy Services.
		Social Isolation: percentage of adult social care users who have as much social contact as they would like	Jul-15	37.5% [2013/14] - [2012/13] 34.9% [2011/12] 35.4% [2010/11]	Closer to the national rate	2013/14 Slough 37.5% [base 340] SE 45.3% England 44.5%	↑	Red	The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2013/14 340 residents completed and returned the survey. There was a 2.6% increase between 2011/12 and 2013/14. However the social isolation rate reported locally for 2013/14 was below the England value (44.5%) and South East value (45.3%). The survey was not reported in 2012/13.
6.5	Put in place new models of social care for adults where direct payments will be the norm	Number of adults managing their care and support via a direct payment	Jul-15	as at March 2015 [194 adults]	Increasing	as at June 2015 [191 adults]	↔	Red	Direct Payments are a robust vehicle for driving person-centred planning and care arrangement. All Local Authorities are encouraged to promote the use of Direct Payments. Over the past year, the number of people in receipt of Direct Payments has risen by just 4 (187 in Jun-14). It is believed that there are many more service users who could be persuaded to take up direct payments for some or all of their care needs.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
6.6	Develop existing safeguarding arrangements to ensure people are at the centre of the safeguarding process and are supported to manage any risks	Percentage of stated outcomes achieved as part of safeguarding	Jul-15		60%	Q1 2015/16 100% (3 cases concluded)	n/a	Green	This is a new performance indicator that has been introduced in line with safeguarding guidance within the Care Act. The indicator measures whether the outcomes expressed by abused person or their advocate have been met or partially met.
		Proportion of people who use services who say that those services have made them feel safe and secure	Jul-15		80% - 90%	(2013/14 final data from ASCOF) 82%	↑	Green	The Adults Social Care Outcomes Framework (ASCOF) is an annual survey of people who use services. The date used is drawn from this survey.

Using Resources Wisely

Outcome 7: The council's income and the value of its assets will be maximised

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
7.1	Increase the collection rates of Council Tax and Business Rates	Council Tax in year collection rate (%)	Jul-15	96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	96.60%	April to June 2015 30.61%	↑	Green	The current collection rate is cumulative and will grow as the year goes by. The collection rate as at June 2015 is 0.57% above the rate for the same period from the previous year, and is on track for 2015-16 at just under 0.2% below the expected profile.
		Business Rates in year collection rate (%)	Jul-15	96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	96.70%	April to June 2015 30.04%	↑	Green	The current collection rate is cumulative and will grow as the year goes by. The collection rate as at June 2015 is 0.1% above the rate for the same period from the previous year and is 1% above the expected profile to achieve the target in 2015-16.
7.2	Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable	Treasury Management return (%)	Jul-15	1.94% [2014/15]	1%	Q1 2015/16 2.13%	↑	Green	Our average returns for Q1 were 2.13% as at 30/06/2015.
7.3	Remove subsidies where appropriate and maximise revenue from fees and charges	Fees & charges rise at least in line with inflation			CPI+	n/a		n/a	To be updated annually in February.
7.4	Maximise income from investment properties	Commercial Rent arrears reduction (%)			20% reduction				
7.5	Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership (SRP) and other delivery options	Capital disposals of over £16m over life of MTFS			£16m				
7.6	Rationalise the operational property estate, through disposals and shared use	Reduction in corporate building space (%)			30% reduction				
7.7	Maximise savings from procurement, commissioning and contract management	Targeted reduction in new procurements of 30%			30% reduction				
7.8	Ensure a revolutionised approach to household waste collection is in place	The percentage of household waste sent for reuse, recycling or composting	Jul-15	29.1% [2014-15] 29.4% [2013-14] 29.9% [2012-13] 30.7% [2011-12]	Increase to 45% by 2018	29.1% [year to March 2015]	↔	Amber	April to March 2015 results of 29.1% shows a small reduction on 2013-14 levels (29.4%). 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	Jul-15	6.2% 2014/15 5.9% [2013-14] 9.9% [2012-13] 6.4% [2011-12]	Reduce to 0.5% by 2020	6.2% [year to March 2015]	↓	Green	April to March 2015 results show an outturn of 6.2% shows a small reduction on 2013/14 levels of 5.9%. In total, 56,774 tonnes of municipal waste was disposed of by landfill during April to March 2015. Increased landfill rate in Q2 (7.5%) and Q3 (13.3%) for 2014/15 due to offline and capacity issues which were met as projected. Shutdown was staggered across two quarters opposed to one however Q4 performance (4.1%) has seen a return to a typical figure. Report going to Cabinet on Monday 13th July for the procurement of the Waste Treatment Contract.

Outcome 8: The council will be a leading digital transformation organisation

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
8.1	Use technology to redefine the way customers contact the council	Transactions completed online			80				
		Proportion of council tax payments by direct debit	Jul-15	51.9% Mar-15	Increasing	As at Jun-15 54.2% (53.3% Apr-15; 53.9% May-15)	↑	Green	As at June 2015 54.2% of council tax payments received were made by direct debit. This is a steady increase from 51.9% in March, 53.3% in April and 53.9% in May 2015. This is also a 3.4% increase in comparison with June 2014 (50.8%).

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Comments
		Proportion of business rate payments by direct debit	Jul-15		Increasing	As at Jun-15 73.5% (69.9% Apr-15; 71.6% May-15)	↑	Green	As at June 2015 73.5% of business rate payments received were made by either direct debit or BACS payment. This is a steady increase from 69.9% in April and 71.6% in May 2015.
		Proportion of rent payments by direct debit	Jul-15		Increasing	As at Jun-15 33.5%	n/a	n/a	As at June 2015 33.5% of rent payments received were made by direct debit.
8.2	Streamline customer journeys to deliver savings	Reduction in number of face to face transactions at Landmark Place	Jul-15	60,758 visits 2014/15	2015/16 10% reduction	Q1 2015/16 5.7% reduction 13,934 visits (Apr-15 4,427; May-15 4,167; Jun-15 5,340)	↑	Amber	For Q1 of 2015/16 there was 13,934 face to face transactions at Landmark Place. This is a 5.7% reduction from quarter 1 of 2014/15 of 14,780 visits. The rate of reduction is heavily dependent on the amount of correspondence issued from departments.
		Transactional service costs will reduce through use of channel shift (%)	Jul-15		33% reduction		n/a	n/a	Web Manager is reviewing with departments which additional services may be offered online.
		Proportion of residents signed up for self service	Jul-15		Increasing	As at Jun-15 0.03% 1,693 residents	n/a	n/a	This is a new service which started from April 2015. As at June 2015, 1,693 residents are signed up for self-service equating to 0.03% of households.
8.3	Invest in technology to enable staff to work smartly wherever they are located	Introduction of 10:6 desk ratio	Jul-15		60% of services by March 2016		n/a	n/a	Flexible working survey issued to all service areas. Returned information being analysed.

Appendix E: Council's Gold Project updates as at 31st July 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	GREEN	GREEN	GREEN	GREEN	31/07/2015
<i>Previous month</i>	GREEN	GREEN	AMBER	AMBER	30/06/2015
Project start date:	01/04/2013		Anticipated Project end date:	Jan 2016	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key project deliverables (what are the key deliverables this project intends to produce?)					
<ol style="list-style-type: none"> 1. Upgrade the mechanical and electrical plant at SMP in order to provide a better working environment for building users and improve the ventilation and heating. 2. Increase the number of meeting rooms at SMP in order to support staff to do their jobs more easily, enabling greater access to rooms for one to ones, confidential meetings, quiet working etc. 3. Create a Business Centre to support staff development creating a facility that provides quiet confidential space that can be used flexibility for e-learning, quiet working and transformed into the elections room during the Election period. 4. Provide informal meeting space that enables staff to easily transfer from their desks to have a discussion away from the open plan desk area where required. 5. Enhance Flexible Working Practices, helping staff to do their jobs more efficiently and creating financial savings through better use of assets. Install Wi-Fi, create workspace in community hubs and introduce reduced desk ratios 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:					
<ol style="list-style-type: none"> 1. It has been confirmed that the new Children Service Organisation will take full occupancy of the Ground Floor West. The DFE have confirmed that they will provide funding to fit out the GFW for them, using CF Roberts and provide funding for the council to build facilities such as the showers, first aid room, quiet room etc. in the GFE. 2. The Head of FM has started the planning to deliver the above. Designs have been approved, Procurement and Finance have approved Works to be done by CF Roberts and communication has been circulated to all necessary parties with the revised moves schedule. <p>The Ground Floor East will partially open at the start of September, this is so the contractors can build the additional facilities while we also fit out the Ground Floor West for the Trust. During this period -</p> <ul style="list-style-type: none"> ○ Access to the Ground Floor East will be via the 1st East Fire Staircase. ○ Evacuation will be via the back fire staircase, leading to the external path between SMP and Travis Perkin. In an emergency, the contractors will open the main entrance as well. 					

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

- The nearest Toilet and Kitchen facilities for staff based on the Ground Floor East will be on the 1st floor east via the fire staircase.

This will be from 1st Sep – 9th Oct (6 weeks). Building Control and Fire Safety have authorised these temporary measures.

3. Flexible Working Data has been received but due the time required to support the CSO, the analysing work has been delayed. This will be reviewed in September after the holiday period.

Key activities / milestones scheduled for next period:

1. Analyse data received for Smart/Flexible Working.
2. Decant Ground Floor West staff to Grd floor east.
3. Circulate Communication to all staff updating them of progress on the Accommodation Strategy.

Key issues of risk / obstacles to progress:

More detailed Risk Register prepared – below are the main headings

Red /Amber/ Green

- **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.

Green

- **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.

Green

- **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

- **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

Green

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

<p>lot of time to this project and at present time are being well managed between other commitments and this will continue. The Head of Facilities has prepared a detailed schedule, so resources can be allocated in advance enabling other commitments and projects to be scheduled around the timetable for this project. Regular meetings are taking place with contractors and SBC Leads i.e. Facilities, Property, Arvato IT and the Project Executive (Director of CCS), ensuring close monitoring of the project progress and ensuring risks are kept to a minimum or mitigated immediately.</p>	
<ul style="list-style-type: none"> • Legal Delays – Procurement regulations have been followed as required with allocation of time for legal work. 	Green
<ul style="list-style-type: none"> • Decant Space/Children Service – Due to the changes following the council's decision to offer the DFE the Ground Floor West SMP for its new Children Services organisation, there may be an implication on the remainder of the project. 	Green
Recommendations for CMT:	
<ol style="list-style-type: none"> 1. To support the project board with the proposed changes to working practices and promote these within your service areas, including flexible working, clear desk policy, general tidiness etc. 2. Reliance on Partners – Where CMT members have management of partners under their area, support this project by ensuring the provider delivers as required i.e. Arvato, Interserve etc. 3. CMT to ensure all their service areas return the flexible/smart working data collection to the Head of Facilities Management. 	

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

Fit for the Future			Project SPONSOR	Ruth Bagley	
Wards affected: All			Project MANAGER	Taran Panesar	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	GREEN	AMBER	AMBER	05/08/2015
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	06/07/2015
Project start date:	08/10/2013		Anticipated Project end date:	31/12/2015	

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

Completed Remaining

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. Employee Engagement
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**
 - Assistant Director, Organisational Development and Human Resources starting 7th September 2015.
 - First draft of the Fit for Future Project Initiation Document (PID) completed.
2. **Leadership and management development**
 - Evaluation design of management development programme cohorts 3 and 4 completed.
 - Planning of lunch time briefings for Heads of Services started.
 - Feedback provided to MDP facilitators on draft outline of refresher session for SLT.
3. **Developing skills**
 - Agreed further workshops to raise awareness of prevent (WRAP training) and roll out e-learning module to key staff.
4. **Recruitment and retention**
 - Current format of the electronic form reviewed.
5. **Employee engagement**
 - SLT continuing to promote nominations for SBC heroes.
 - Draft of staff survey passed to CMT for consideration and sign off.
 - SLT answers in response to staff questions signed off.
6. **Employee Wellbeing**
 - Milestones for plan to implement 'Smoke Free' Council in April 2016 developed.
 - Directorates considering follow on events similar to the sports night held by staff from Adults Social care teams.

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

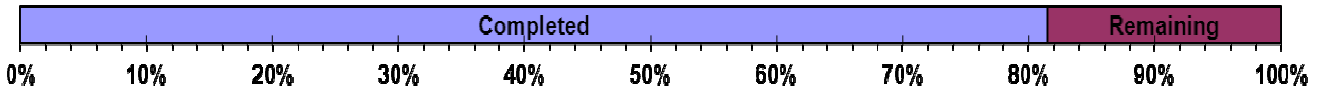
Implementation of an integrated ERP (Enterprise Resource Planning) Solution			Project SPONSOR	Roger Parkin	
Wards affected: ALL			Project MANAGER	Harpal Mattu	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	GREEN	AMBER	29/07/2015
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	03/07/2015
Project start date:	05/01/2015		Anticipated Project end date:	01/04/2016	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key project deliverables (what are the key deliverables this project intends to produce?)					
<ol style="list-style-type: none"> 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:					
<ol style="list-style-type: none"> 1. System Build would have started following commercial agreements with arvato. 2. Commercial proposal agreed with arvato to commence phase 2 build. Further definition required to support ongoing savings. 3. HR Solution Design to be completed. 4. Communications to continue within SBC and arvato – including an open invite to personnel to get more involved in the project. 5. Trinity Build agreed. 6. Communications activated. 7. Information gathered to support build and will continue throughout August. 8. Children's Services Trust build agreed with arvato and CST. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Trinity Hosting to be complete. 2. Build to have progressed as per project plan. 3. Communications to continue – including launch party organised by arvato. 4. Testing resources to have been identified. 5. Training to be aligned – using standard resources available from arvato. 6. Tracking against project plan. 					
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 Following the initial design of the project, arvato have altered the resource profile required to deliver the solution as per their findings. The current forecast would suggest the implementation expense could be higher than earlier anticipated.				Amber	
The project is being delivered on a Time and Materials basis, and it is anticipated that					

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

<p>actual effort may not be as considerable as re-forecasted against.</p> <p>We have project management and an advisory board in place that is suitably qualified to challenge costs as they will arise.</p>			
<p>3. Capacity There is sufficient capacity within SBC to meet project milestones and deliver current business as usual activities.</p> <p>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.</p>		Amber	
<p>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.</p> <p>As the project enters a significant milestone, it is looking more likely that we will be able to achieve the go live dates that the programme had signed up to. However, we would like to report on the side of caution at this juncture.</p>		Amber	
<p>Recommendations for CMT:</p>			
<ol style="list-style-type: none"> 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. 3. To assist in managing strategic stakeholders. 			

Appendix E: Council's Gold Project updates as at 31st July 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	02/08/2015
<i>Previous month</i>	GREEN	GREEN	AMBER	AMBER	05/07/2015
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:

1. ACCOMODATION:

Fifteen people have already moved into these schemes with a further **thirteen** due to move by September 2015. **Eighteen beds** de registered from residential care for adults with a learning disability, to supported living in Slough from July 2015.

New Supported Living Schemes

Comfort Care Dolphin Road Slough 8 bed property operational end of July 2015.

- Building works completed by 6th of July 2015.
- Assessments being completed ready for service users to move in.
- 1 wheelchair accessible room on ground floor.
- 2 bed annexe in rear garden to provide more independence for tenants.

Choice House 2 - Upton Road Slough 5 bed property operational end of August 2015.

- House purchased and ready to be occupied.
- Assessments to take place by the Provider.
- Nominations agreement not completed.
- 4 Tenants identified and assessed to move into property.

New Build agreed with SBC Housing Department: Amber

- Rochford Hostel Site - 20 1 bed flats in a gated community.
- Pre planning application with SBC in progress.
- Business case for scheme to be completed with Housing.

2. DAY OPPORTUNITIES:

An options appraisal is taking place to analyse the demand to create an environment that offers greater choice and control to people accessing day opportunities.

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

3. SBC RESPITE CARE: Respond

An options appraisal is taking place to analyse the demand to create an environment that offers greater choice and control to people accessing a range of respite options. Staff have been informed that an options appraisal is taking place. Service users and families will also be advised shortly. Monthly project groups taking shape to take this work forward.

5. SBC Lavender Court: 8 Bed residential care home

An options appraisal is taking place to analyse the demand to create an environment that offers greater choice and control to people accessing a range of respite options. Staff have been informed that an options appraisal is taking place. Service users and families will also be advised shortly. Monthly project groups taking shape to take this work forward.

Actual and Projected Savings PAULA BASS TO DO

Savings Targets:

2014/15 - £0.75m
2015/16 - £1m

This means for 14-15 savings of £752K were achieved against a savings target of £750K and for 15-16 the current savings is £566K with various schemes coming on stream later in 15-16.

LD Change Stream 1

Date	Provider	No	Savings 15-16
Already achieved			-396,205
	Regard	5	8,671
	Mencap Dove house	3	-4,338
De registration	Dimensions	9	-174,985
Total		17	-566,857

Other Savings

CFC looking at remaining Clients in high cost residential placement	-37,500
Langley House reduction in Psycholgist Costs	-2,600
New Supported living reduction in costs after setting in period	-56,250
Original Supported living costs reduction in Ability and Radian	-11,250
Voyage Day Care	-7,500
Cleansing of system	-20,000
Transport Review	-7,500
Dom care review of provision	-22,500
CHC	-156,000
Total Savings Achieved	-887,957
Savings to be achieved	-1,000,000
Shortfall	112,043

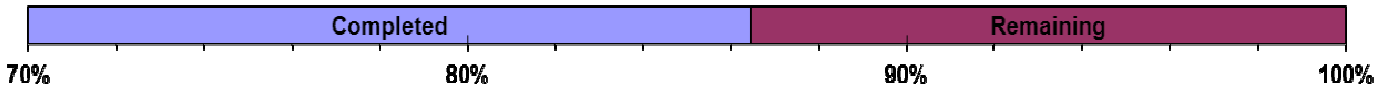
Key issues of risk / obstacles to progress:

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

(the main headings from the more detailed Risk Register for this project)	Red / Amber / Green
1. Risks for Lavender & Respond <ul style="list-style-type: none"> a. New service models fail to meet the savings target. b. Alternative buildings for new service models might not be in place. c. Providers on supported living framework may not wish to invest in purchasing suitable properties. 	Amber
2. 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
Risk Mitigations:	
As stated above: <ul style="list-style-type: none"> • The Head of the CTPLD service will be fully consulted on the new service models. • Service users/ families who are eligible for direct payments are able to purchase support services that enable care at home. This may be an alternative for those families wishing to access replacement care (respite) services. • Officers have established relationships with Housing providers and will endeavour to source properties within the timescales of the project. 	
Recommendations for CMT	
CMT to note the report and the progress that is being made to deliver the savings and improved outcomes for people.	

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

Safeguarding Improvement Board			Project SPONSOR	Krutika Pau	
Wards affected: All			Project MANAGER	Kitty Ferris	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	RED	AMBER	AMBER	05/08/2015
Previous month	AMBER	RED	AMBER	AMBER	10/06/2015
Project start date:	June 2011		Anticipated Project end date:	End March 2015/2016	



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?)

Children's Services in Slough will be judged good.

The four priority areas identified in the single improvement plan:

1. Recruitment and Retention
2. Quality Assurance
3. Quality of Practice
4. Leadership and Partnership

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

1. Recruitment and Retention

- Ongoing delivery of the Children's Social Care Workforce Strategy 2014-2017 has included:
 - Development of a workforce planning tool to enable targeted recruitment in priority areas. The current focus is on recruiting to frontline social worker posts (fieldwork teams).
 - A second national recruitment campaign run in July 2015 included an open day to allow potential candidates to speak with social workers and managers to find out what it is really like to work in Slough, and included opportunities to speak with the new Chief Executive of the Trust.
 - The 2 national recruitment campaigns run in May and July 2015 (alongside the rolling recruitment programme) has increased the number of permanent social work posts (in fieldwork teams) by 25% since April 2015. All staff who have recently accepted offers of permanent employment will join children's services over the coming weeks. This will bring permanent levels of staffing in fieldwork teams to 65%. Further interviews are planned throughout August and a third campaign is scheduled for September 2015.

2. Quality Assurance

- Series of audits undertaken covering threshold decision making, children subject to child protection plans, domestic violence contacts and case supervision. Risks were found to be being managed, and an action plan has been developed to address specific findings.

3. Quality of Practice

- Revised Practice Standards have been finalised and publicised, with management meetings discussing the application of these to ensure that any issues are resolved immediately.

4. Leadership and Partnership

- The new Children and Young People's Plan (July 2015 – December 2016) was approved and endorsed by the Slough Wellbeing Board and Council.
- In developing the MASH, co-location of CSC Duty Team and TVP has taken place, and the CCG has agreed to a virtual, part-time dedicated resource to review health information when a contact is made. Probation and the YOT have also agreed virtual arrangements. The MASH is scheduled to go live in mid-October 2015.

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

Quarter 1 2015/16 Performance Summary

- The steady improvement in the timeliness of decision making on referrals has continued improving from an average 65.7% in Quarter 4 2014/15 to 79.6% for Quarter 1 2015/16.
- The percentage of single assessments completed in time (45 working days) continues to improve reaching an average of 81.6% for Quarter 4 2014/15 to 83.6% for Quarter 1 2015/16. With statistical neighbours completing one third of assessments in under 10 days, there is a continued focusing on completing assessments at an earlier point.
- We continue to initiate more section 47 (child protection) enquiries than comparators and our rate per 10,000 children for the year (233.5) is almost double the national average. Changes have been made in how these decisions are taken to address this, as a relatively low percentage (average 28.6% in Quarter 1 compared with national average of 46%) goes on to an initial child protection conference.
- Our rate of child protection plans per 10,000 children has continued to fall, reaching 45.2 at the end of Quarter 1, bringing it in line with our statistical neighbours. The number of children subject to a child protection plan at 180 has fallen from a high of 280 in May 2014.
- The number of looked after children has risen slightly to 209 at the end of Quarter 1, but our rate per 10,000 children, at 52.4, has remained below our comparators (61.4).
- Statutory visits for looked after children has continued to improve, averaging 90.7% for Quarter 1, with an average of 75.5% of children seen alone during these visits. It is not always appropriate to see children alone, for example unborn babies and very young children. However, this is dramatic increase from the end of Quarter 4 (59.1%) and is the result of a clarification in recording processes.

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

1. Recruitment and Retention

- Recruitment activities planned for August 2015 include:
 - Preparations for a third national recruitment campaign to be run in September 2015.
 - The introduction of a new 'refer a friend' scheme focused on the recruitment of Consultant Practitioners.
 - Preparations for the ongoing schedule of interview panels, which have been organised every three weeks up until the middle of December to ensure that we are able to meet the demands from the recruitment campaigns, keeping Slough at the forefront of the recruitment process and presenting a professional image with minimal time from application to interview.
 - In order to speed up the process for DBS checks, we are introducing the collation of the required paperwork at interview stage rather than asking successful candidates to return at a later date to complete this process.

2. Quality Assurance

- Ongoing work to embed the Quality Assurance Framework through a programme of follow up audits across the service.

3. Quality of Practice

- Focused work with Practice Managers to embed the revised Practice Standards.
- Work with social workers to improve development of SMART plans.

Key issues of risk / obstacles to progress:

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

	Red / Amber / Green		
1. Director of Children's Services – DCS returning from long term absence. Phased return in place. Interim remaining in place until phased return completed.		Amber	
2. Transition – Maintaining improvement whilst working with DfE etc to support transition to new organisation; management capacity within the service to drive improvement. <ul style="list-style-type: none"> • Clarity about the offer that would be most supportive to the next stage of improvement. • CEx and DCS regular dialogue with the Commissioner for Children's Services and DfE. • Integrate and coordinate the timing of governance and reporting arrangements 		Amber	

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

<p>to reduce time impact.</p> <ul style="list-style-type: none"> • Effective learning from other Council's e.g. Richmond and Kingston. • Transition planning and establishment of Transition board. • Identify additional capacity to support improvement. 			
<p>3. Workforce – Inability to recruit and retain a high quality competent and stable workforce within children's services – impact on quality of child's experience, outcomes achieved and financial burdens for the council.</p> <ul style="list-style-type: none"> • Implementation of Children's Social Care Workforce Strategy 2014-2017. • Implementation of Learning and Development Strategy. • Co-commissioning and/or the development of market management strategies with neighbouring authorities as appropriate. 		Amber	
<p>5. Placements – 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 of looked after children and corresponding budget pressures, and desired outcomes for looked after children and care leavers</p> <ul style="list-style-type: none"> • Sufficiency Strategy. • Market development project. • Clear targets and milestones. • Programme approach – reporting to Board – PM leads for each stream. • Review of the permanency decision making process and tighter controls in place • Review of current IFA contacts to understand costs and initiate renegotiation. • Focus on recruiting Tier 2 'in house' foster carers to support children with complex needs. 		Amber	
<p>5. Budget – Projected budget overspend and impact on 2015/16 delivery and continued improvement</p> <ul style="list-style-type: none"> • Review all looked after packages. • Restrict delegations for first line managers. • Strengthened budget oversight and planning. • Market development project – increased choice, better VFM and quality. • Work to enhance impact of early help. • Speed up permanency decision making. • Reduce reliance on costly agency staff. 		Amber	
<p>6. Performance Management – Failure to monitor month on month performance outturn, trends and profiles and respond accordingly, and/or meet the statutory monitoring responsibilities of the LSCB, due to vacant posts in the Council's Performance Team and absence of sufficient performance analyst capacity of the required calibre.</p> <ul style="list-style-type: none"> • Development of a robust suite of KPIs for full service area, which are RAG rated and benchmarked against national and statistical neighbours performance. • Development of new governance arrangements to review KPIs on a monthly basis. • Agree commissioning and contract management capacity to ensure effective performance monitoring. 		Amber	
<p>Recommendations for CMT:</p>			
<ol style="list-style-type: none"> 1. CMT to discuss, challenge and support progress and proposed actions as appropriate. 2. CMT to note and challenge performance outcomes. 3. CMT to approve Risk Register and ratings. 4. CMT to stay apprised of and be involved in identifying key transition work programmes/issues, to 			

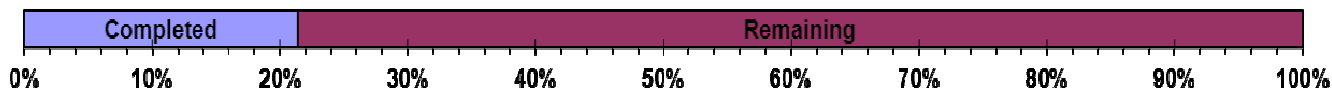
Appendix E: Council's Gold Project updates as at 31st July 2015

ensure readiness for the transition to the Trust, and redress the impact of the 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 to support the continuous improvement across the services and LSCB partnership; particularly, though not exclusively, in relation to:
 - Corporate parenting responsibilities
 - LAC redesign
 - Children's Social Care Workforce Strategy
 - Housing options and service experience for care leavers
 - Management information

Appendix E: Council's Gold Project updates as at 31st July 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	07/08/2015
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	06/07/2015
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 2022. This report is split into strategic and delivery activities.

Strategic Plan

Risk rating

1. A school places strategy report was presented to Cabinet on 22nd June 2015 to update members on progress and to seek endorsement for the approach being taken.
2. 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 Education Funding Agency (EFA): this is now expected to complete before the end of August.
3. 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 2016;
 - Langley Academy Primary – to open September 2015 on Langley Academy site providing three forms of entry;
 - Eden Girls' School – a faith school due 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.
4. A special Free School for ASD pupils located in Windsor and Maidenhead has been approved. A Free School bid will be resubmitted for a secondary school by the promoters of Langley Hall Primary Academy, to be called Heatherden Hall Arts Academy.
5. 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 and/or new special school is required to meet the long term need.

Operational Delivery

Primary:

Risk rating

By using two Reception bulge classes Slough ensured there were places available in all year groups throughout 2014-15. Below is a summary of current projects:

- a) A new classroom block is nearing completion at Cippenham Primary.

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

- b) A Year 1 bulge class is opening at James Elliman Primary for September 2015.
- c) Works to expand Godolphin Junior are underway on site; due to complete January 2016.
- d) Contractor has started on site to add a new classroom block for St Anthony's RC 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. Planning applications for all 3 schools are being finalised.

Applications for September 2015

An 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, will require up to 5 additional classes next year.

As current forecasts show a growth in demand for 2015-16 and 2016-17 before demand drops back to current levels a combination of permanent expansions and bulge classes are being considered. Current plans are:

1. to open 2 bulge classes at Cippenham Primary
2. add one additional permanent form of entry at Claycots Bath Road
3. explore bulge classes at other schools.

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 births rates continue to drop or level off then it may become necessary to open additional bulge classes in higher year groups.

Secondary: Risk rating

The risk rating increased in the October 2014 report as the impact of new free schools increasing the risk of over supply became clear.

In March parents were offered secondary school places for September 2015. Although there were 107 more applications than last year from Slough residents there are places still available at Slough schools due to the additional places opened at new Free Schools. 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. This is linked to the oversupply of places and changing preference trends. The position is likely to change when the surplus disappears.

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.

Wexham Secondary has applied to reduce its admission number temporarily for 2015-16 to provide some financial certainty and remove 25 surplus places at the school. This has been approved by the Schools Adjudicator and reduces Year 7 places available at the school from 165 to 140 for one year.

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

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. LGS have consulted on and published a new admissions policy to ensure that Slough residents benefit from the expansion.

SEN and PRU

Risk rating

SEN School Organisation Group (SEN SOG) has been established to inform the strategic planning of new SEN places across the town. The group includes heads from a broad range of Slough schools and officers from a number of relevant departments. They have developed a delivery programme with proposals for creating the SEN and PRU places required to 2022. The next step is to appoint professional services/architects to begin working up options and designs for each project.

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. Modular classrooms will be installed at Arbour Vale and Haybrook College to relieve some of the immediate pressure.

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

Strategic Planning

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

Operational Delivery

9. Exchange leases for Ditton Park and Lynch Hill free schools.
10. Publish tender documents for professional services/architects to develop the agreed SEN and PRU projects.
11. Continue to explore contingency Reception classes for January/April 2016.

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

More detailed Risk Register prepared – below are the main headings

Red / Amber/ Green

<p>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:</p> <ul style="list-style-type: none"> • 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	
<p>2. Site Availability – Lack of sites may mean that schools are not ready when required. Mitigation:</p> <ul style="list-style-type: none"> • Some expansions 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	

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

<p>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:</p> <ul style="list-style-type: none"> • Ensure a clear picture is held of sites in SBC control to manage negotiation effectively. 	Red		
<p>4. SEN/PRU places – Rise in demand for SEN/PRU provision exceeds the availability of places leading to possible challenge and costly placements out of Borough. Mitigation:</p> <ul style="list-style-type: none"> • Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. • Work with schools via SEN School Organisation Group to plan expansion. 		Amber	
<p>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:</p> <ul style="list-style-type: none"> • 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 the DfE. • Seek section 106 developer contributions where relevant. 			Green
<p>6. Delivery timeline – Projects delivered later than required for pupils. Mitigation:</p> <ul style="list-style-type: none"> • 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	
<p>7. Changing demographics – Demand may rise faster or slower than predicted. Mitigation:</p> <ul style="list-style-type: none"> • 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	
<p>8. Capacity - Insufficient capacity to deliver such a large expansion programme. Mitigation:</p> <ul style="list-style-type: none"> • Project management support now provided. 		Amber	
<p>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:</p> <ul style="list-style-type: none"> • Work closely with individual schools and heads' groups to ensure buy-in. • Allocate adequate funding for projects to mitigate concerns. 		Amber	
<p>10. Legal challenge – Legal challenge impacting delivery and adding to costs. Mitigation:</p> <ul style="list-style-type: none"> • New places will adhere to the School Admissions Code. 			Green
<p>11. School performance – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes. Mitigation:</p>		Amber	

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

- | | | | |
|--|--|--|--|
| a. Expansion projects to be adequately funded.
b. LA to support Slough schools as they expand or prepare to apply for Free Schools. | | | |
|--|--|--|--|

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.
2. Although the Project Management capacity in Property Services has increased, this has not resulted in sufficient capacity being dedicated to the school places programme. Recommend this is more transparent and addressed urgently.

Appendix E: Council's Gold Project updates as at 31st July 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	04/08/2015
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	09/07/2015
Project start date:	05/01/2015		Anticipated Project end date:	30/09/2015	
<p>A horizontal progress bar from 0% to 100%. The first 80% is filled with blue and labeled 'Completed'. The remaining 20% is filled with red and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key project deliverables (what are the key deliverables this project intends to produce?)					
Key activities completed / milestones achieved in this period:					
<ul style="list-style-type: none"> • Scope - The Scope work stream is currently rated as AMBER / GREEN within the Project Progress report for this reporting period. Following the stock take meeting held between Steering board members on Monday 27th July it has been agreed that the Virtual Head , SEN assessment team and 1 post from the Performance Management team will also be included within scope. Strategic Commissioning remains AMBER. Some further work remains ongoing relating to the Cambridge Education Contract and Troubled Families Programme (Not the Programme Management Team). • Accommodation - The Accommodation work stream is currently rated as GREEN within the project progress report for this reporting period. Following detailed discussions with the DFE, and the Trust appointees - revised designs / layouts were agreed. The Council subsequently submitted revised costing which includes the re-location of the council shared facilities currently situated on the Ground Floor West to the Ground Floor East. The Council received confirmation from the DFE on Monday 27th July that the one off costs associated with the re-location of the shared facilities and the re-design of Ground Floor West to accommodate the Trust's requirements will be met by the DFE under a separate grant variation. Work has now been re-programmed and agreed with the Council's building contractor and the schedule is confirmed to commence over the bank holiday week end of August subject to arvato availability. • Service Delivery Contract - This work stream is currently reported as AMBER / RED on the project progress report for this reporting period. Since the last Highlight report no further meetings have taken place due to dependencies on the agreement of the budget, Pension schedule etc. However the commercial lawyers continue to engage in discussions to agree the schedules seeking instruction where appropriate. It is anticipated that further meetings will take place over the coming month following agreement on budget principles and the completion of the KPI's and specifications. The DFE will be scheduling these meetings for the month of September. • Pensions - This work stream is currently reported as GREEN on the project progress report for this reporting period. The Pensions principles were agreed by Cabinet in a paper presented to Cabinet on the 13th July 2015. The heads of terms of the pension arrangements are as follows: <ul style="list-style-type: none"> ▪ Admission to the Berkshire LGPS Pension Fund (the Fund) should be on an open and not closed basis. ▪ The Council will provide a Guarantee to the Fund in relation to the Trust meeting its liabilities under LGPS during the term of the Service Delivery Contract. ▪ On Transfer of the services back to the Council at the end of the Contract term, the Council will assume the Trust's pension liabilities. <p>However, Cabinet have sought further assurances with regards to the liabilities. As such we have been advised by our commercial lawyers that the Pension Schedule will require further review before finalising.</p> • Support Services - This work stream is currently reported as AMBER on the project progress report for this reporting period. There is now an agreed approach to support services with those provided by arvato continuing to be provided on an 'as is' provision through the contract that the Council has in place. However this remains subject to agreement of the contract terms by all parties. 					

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

The Council has met with the Commercial lawyers to discuss the agreed drafting for the arvato agreement and this has subsequently been shared with the Trust Lawyers-subject to the Council's further consideration. With regards to the support services that will be delivered by the council to the new organisation, all relevant council specifications have now been drafted and released to Deloitte for comment and discussion with the Trust. The Council has agreed some initial drafting for a support services agreement which has now been shared with the Trust. Again this remains subject to the Council's further consideration. In addition to the drafting of both agreements, work remains ongoing to agree the SLA arrangements between the Council and the Trust with an all day workshop scheduled for the 5th August. The Council needs to now consider the internal governance arrangements of how this will be contract managed to ensure that there is a one point of contact for the Trust.

- **TUPE** - This work stream is currently reported as **GREEN** on the Project plan. The formal consultation was originally due to commence on the 22nd June and completed by the 17th July 2015. However, delays have occurred due to the Scope being agreed later than anticipated, the Measures information released to the Council on the 10th July, later than initially planned and the appointment of the Chief Executive who commenced work on the 20th July. The TUPE consultation was successfully launched on 28th July and will end on 26th August. The confirmed schedule is as follows:
28th July - two formal briefing sessions were held – lead by the Interim Director of Children Services.
3rd August - Information sessions are scheduled for staff to discuss the TUPE Process.
Allocation of time for booked appointments to discuss individual staff issues.
2nd September – Letters will be circulated to all affected staff.
Week commencing 7th September an opportunity to have formal meetings with the Trust appointees.
- **Due Diligence** - Remains ongoing and is monitored at project meetings held on a weekly basis.
- **Forward Plan** - Prepared which outlines the key decisions that will need to be approved through the Council's governance process.
- **Work stream meetings** - continue to take place with the council work stream leads to deliver against the agreed Project plan.

Communications work stream

- The internal communications plan remains a live document and continues to be reviewed as key milestones are achieved against the project plan.
- FAQs for staff relating to the transition arrangements continue to be updated to the Council's dedicated staff intranet pages.
- The DCS has introduced regular email newsletters for staff which contain information about the improvement journey and the transition.
- This work stream remains ongoing as per the last reporting period.

Data and ICT work stream

- This work stream is currently reported at **AMBER** in the Progress report for this reporting period. The Council remains concerned as to the ability to put in place the appropriate set up arrangements for the new organisation in time for 'go live'. In various ICT work stream discussions, the Council has continued to re-iterate the urgent need to have agreed and signed off specifications to be able to make an informed decision with arvato on what is realistically achievable within the indicative timescales.
- Following the release of high level requirement documents and workshop notes on the 17th July arvato have undertaken the task to complete solution design documents which include the ongoing running costs for the duration of the Service Delivery contract.
- These are subject to an internal QA process led by the Council and are in the process of being released to Deloitte to undertake due diligence on the costings prior to DFE approval.

Finance work stream

- The work stream which will lead to the Budget model being agreed and handed over to the new organisation remains **AMBER** on the project progress report for this reporting period.
- The Due Diligence analysis remains ongoing between Deloitte and the Council.
- The Council have held an internal budget principles meeting on the 23rd July and thereafter

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

discussions have commenced between the Council and the CSO to agree the high level principles for further discussion.

- Meetings have been scheduled throughout August and it is expected that the budget will be agreed in time for decision and approval by Cabinet in September.
- It was agreed at the Stock take meeting in July that the budget will be agreed based on actual spend – an 18 month budget should be set as a minimum; further discussion is required around the issues associated with savings and dealing with service demand, along with clear processes on how future budgets would be agreed.
- The agreement on the budget is critical for the Service Delivery Contract sign off.

Legal and contracts work stream

- The Council continues to provide direct support to Deloitte in the development of the Third Party Contracts register which will be incorporated as a schedule within the Service Delivery Contract.
- Productive meetings have taken place between the new organisation appointees, legal representatives and the council to agree the treatment of the contracts that have been identified to date.
- The Council has flagged to the Project group that the contracts that have been identified have been based on those that were identified over a £10k threshold and some further work may need to be done to consider those that fall below this level. Following on from the last Highlight report submission, Deloitte have now identified 180 placement contracts which need to be considered as part of the Third Party contracts work stream.
- There is an ongoing work activity to identify third party contracts which have not been picked up as part of the contracts review and appropriate provision will be incorporated into the Service Delivery Contract to address any contracts that are identified after the 'go live' date.
- Following the agreement of the Scope – the Council is obtaining all relevant contracts associated with services that are now in scope relating to SEN, Virtual Schools, Performance and Troubled Families.
- The Council has released a near completed Asset Register which will require one final review prior to being incorporated into the Service Delivery Contract.
- The Legal Work Stream continues to focus predominately on agreeing the principles associated with the SBC discussions relating to the development of the Service Delivery Contract and its Schedules.

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

The Council Priorities:

- Council and the new organisation to work towards final agreement on the Service Delivery Contract - **Council Led**
- Council to agree the back to back arvato contract agreement as part of the contract negotiations with the new organisation - **Council Led**
- Completion of the Ofsted Registration with particular focus on the evidence submission and the DBS Checks for the relevant managers - **Council Led**
- Ongoing work to complete the Accommodation requirements for the CSO to the agreed deadlines - **Council Led**
- Further development of the suite of KPI's / outcomes by which the new organisation will be contract managed - **Council Led**
- Council to proceed with the development of a client Structure - which will be responsible for the monitoring of the Trust - **Council Led**
- Development of the payment Mechanism for incorporation into the Service Delivery Contract - **Council Led**
- Service Specifications to be developed - for inclusion in the Service Delivery Contract - **Council Led**
- Final Agreement on support services delivery models including governance and client monitoring - **Council Led**
- Ongoing information release as part of the Due Diligence exercise.

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

Key issues of risk / obstacles to progress:	
<small>(the main headings from the more detailed Risk Register for this project)</small>	Red/Amber/Green
<ul style="list-style-type: none"> All Third party contracts required by the new organisation may not be fully identified. This has been raised as a concern based on the £10k threshold used to identify the contracts that form the basis of the contracts register – This remains an ongoing piece of work and a caveat will be considered for inclusion in the Service Delivery Contract on the treatment of any contracts identified after 'go live'. 	Amber
<ul style="list-style-type: none"> Agreement on the provision of support services delivered through the arvato contract will be subject to agreement of terms within the Service Delivery Contract – the Council continues to keep arvato fully informed of progress and will confirm the council's preferred option within the next week so as to ensure that this is fully considered as part of the Contract negotiations. 	Amber
<ul style="list-style-type: none"> The agreement on the services in scope directly impacts the ability to initiate the TUPE Consultation, impacts accommodation, budget and the support services solution - as of yet this has not yet been formally agreed. 	Green
<ul style="list-style-type: none"> Agreed structure and client monitoring requirements need to be confirmed and recruited to in readiness for 'go live'. 	AMBER / RED
<ul style="list-style-type: none"> Contract negotiations may delay timescales. Meetings have already commenced to reduce the likelihood of this occurring. 	Amber
<ul style="list-style-type: none"> The new organisation and Council need the right level of and control over their shared and separate support services. Due diligence of support service staff and budgets to transfer to the Trust and agreement on the governance of support services provided by the Council through the services contract will enable this. 	Amber
<ul style="list-style-type: none"> Impact on the Council's Strategic Partnership Contracts – these will be factored into the commercial discussions to identify any adverse impact at early contract negotiation stage. 	Amber
<ul style="list-style-type: none"> The absence of detailed specifications could severely impact the resource / capacity and ability to deliver the key requirements relating to payroll build / financial books / ICT Requirements etc. These issues are urgently being discussed with the Deloitte Project team to ensure that early mitigation is addressed. 	Amber
Recommendations for CMT:	
<ul style="list-style-type: none"> Note progress since last month's Gold Highlight report. Note key activities that need to be completed in the next reporting period. Advise on any further actions to be considered at this stage. 	

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

The Curve			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Manager Fin Garvey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	AMBER	AMBER	AMBER	01/08/2015
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	<i>01/07/2015</i>
Project start date:	01/10/2013		Anticipated Project end date:	31/12/2015	
<p>A horizontal progress bar from 0% to 100%. The first 80% is a blue bar labeled 'Completed'. The remaining 20% is a maroon bar labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input type="checkbox"/> No (draft) <input checked="" type="checkbox"/>					
Key project deliverables (what are the key deliverables this project intends to produce?)					
<p>The creation of the focal point and landmark building of the Curve Library and Cultural Centre, enabling community and cultural services to deliver a one stop service and linking elements of the Heart of Slough and encouraging development of the shopping centre by connecting William Street and McKenzie Square. The building will include:</p> <ul style="list-style-type: none"> • Learning spaces. Adult learning, including all programmes currently provided through the Thomas Gray Centre and opportunities for other learning providers to hire facilities. • Cultural and community spaces. A performance venue seating up to 280 people. There will also be space for exhibitions and a café. • Library and museum spaces. All current services will be provided, with an equivalent number of books and provision for public use IT, including WiFi. Slough museum is a core partner and artefacts illustrating the history and culture of Slough would be displayed throughout the building, particularly linking with local studies as a centre for Slough history. • Democratic spaces. An added value of the multi-functional design is that the building can also be used for all Council public meetings, bringing council services closer to the public. The performance venue and a ground floor meeting room will be equipped for this. • The space is flexible providing opportunities for pop up services, performances within the library, informal meetings and activities throughout the building. 					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. December 2015 completion on track – no change of status. It is now confirmed that the planned completion of works will be October 30th. Morgan Sindall are happy to accommodate any necessary access to site by Arvato and other third parties to ensure that there is sufficient time to complete all third-party works prior to the test day on the 4th December. 2. Outstanding compensation events: <ul style="list-style-type: none"> • CE0030 Café Servery • CE0037 Changing Places Compliance • CE0038 Service Yard (resident bin store & segregated area) • CE0043 External CCTV Cameras • CE0044 Reading Garden (hand prints) • CE0045 Reading Garden (end closure security) • CE0046 Bunded plantroom floor finish • CE0048 Open Government in the Performance Space 3. Electrical services to both ICT rooms on the first and second floor. 4. Testing of some of the electrical services. 5. Completion of the blockwork walls to the plantrooms. 6. Water tank room / boiler room and the switch room located on the ground floor released. 7. First floor walls are now complete, with 1st fix electrical and mechanical works installed. 8. Closure of walls and the commencement of tape and jointing to the walls. 9. The external works this month have not been progressed due to the works being carried out to the 					

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

- Queensmere shopping centre façade.
10. Installation of the steel frame, including the lift shaft for the goods lift.
 11. IT issues ongoing. Remains high risk on cost and time.
 12. Café has been retendered; Morgan Sindall have secured alternative servery options for the café.
 13. Monthly contractor/client meeting not happening until Thursday 13th August due to annual leave arrangements.
 14. Detailed revisions to design ongoing with no significant cost implications.
 15. All FFE is now agreed and ordered.
 16. Neighbours meetings ongoing.

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

1. Installation of framework and timber to feature staircases.
2. Installation of the secondary steelwork to the 2no lifts shafts.
3. Installation and survey of the Kone lifts.
4. Completion of the raised access flooring and concrete flooring for the retractable seating.
5. Commencements of 1st fix metal work in association with the ceiling installation to the first floor.
6. Completion of trench heating installation including lagging to pipework.
7. The toilet areas will have the electrical 1st fix started and completed early in the month, which will then allow for the installation of all the associated plumbing and waste pipes.

Key issues of risk / obstacles to progress:

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

	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 £455,318. The potential increase to the contract sum if all compensation events are implemented stands at £684,441.87.	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.

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

5 YEAR PLAN OUTCOME:	Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay		OUTCOME LEAD:	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	GREEN	GREEN	07/08/2015
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	03/07/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ol style="list-style-type: none"> 1. Establish a business inward investment and retention function. 2. Ensure a fit for business transport infrastructure. 3. Enable partners to support residents to develop skills to meet local employers' needs. 4. Develop planning policies which will deliver more high value business properties to meet modern needs. 5. Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow. 6. Develop a more mutually beneficial relationship with Heathrow Airport. 7. Ensure that gateways to the town, prominent places and green spaces are clean and well maintained. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<p>1.1 Establish a business inward investment and retention function</p> <ul style="list-style-type: none"> • Appointed Economic Partnerships Officer - due to start in September. • Demonstrated online ED systems to be introduced. • ZTE agreed to provide case study to be developed by Communications Team. • Submitted a statement of interest in a Slough HealthTec to Health Education Thames Valley. <p>1.2 Ensure a fit for business transport infrastructure</p> <ul style="list-style-type: none"> • 3 Major schemes out to OJEU tender (total value £18m) due back in August. All major contractors have now registered an interest. • Expression of Interest received approval from Carplus for proceeding to next round of ELV funding. • Red Light cameras launched. • New cycle hub in Brunel Way launched. <p>1.3 Enable partners to support residents to develop skills to meet local employers' needs</p> <ul style="list-style-type: none"> • 22 new apprentices have accepted placements commencing 1st September 2015 (11 SBC, 10 AVARTO and 1 library service). Recruitment of a further 12 to take place during January with a start date early March 2016. <p>1.4 Develop planning policies which will deliver more high value business properties to meet modern needs</p> <ul style="list-style-type: none"> • Nothing to report. <p>1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow</p> <ul style="list-style-type: none"> • Revised business case for WRLtH on-going (consultation due in autumn). • Conditional approval received from members for Burnham Station proposals. <p>1.6 Develop a more mutually beneficial relationship with Heathrow Airport</p> <ul style="list-style-type: none"> • Working with HAL surface access to support updating the Slough Transport Model (could save the authority £75-£100K). 					

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

1.7 Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained

- Fly tipping response steering group has been organised.

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

1.1 Establish a business inward investment and retention function

- PR agency to be appointed for the Slough brand.
- Start next steps for procurement of ED systems.
- Decision expected from Health Education Thames Valley on the chosen location of the HealthTec.

1.2 Ensure a fit for business transport infrastructure

- Initial business case for SWIFT agreed with RBWM and FGW commissioning this month.

1.3 Enable partners to support residents to develop skills to meet local employers' needs

- Construction pathway to be delivered mid-August.

1.4 Develop planning policies which will deliver more high value business properties to meet modern needs

- Nothing to report.

1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow

- Engagement to commence on Langley Station improvements.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Conference Centre bid to be explored with HAL.

1.7 Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained

- Fly tipping response steering will have its first meeting has in August to formulate all tactics, responses and enforcement to fly tipping including inter-relation with Amey contract.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this 5YP outcome)

Red / Amber / Green

Implementation of Outcome 8 on ability to install implementation of 'online payment' portal.

Amber

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

5 YEAR PLAN OUTCOME 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough			OUTCOME LEAD	Neil Aves	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	AMBER	31/07/2015
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	30/06/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key actions					
<ul style="list-style-type: none"> Higher quality private sector housing will be a valued housing option and will reduce long term health problems. Make best use of existing local authority housing stock to meet housing need. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need. Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan. Prevent homelessness where possible through early intervention and using a range of housing options. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> Demolition notices served on occupiers of Tower & Ashbourne, positive publicity achieved and working in partnership with RBF&RS. CSG approval for capital funding to decant Tower & Ashbourne. Cabinet approval to undertake 100% council stock condition survey. Consultant appointed and first launch meeting held for development of HRA investment strategy and 30 year business plan. Transfer of land at Ledgers Road from SBC to SRP to commence site works for 73 new homes. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> Initial results of TIS review and incentives for downsizing tenants available. 25% of tenants in Tower & Ashbourne completed housing register forms to begin relocation process. Consultant appointed to negotiate with leaseholders to buy back RTB units in Tower & Ashbourne. Completion of RAG rating for all remaining garage sites and compounds. Agree procurement route for comprehensive HRA stock condition survey. CSG approval for HRA capital funding to deliver scheme of 20 homes for clients with LD on the Rochford's site. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this project)</small>				Red / Amber / Green	
Increased PS market rent levels rendering the sector inaccessible to households on benefits.				Red	
Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.					Amber
Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.					Amber
Increase in construction costs rendering small and infill site development non-viable.					Amber/ Green
Staff vacancy rate and inability to recruit to undertake housing regulation functions.				Red/ Amber	
Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.					Amber
Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.					Amber

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

5 YEAR PLAN OUTCOME:	Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities		OUTCOME LEAD:	Joe Carter	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	08/07/2015
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	05/06/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Create a VISION for the Centre of the Town. • Define and establish the Centre of the Town as a destination. • Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space. • Understand through consultation and intelligence, the current and future needs and expectations of the High Street. • Cultivate a vibrant town centre. • Expand the evening economy. • Deliver a One Public Estate Strategy. • Ensure the Curve continues to be operationally successful. • Make 'Slough the place of innovation'. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Work stream programmes updated. • Programme updated. • Outcome Based Budget distributed 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Budgets analysis and savings to be identified. • T&F site visits arranged for Swindon & Croydon. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>					Red / Amber / Green
Resource allocation					Amber
Budget identification					Amber

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

5 YEAR PLAN: OUTCOME 4 Slough will be one of the safest places in the Thames Valley			OUTCOME LEAD	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	AMBER	07/08/2105
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	06/07/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key actions					
<ul style="list-style-type: none"> • Reduce total crime, specifically high volume and serious crimes against the person. • Focus on: alcohol as a contributory factor and Domestic Abuse. • Promote and publicise the safety of Slough, including for businesses in the town. • Focus on Burglary. • Focus on responding to ASB casework and Environmental ASB through enforcement and design. • Deliver the partnership action plan to respond to violent extremism. • Raise awareness of the Channel programme and how to make referrals. <p>Oversee and agree with partners delivery of key actions/activities and milestones to focus resources upon priorities, and where necessary emerging issues of concern for Slough. These will be closely linked to:</p> <ul style="list-style-type: none"> • Safer Slough Partnership priorities based upon the SSP Strategic Assessment. • ASB Implementation Outcomes. • Community Cohesion Strategy. • Preventing Violent Extremism Action Plan. <p>Reporting to where possible reflect existing mechanisms e.g. SSP.</p>					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Early-morning multi-agency rough sleeper sweep occurred - 13 CPN Warning Letters issued and 1 Trespasser Notice. • Joint operation initiated with police targeting enforcement activity on individual street drinkers and aggressive beggars and evidence gathering - to be on-going throughout summer - Operation Bluebottle. • Large fly-tip behind Travelodge @ Colnbrook/junction 5 M4 cleared. • Delivery of Advanced Statement & Report Writing training for staff - Bond Solon. • Review of Sex Workers and consideration of targeted partner agencies activity. • Several door knocking and street events occurred for several targeted areas suffering ASB. • Media coverage gained on several community clear up events. • On-going work tackling High Street litter problem areas ongoing, owners have been sent CPN. Warning letters giving them a set period of time to clear mess or further enforcement action will be taken. • Evidence of fly tipping gathered at several identified hotspots, via CCTV. • 18 CPN Warning Letters Issued, 26 Full CPN Issued and 1 Trespasser Notice. • On-going targeted evidence gathering on identified key perpetrators of ASB in Tower & Ashbourne. • Areas identified across the borough for PSPO's, now developing clauses for the orders with Legal. • Interim DA Partnership Manager appointed and in post. • Interim Community Safety Partnership Manager appointed and in post. • Licensing Committee approve mandatory safeguarding training for taxi and private hire drivers. • Syria Conference held. • Red light enforcement cameras have gone live. • VE Motion CCTV camera on trial in Cippenham Lane area – crime reduction and ASB. • Successful rogue trader prosecution and £12K compensation awarded to victim. • 5YP budget meetings for Outcome 4 continuing. 					

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

Key activities / milestones scheduled for next period:		
<ul style="list-style-type: none"> • Continuation of joint operation initiated with police targeting enforcement activity on individual street drinkers and aggressive beggars and evidence gathering - to be on-going throughout summer - Operation Bluebottle. • On-going work tackling High Street litter problem areas ongoing, owners have been sent CPN. Warning letters giving them a set period of time to clear mess or further enforcement action will be taken - key areas of focus Hatfield Rd and The Curve. • Waste Carriers Stop-check Operation planned. • Further door-knocking and street events planned in areas of ASB. • Community clear ups planned. • Interim CSE Co-ordinator to be sought. • 4 WRAP sessions planned for August. • Commence work on road accident analysis in Farnham road with support from CCTV. • 3 CCTV columns due to go up in Britwell (Retail area, Pentland, Monksfield Park MUGA) • Review of Hatfield car park crime via CCTV. • Task & Finish group to be established to work with the Somalian community. • Outcome Group meeting in 13/08/2015/ 		
Key issues of risk / obstacles to progress :		
(the main headings from the more detailed Risk Register for this project)		Red / Amber / Green
Interim Community Safety Partnership manager and Interim DA Partnership Manager appointed. Permanent CS post offered to candidate.		Green
Vacancies in Neighbourhood Services and capacity to deliver.		Amber
Staff attendance at WRAP training session; Attendance has improved 4 sessions planned in August dependent on facilitator availability – need to keep up momentum until Prevent Coordinator in place.		Amber
Prevent Delivery – fluid and time consuming; dependent on national and world events, appointment of coordinator essential (due to start 01.09.2015) Prevent work very intensive and takes priority over general cohesion, this should ease when Prevent Coordinator in place to lead.		Amber
Future funding arrangements for CSE Co-ordinator role requires confirmation and agreement on location of post to maintain continuity and momentum for delivery of action plan.		Amber

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

5 YEAR PLAN OUTCOME:	NO 5: Children and young people in Slough will be healthy, resilient and have positive life chances		OUTCOME LEAD:	Kitty Ferris	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period					05/08/2015
<i>Previous month</i>					
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<p>8. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.</p> <p>9. Be one of the best providers of children’s social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.</p> <p>10. Ensure vulnerable children and young people are safe and feel safe.</p> <p>11. Ensure children and young people are emotionally and physically healthy.</p> <p>12. Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve their individual potential.</p> <p>13. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood.</p> <p>14. Secure sufficient school places to meet the needs of Slough residents.</p>					
Key activities completed / milestones <i>achieved</i> in this period:					
<p>1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.</p> <ul style="list-style-type: none"> • Children and Young People’s Plan July 2015 – December 2016 approved, with priorities around: reducing the level and impact of poverty on the life chances of children and young people in the borough; delivering the Families First programme; and strengthening our universal offer for vulnerable groups. • MASH Board has agreed a go live date for the MASH of mid-October. • Rise in the number of Early Help Assessments (EHAs) completed over the last 12 months, with the last quarter bringing us up to a level comparable with Reading. This improvement has been due to a change in emphasis around EHAs from referral to assessment, and the system being used in the way that it had been designed for. <p>2. Be one of the best providers of children’s social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.</p> <ul style="list-style-type: none"> • Children and Young People’s Plan July 2015 – December 2016 approved, with a priority around: providing outstanding services to the most vulnerable children and young people in the borough. • Ongoing delivery of the Single Improvement Plan focusing on recruitment and retention, quality assurance, quality of practice, and leadership and partnership. • Ongoing delivery of Children’s Social Care Workforce Strategy 2014-2017. Percentage of permanent front line social work staff has increased by 16% since April 2015, to 56%, with further interviews planned for August. • Significant work undertaken to establish the Slough Children’s Services Trust (SCST). <p>3. Ensure vulnerable children and young people are safe and feel safe.</p> <ul style="list-style-type: none"> • Series of audits undertaken covering threshold decision making, children subject to child protection plans, domestic violence contacts and case supervision. Risks were found to be being managed, and an action plan has been developed to address specific findings. • Revised Practice Standards have been finalised and publicised, with management meetings discussing the application of these to ensure that any issues are resolved immediately. <p>4. Ensure children and young people are emotionally and physically healthy.</p> <ul style="list-style-type: none"> • Children and Young People’s Plan July 2015 – December 2016 approved, with priorities around: supporting children and young people’s emotional and mental wellbeing; and supporting children and young people’s physical wellbeing. • Child and Adolescent Mental Health Services (CAMHS) Strategy developed and being 					

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

prepared for consultation.

- 5. Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve their individual potential.**
 - Children and Young People's Plan July 2015 – December 2016 approved, with a priority around: ensuring children and young people are engaged and helped to access opportunities that will enable them to reach their full potential.
 - Provisional results show improvements in Early Years Foundation Stage: Good Level of Development – 65% (summer 2015) up from 58% in summer 2014.
 - Provisional results indicate improvements in attainment at Key Stage 1 (reading up 1.2%; writing up 1.7%; and maths up 0.95%) and Phonics (76.6% in 2014; 77.6% in 2015).
 - Provisional results for Key Stage 2 also show slight improvements in reading, grammar, spelling and punctuation with a slight decrease in writing and maths. However, these results are open to modification over the summer period.
 - 70% of primary schools are good or better (Ofsted judgements). 77% of all maintained schools have received this judgement.
 - 80% of secondary schools are good or better (Ofsted judgements).
- 6. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood.**
 - Transition onto EHCs for children and young people with SEND completed up to Year 9.
- 7. Secure sufficient school places to meet the needs of Slough residents.**
 - School Places Strategy 2013-22 update paper endorsed by Cabinet.
 - Sufficient school places identified and delivered for school year beginning September 2015.
 - Primary places – new primary free school opening on the Langley Academy site for September 2015. Temporary classrooms installed at St Mary's CE Primary, James Elliman Primary and Claycots Primary in readiness for September 2015, while development plans proceed for permanent provision at each site.
 - Secondary places – Eden Girls' School opening on a temporary site.

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

- 1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.**
 - CYPPEB Early Help Sub Group Action Plan being developed to deliver CYPPEB priority around early intervention and develop Early Help Strategy.
 - This will form a key performance indicator for the SCST.
- 2. Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.**
 - Third national recruitment campaign for September 2015.
 - Introduction of a 'refer a friend' scheme focused on the recruitment of Consultant Practitioners.
 - Focused work with Practice Managers to embed the revised Practice Standards across their teams.
 - Work with social workers to improve the development of SMART plans.
 - Finalise plans for the establishment of the SCST.
- 3. Ensure vulnerable children and young people are safe and feel safe.**
 - Work with social workers to improve development of SMART plans.
 - Focused work with Practice Managers to embed the revised Practice Standards.
- 4. Ensure children and young people are emotionally and physically healthy.**
 - CYPPEB Health Sub Group Action Plan being developed to deliver CYPPEB priorities around emotional and physical health.
 - Consultation on CAMHS Strategy.
 - Begin developing plans for a holistic 0-19 health offer.
- 5. Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve their individual potential.**
 - CYPPEB Achieving Sub Group Action Plan being developed to deliver CYPPEB priorities around early years development, closing the gap for vulnerable and disadvantaged pupils and engagement of young people in opportunities to develop their potential.

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

- Respond to A-Level and GCSE results.
- 6. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood.**
 - Ongoing conversion to Education, Care and Health Plans.
 - All requests for new ECHPs completed within 20 week statutory deadline.
 - Continuing preparation of effective transition at all key phases.
- 7. Secure sufficient school places to meet the needs of Slough residents.**
 - SEN places – initiate procurement of architects to take forward the agreed SEN and PRU expansion programme.
 - Progress work to identify sites for new schools and annexes.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this 5YP outcome)

Red / Amber / Green

Transition of Children’s Social Care into new arrangements

Amber

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

5 YEAR PLAN OUTCOME:	6. More people will take responsibility and manage their own health, care and support needs		OUTCOME LEAD:	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	06/08/2015
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	03/07/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase adult participation (16+) in sports and activities. • Increase the number of vulnerable adults who benefit from a preventative approach/service. • Increase the number of people benefiting from reablement/intermediate care services. • More vulnerable adults supported at home. • Increase the number of people supported by the voluntary and community sector to live independently at home. • Increase the number of people managing their care and support needs via a direct payment. • Reducing the demand on health and social care services. • Reducing the average spend per person in receipt of support from the council. • Increasing the percentage of adult social care users who have as much social contact as they would like. • Increase the percentage of stated outcomes achieved as part of safeguarding. • Increase the proportion of people who feel 'safe' as a result of the safeguarding procedure. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Results of CAMHS service redesign show measurable improvements in mental health scores and recommendations included in the Mentalhealth4life and Slough CAMHS strategy which includes parents and school staff. This has been given regional and national acclaim and is out to consultation. • Diabetes testing offered free to all Slough Borough Council staff. • Falls Prevention and Awareness month launched in Chalvey and business cases developed for adults and children falls prevention programme through BCF. • Chances4Change programme completed, all programmes sustained and all targets exceeded. • Asthma awareness programme scoped for schools for a September start. • Smoking cessation service retendering started. NB Collaborative commissioning across six UAs achieved a national award. • Local alcohol area agreement methodology and results shared in a national PHE report and additional support obtained for improving local alcohol services. • National Active People survey measuring adult participation in sport and physical activity recorded 2% increase in participation in 1 x 30 minutes per week for the last year. • The Sport England funded Get Active programme has enrolled over 2,000 individuals over the age of 14 on its free programmes of activity; 8% of this figure declaring a disability or long term illness. • Report on impact of Macmillan Cancer Rehabilitation through Physical Activity Programme received. • Voluntary and community sector strategy approved by cabinet. • Procurement of direct payments support services completed. • Pooled budget for BCF negotiated. • Transfer of extra care housing service to creative support completed. • Business case for IT systems for care act approved. • Systems updated for compliance with care act. • Scoping of support with confidence scheme with trading standards. • Setting up social care reform programme. • Work to scope financial challenges completed. 					

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

- Safeguarding adults board away day.
- Staff workshop held for transforming social care.

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

- Service specification for young people's emotional health and wellbeing service is being adapted to align with a new funding opportunity for Slough CCG. This will be agreed through the CYP child health subgroup and will include parental mental health and eating disorder services.
- Cabinet decision to be made on new leisure facilities in the town – July 2015.
- Langley Leisure Centre refurbishment starts.
- Start to develop the procurement programme for the retendering of the leisure contract for June 2017.
- Cabinet decision to be made on Arbour Park development and new community sports facility – July 2015.
- Pilot outdoor gym and trim trails programme in three parks in priority wards in the borough.
- Procurement process for voluntary sector contracts starts.
- Savings plans in place for ASC and being monitored.
- Work on systems for delivery of Care Act social care reforms.
- Direct payments support services starting.
- First meeting of social care reform programme.
- BCF pooled budget S75 agreement approved.
- Workforce analysis for reform of social care.
- Interoperability project with CCG.
- Market failure protocol.
- Draft carer's strategy.
- Analysis of adult social care outcomes and ASCOF and first draft of local account.
- Options for Safeguarding adults board improvements.
- BCF Integration workshop.
- Supported housing project board set up.

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

(the main headings from the more detailed Risk Register for this 5YP outcome)

	Red / Amber / Green
1. Timescale for delivery of all actions not achieved.	Amber
2. Ability to deliver the revenue savings.	Amber
3. Impact on key performance targets.	Amber
4. Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support.	Amber
5. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding.	Amber
6. Lack of agreement of use of contingency funding in BCF from CCG.	Green
7. Management of lots of change at same time – capacity and change fatigue.	Amber
8. Management information and data.	Amber

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income			OUTCOME LEAD	Joseph Holmes	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	30/07/2015
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	06/07/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase the collection rates of Council Tax and Business Rates. • Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable. • Remove subsidies where appropriate and revenue from fees and charges will be maximised. • Maximise income from investment properties. • Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Regeneration Partnership (SRP). • Rationalise the operational property estate, through disposals and shared use. • Maximise savings from procurement, commissioning and contract management. • Ensure a revolutionised approach to household waste collection is in place. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Council Tax collection rate 0.2% below profile (expected collection rate of 96.6% in 2015-16) but is over 0.5% above the level at the same time in the previous year. • Business Rates is on track for its collection profile (expected collection rate of 96.7% for 2015-16). • Asset Challenge report being drafted. • SRP small sites proposal report is being drafted and reviewed. • Strategic acquisition policy being drafted and reviewed. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Review of proposal for the Council to assist in mortgages being provided. • Capital Strategy to be re-profiled after full Council. • Review of proposals to reduce the cost base of the outcome to 65% of current spend by 2019-20. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this project)</small>				Red / Amber / Green	
Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.					Amber
Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.					Amber
Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning & ensuring an effective link to Outcome Based Budgeting.					Amber

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

5 YEAR PLAN OUTCOME:	No 8: The council will be a leading digital transformation organisation		OUTCOME LEAD:	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	AMBER	AMBER	AMBER	11/08/2015
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	03/07/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Use technology to redefine the way customers contact the council. • Streamline customer journeys to deliver savings. • Invest in technology to enable staff to work smartly wherever they are located. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Officer digital transformation workshop held. • Transformation Board considered new digital consultant's proposal paper. • ICT presentation to SLT. • Proposals to roll out 6:10 desk ratio for SMP being developed. • Revised home and mobile working policy produced. • Civica innovations workshop held. • Pilot of desk top upgrade commenced. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Digital Transformation proposal to be costed and resource implications to be considered. • Programme of 6:10 desk ratio for SMP to be agreed. • Desk top upgrade pilot to be reviewed and roll out to be agreed. • Wireless – Solution design and costs to be agreed for The Curve, Corporate and Guest Wi-Fi. 					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this 5YP outcome)				Red / Amber / Green	
• Capital investment requirements higher than present budget allocation				Amber	
• Lack of in house capacity to deliver transformation				Amber	

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th September 2015

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

WARD(S): All

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

PART I
NON-KEY DECISION**TREASURY MANAGEMENT ANNUAL REPORT****1 Purpose of Report**

This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Investment Guidance. Members are requested to note the report which summarises treasury activity in 2014-15 and the first part of 2015-16.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Treasury Management activities for 2014/15 and the beginning of 2015/16, as set out in the body of this report, be noted.

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

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

4 Other Implications

Financial . The Financial Implications are contained within this report.

Risk Management

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	None	None
Project Capacity	None	None
Other	None	None

Human Rights Act and Other Legal Implications

None identified

Equalities Impact Assessment

No identified need for the completion of an EIA.

5 Supporting Information

1. Background

The Treasury Management Strategy for 2014/15 has been underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2011, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year.

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

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

In addition to reporting on risk management related to treasury activities, the Treasury Management Code also requires the Authority to report on any financial instruments entered into to manage treasury risks. This report summarises treasury activity in 2014-15 and the first part of 2015-16.

2. External Context

As the quarter progressed, economic data was largely overshadowed by events in Greece. Greece failed to make a scheduled repayment to the IMF on 30th June, in itself not a default until the IMF's Managing Director declares it so. The European Central Bank froze liquidity assistance provided to Greek banks and capital controls within the country severely restricted individuals' and corporates' access to cash.

Greece exiting the euro – This would not be without fall-out and a detrimental impact on other economies including the UK with the small, but by no means dismissive, risk of contagion into other Eurozone peripheral economies, such as Portugal, Ireland and Spain.

UK Economy: The economy remained resilient over the quarter. Although economic growth slowed in Q1 2015 to 0.4%, Q2 growth has been 0.7% and year/year growth to March 2015 was a relatively healthy 2.9%. GDP has now increased for nine consecutive quarters, breaking a pattern of slow and erratic growth from 2009. The annual rate for consumer price inflation (CPI) briefly turned negative in April, falling to -0.1%, before returning to 0.1%. In the May Quarterly Inflation Report, the Bank of England expected inflation to hover around zero in the near-term as falls in energy and food prices remained in the annual data series for now. The Bank was sanguine that that negative inflation would prove temporary without any damaging consequences for the UK economy. Further improvement in the labour market saw the ILO unemployment rate for March fall to 5.5% of the economically active population. Average earnings excluding bonuses rose 2.2% year/year.

The outcome of the UK general election, largely fought over the parties' approach to dealing with the consequences of the structural deficit and the pace of its removal, saw some very big shifts in the political landscape and put the key issue of the UK's relationship with the EU at the heart of future politics.

The US economy slowed in the Q1 2015 due to bad weather, spending cuts by the energy firms and the effects of a strong dollar. However as data revisions came through in the latter months of the quarter economic data suggested that growth had re-emerged with retail sales, housing and employment figures all strengthening during the month of May. The decision to increase interest rates in the US became a question of when rather than if; the minutes of the US Federal Reserve's policy meeting showed agreement over interest rate increases by the end of 2015.

Market reaction: Equity markets initially reacted positively to the pickup in the expectations of global economic conditions, but were tempered by the breakdown of creditor negotiations in Greece. Government bond markets were quite volatile with yields rising (i.e. prices falling) initially as the risks of deflation seemingly abated. Thereafter yields fell on the outcome of the UK general election and assisted by reappraisal of deflationary factors, before rising again. Bond markets were distorted by the size of the European Central Bank's QE programme, so large that it created illiquidity in the very markets in which it needed to acquire these bonds, notably German government bonds (bunds) where yields were in negative territory. There was a net increase in gilt yields over the quarter. 2-year gilt yields rose by 17bp to 0.56% whilst 3-year yields rose by 25bp to 1.01%. 5- and 10-year gilt yields increased by 35bp and 48bp to 1.51% and 2.02% respectively. 20-year gilt yields saw an increase of 47bp to 2.57%.

3. Debt Management

	Balance on 01/04/2014 £m	Maturing Debt £m	Debt Prematurely Repaid £m	New Borrowing £m	Balance on 31/03/2015 £m	Increase/ Decrease in Borrowing
CFR	287,312				295,064	
Short Term Borrowing ¹	1	1			5,000	4,999
Long Term Borrowing	182,372				177,372	-5,000
TOTAL BORROWING	182,373	1			182,372	-1
Other Long Term Liabilities	48,349				49,584	1,235
TOTAL EXTERNAL DEBT	230,722				231,956	1,234
Average Rate % / Life (yrs)	3.53% / 18.90yrs				3.53% / 17.90yrs	

The Authority's underlying need to borrow as measured by the Capital Financing Requirement (CFR) at 31/03/2015 was £295.64 million.

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

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

At 1st April 2014 the Authority held £182.373 million of loans, as part of its strategy for funding previous years' capital programmes.

In 2014-15 no loans were repaid though. A loan of £5m is due to be repaid in August 2015 and this will not be replaced which will generate a revenue saving from reduced interest costs of £96,000. The remaining increase in external debt shown in the above table is a increase in the liability of other Finance Leases.

With short-term interest rates having remained much lower than long-term rates, it was more cost effective in the short-term to use internal resources to fund capital expenditure. For the Council the use of internal resources in lieu of borrowing has, therefore, continued to be the most cost effective means of funding £8.0m of capital expenditure. This has lowered overall treasury risk by reducing both external debt and temporary investments. However, the Council acknowledges that this position will not be sustainable over the medium term and the Authority expects it will need to borrow £17.0m for capital purposes by the end of 2015-16. Borrowing options and the timing of such borrowing will continue to be assessed in conjunction with the Authority's treasury advisor.

¹ Loans with maturities less than 1 year.

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

There has been no new borrowing activity thus far in 2015-16.

PWLB Certainty Rate and Project Rate Update

The Authority qualifies for borrowing at the ‘Certainty Rate’ (0.20% below the PWLB standard rate) for a 12 month period from 01/11/2014. In April the Authority submitted its application to the CLG along with the 2015-16 Capital Estimates Return to access this reduced rate for a further 12month period from 1st November 2015.

Though no borrowing is anticipated in the short term, the result of various papers going to the Cabinet in 2015 will be to potentially bring forward the point at which the Council might need to borrow. For example, the community sports facility, leisure strategy and the asset management strategy in respect of strategic acquisitions.

Debt Rescheduling:

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

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

LOBOs: The Authority holds £13m of LOBO (Lender’s Option Borrower’s Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. £4m of these LOBOS had options during 2014-15 none of which were exercised by the lender. As a further £4m of LOBOS have options during 2015/16, the Authority acknowledges there is an element of refinancing risk even though in the current interest rate environment lenders are unlikely to exercise their options.

4. Investment Activity

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

Investments	Balance on 01/04/2014 £m	Investments Made £m	Maturities/ Investments Sold £m	Balance on 31/03/2015 £m	Avg Rate % and Avg Life (yrs)
Short Term Investments	88.735	332.979	371.105	50.605	
Long Term Investments	0.075	10.05		10.125	
Investments in Pooled Funds		15.0		15.0	
Bonds issued by Building Societies		5.034		5.034	
Corporate Bonds					
Funds Managed Externally					
TOTAL INVESTMENTS	88.810			80.764	

The £80.764m is broken down further below:

Type of Investments	£m
Money Market Funds	2.635
Instant Access Call Accounts-Overseas Banks	1.770
Instant Access Call Accounts-UK Banks	1.100
Pooled Property Fund	7.000
Other Pooled Funds	8.000
Fixed Term Deposits Building Societies	11.000
Bonds issued by Building Societies	5.034
Fixed Term Deposits UK Banks	10.100
Certificates of Deposit UK Banks	5.000
Certificates of Deposit Overseas Banks	10.000
Fixed Term Deposits Overseas Banks	5.000
Local Authorities	14.000
Municipal Bonds Agency	0.050
Heritable Bank Outstanding Balance	0.075
	80.764

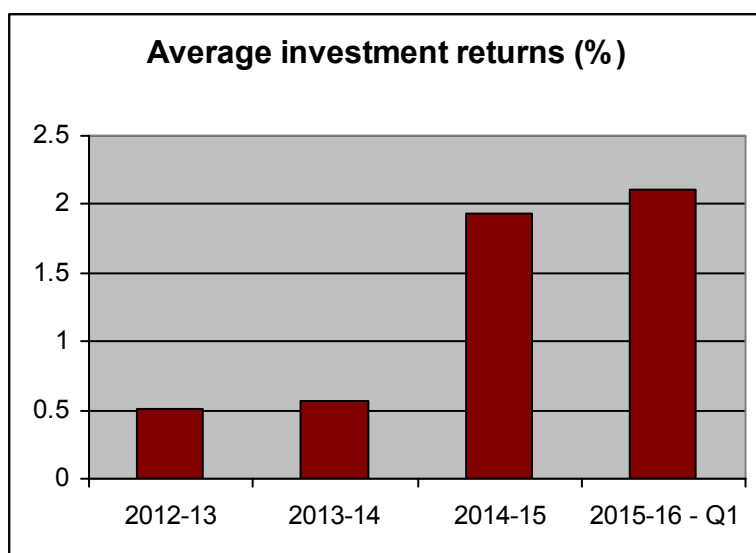
Security of capital remained the Authority's main investment objective. This was maintained by following the Authority's counterparty policy as set out in its Treasury Management Strategy Statement for 2014/15 which defined "high credit quality" organisations as those having a long-term credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of [AA+ or higher.

Investments with banks and building societies were instant access accounts, fixed-rate term deposits but also Certificates of Deposit and Floating Rate Note Covered Bonds. The

maximum duration of these investments was 3 years in line with the prevailing credit outlook during the year as well as market conditions.

The Council's budgeted investment income for the year was estimated at £1.85m (£0.550m and achieved £1.768m (£0.542m in 2013-14). The average cash balances were £97.6m during the 2014-15. Also income of £0.283m was realised by making an upfront payment to the pension scheme.

As can be seen by the below, the change to the treasury Management Strategy for 2014-15 has yielded a significant benefit to the Council's investment returns.



Externally Managed Funds:

At the end of April 2014 the Council invested £7m into a Property Fund. The Local Authorities' Property Fund is administered by CCLA Investment Management limited who are a company specialising in fund management on behalf of Churches, Charities and Local Authorities (CCLA). The Fund was launched in 1972, is currently valued at £142 million and has a track record of income distribution yield of over five per cent per annum paid quarterly. The distribution yield is after property management costs and CCLA's fund management fee of 0.65 per cent. The fund has outperformed the Investment Property Databank (IPD) Balanced Property Unit Trusts index which is their benchmark over the past 10 years. Due to high entry fees this is seen as a long term investment with at least a 5 years time horizon. During 2014-15 the CCLA fund, generated £334,000 a return of over 5%, which has thus far proved the highest returning of our investments. The fund also appreciated in value by £442,000 during the year,

The council has also invested £8.0m in other pooled funds as follows:

- £2.5m in the Insight – ILF Liquidity Plus Fund which is a Cash Plus Fund. The Fund invests in a diverse range of securities, instruments and obligations that carry a minimum credit rating of A1 for short-term investments, to ensure a return in excess of the money markets with minimal risk.
- £5.5m in the Payden & Rygel Sterling Reserve Fund. It is a Short Bond Fund, longer in duration than cash plus funds investing in sterling-denominated investments, including gilts, supnationals, agencies, bank and corporate bonds and other money market securities.

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

Long Term Local Authority Investments

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

Safe Custody Arrangements

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

By establishing custody arrangements, the Council is better-placed to consider the use of alternative investment instruments in response to evolving credit conditions. During 2014-15 the council has been able to take advantage of these custody arrangements by placing Certificate of Deposits with Deutsche Bank and Standard Chartered Banks respectively. The custody arrangements therefore give the council access to a larger range of suitable counterparties. Using the custody arrangement the council has also placed £5m in two Floating Rate Note Covered Bonds with the Yorkshire and Leeds Building Societies respectively. The bonds are secured against mortgages and are exempt from bail-in risk. The current rating for YBS covered bonds is AA+ and Leeds BS covered bonds are AAA rated so there is little credit risk, and the rate the council receives is linked to the 3 month LIBOR rate that re-fixes every three months so there is very little interest rate risk also. Because the bonds are secured against mortgages the duration of the investments can be for a longer time frame. The Yorkshire FRN was placed for a period of 20 months in July 2014 and the Leeds FRN for a period of 3 years in February 2015

Investment Activity in 2015/16

Investments	Balance on 01/04/2015 £m	Investments Made £m	Maturities/ Investments Sold £m	Balance on 23/07/2015 £m	Avg Rate % and Avg Life (yrs)
Short Term Investments	50.605	122.380	119.720	53.266	
Long Term Investments	10.125	5.0		15.125	
Investments in Pooled Funds	15.0	3.0		18.0	
Bonds issued by Building Societies	5.034			5.034	
Corporate Bonds					

Funds Managed Externally				
TOTAL INVESTMENTS	80.764			91.425
Increase/ (Decrease) in Investments £m				10.661

The £91.425m is broken down further below:

Type of Investments	Short Term £000s	Long Term £000s	Total 000s
Money Market Funds	3,545		3,545
Instant Access Call Accounts-Overseas Banks	14,800		14,800
Fixed Term Deposits Local Authorities	4,000	15,000	19,000
Fixed Term Deposits Building Societies	3,000		3,000
Fixed Term Deposits Unrated Building Societies	6,000		6,000
Fixed Term Deposits UK Banks	7,000		7,000
Certificates of Deposits UK Banks	10,000		10,000
Fixed Term Deposits Overseas Banks	5,000		5,000
Pooled Funds Property		10,000	10,000
Pooled Funds Cash Plus	2,500		2,500
Pooled Fund Short Bond	5,500		5,500
Covered Floating Rate Note Bond	2,000	3,004	5,004
Heritable Bank Outstanding Balance		76	76
Total	63,345	28,005	91,425

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

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

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

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

not meeting the definition on high credit quality. Limits on non-specified investments are shown in the table below.

Non-Specified Investment Limits

	Cash limit
Total long-term investments	£40m
Total investments without credit ratings or rated below A-	£10m
Total investments with institutions domiciled in foreign countries rated below AA+	£10m
Total non-specified investments	£60m

The Council currently has £28m in long term investments and £6m in investments without credit ratings.

Budgeted Income and Outturn

The Authority's budgeted investment income for the year has been estimated at £1.943m. The average cash balances were £95.401m during the first quarter of 2015-16.

The UK Bank Rate has been maintained at 0.5% since March 2009 and not expected to rise until 2016/2017. Short-term money market rates have remained at very low levels (see Table 1 in Appendix 2). New deposits were made at an average rate of 0.81%. Investments in CNAV Money Market Funds were at an average rate of 0.43%. The Authority anticipates an investment outturn of £1.85m / 0.85% for the whole year.

The 2015-16 Treasury Management Strategy was approved in January 2015. The council has invested in a number of different treasury instruments during 2014-15 and will continue to do so in 2015-16 with the purpose of increasing returns whilst still adhering to the important principles of security and liquidity. The following gives detail of some of the changes made in treasury investment strategy in 2014-15.

Credit Risk

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

Date	Value Weighted Average – Credit Risk Score	Value Weighted Average – Credit Rating	Time Weighted Average – Credit Risk Score	Time Weighted Average – Credit Rating
31/03/2013	4.0	AA-	3.11	AA
31/03/2014	5.01	A+	5.61	A
31/03/2015	4.60	A+	2.93	AA
30/06/2015	3.85	AA-	2.35	AA+

Scoring:

-Value weighted average reflects the credit quality of investments according to the size of the deposit

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

Counterparty Update

All three credit ratings agencies have reviewed their ratings in the last quarter to reflect the loss of government support for most financial institutions and the potential for varying loss given defaults as a result of new bail-in regimes in many countries. Despite reductions in government support many institutions have seen upgrades due to an improvement in their underlying strength and an assessment that the level of loss given default is low.

Fitch reviewed the credit ratings of multiple institutions in May. Most UK banks had their support rating revised from 1 (denoting an extremely high probability of support) to 5 (denoting external support cannot be relied upon). This resulted in the downgrade of the long-term ratings of Royal Bank of Scotland (RBS) to BBB+ from A, Deutsche Bank to A from A+, Bank Nederlandse Gemeeten to AA+ from AAA and ING to A from A+. JP Morgan Chase and the Lloyds Banking Group however both received one notch upgrades.

Moody's concluded its review in June and upgraded the long-term ratings of Close Brothers, Standard Chartered Bank, ING Bank, Goldman Sachs International, HSBC, RBS, Coventry Building Society, Leeds Building Society, Nationwide Building Society, Svenska Handelsbanken and Landesbank Hessen-Thuringen.

S&P reviewed UK and German banks in June downgrading Barclays' long-term rating to A- from A, RBS to BBB+ from A- and Deutsche Bank to BBB+ from A. As a result of this the Authority has made the decision to temporarily suspend Deutsche Bank as a counterparty for new unsecured investments. S&P has also revised the outlook of the UK as a whole to negative from stable, citing concerns around a planned referendum on EU membership and its affect on the economy.

Update on Investments with Icelandic Banks

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

The Administrators latest report dated 11th February 2013 projects a base case return of between 84% and 95% and as a result the Council has reassessed the value of recoverable amount. The total dividend received as at 31st March 2014 is £2.425M. The Administrators latest report can be viewed at the following website:

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

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

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

The Council has now received confirmation that a final payment will be paid in August 2015,

5. Compliance with Prudential Indicators

The Authority confirms compliance with its Prudential Indicators for 2015/16, which was set in January 2015 as part of the Authority's Treasury Management Strategy Statement.

6. Outlook for Q2

Outlook for Q2 2015/16

Arlingclose's expectation for the first rise in the Bank Rate (base rate) remains the second calendar quarter of 2016. The pace of interest rate rises will be gradual and the extent of rises limited. The appropriate level for Bank Rate for the post-crisis UK economy is likely to be lower than the previous norm. We would suggest this is between 2.0% and 3.0%.

There is also sufficient momentum in the US economy for the Federal Reserve to raise interest rates in 2015.

The weak global environment and resulting low inflation expectations are likely to dampen long term interest rates. We project gilt yields will follow a shallow upward path in the medium term, with continuing concerns about the Eurozone, and other geo-political events, weighing on risk appetite, while inflation expectations remain subdued. The uncertainties surrounding the timing of UK and US interest rate rises, and the status of Greek negotiations, are likely to prompt short term volatility in gilt yields.

	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
Official Bank Rate													
Upside risk			0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50
Arlingclose Central Case	0.50	0.50	0.50	0.75	0.75	1.00	1.00	1.25	1.25	1.50	1.50	1.75	1.75
Downside risk				-0.25	-0.25	-0.50	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00

7. Summary

In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during the 2014-15 and the first part of 2015-16. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

6 Comments of Other Committees

Not Applicable

7 **Conclusion**

In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2014/15 and the first quarter of 2015/16. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

8 **Appendices Attached**

A' - Prudential Indicators

B' - Money Markets and PWLB Rates

C' - Maturity Rates for New Investments

9 **Background Papers**

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

Capital Financing Requirement

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

	31/03/2015 Actual £000s	31/03/2016 Estimate £000s	31/03/2017 Estimate £000s	31/03/2018 Estimate £000s
Gross CFR	295,064	312,064	314,064	315,064
Less: Other Long Term Liabilities	-49,584	-46,399	-44,558	-42,740
Borrowing CFR	245,480	265,665	269,506	272,324
Less: Existing Profile of Borrowing	-182,372	-177,372	-173,372	-170,372
Gross Borrowing Requirement/Internal Borrowing	63,108	88,293	96,134	101,952
Usable Reserves	-130,266	-127,266	-125,266	-123,266
Net Borrowing Requirement/Investment Capacity	-67,158	-38,973	-29,132	-21,314

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

	31/03/2015 Actual £000s	31/03/2016 Estimate £000s	31/03/2017 Estimate £000s	31/03/2018 Estimate £000s
CFR	295,064	312,064	314,064	315,064
Gross Debt	231,956	223,771	217,930	213,112
Difference	63,108	88,293	96,134	101,952
Borrowed in excess of CFR? (Yes/No)	No	No	No	No

Usable Reserves

Estimates of the Authority's level of Usable Reserves for 2015/16 to 2017/18 are as follows:

	31/03/2015 Actual £000s	31/03/2016 Estimate £000s	31/03/2017 Estimate £000s	31/03/2018 Estimate £000s
Usable Reserves	-130,266	-127,266	-125,266	-123,266

Prudential Indicator Compliance

(a) Authorised Limit and Operational Boundary for External Debt

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

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

The Section 151 Officer confirms that there were no breaches to the Authorised Limit and the Operational Boundary during the year; borrowing at its peak in 2014-15 was £182m.

	Authorised Limit (Approved) as at 31/03/2015 £000s	Operational Boundary (Approved) as at 31/03/2015 £000s	Actual External Debt as at 22/07/2015 £000s
Borrowing	267	257	182
Other Long-term Liabilities	48	48	49
Total	315	305	231

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

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

	Approved Limits for 2015/16 £/%	Maximum during Q1 2015/16 £/%
Upper Limit for Fixed Rate Exposure	100%	87%
Compliance with Limits:	87%	Yes
Upper Limit for Variable Rate Exposure	50%	13%
Compliance with Limits:	13%	Yes

(c) Maturity Structure of Fixed Rate Borrowing

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

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 22/07/2015 £000s	% Fixed Rate Borrowing as at 22/07/2015	Compliance with Set Limits?
under 12 months	50	0	13,000	7.13%	Yes
12 months and within 24 months	50	0	4,000	2.19%	Yes
24 months and within 5 years	50	0	3,001	1.65%	Yes
5 years and within 10 years	75	0	18,000	9.87%	Yes
10 years and within 15 years	95	0	25,508	13.99%	Yes
15 years and within 20 years	95	0	30,022	16.46%	Yes
20 years and within 25 years	95	0	53,000	29.06%	Yes
25 years and above	95	0	35,841	19.65%	Yes

(The 2011 revision to the CIPFA Treasury Management Code now requires the prudential indicator relating to Maturity of Fixed Rate Borrowing to reference the maturity of LOBO loans to the earliest date on which the lender can require payment, i.e. the next call date²)

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

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

Upper Limit for total principal sums invested over 364 days	2015/16 Approved £000s	22/7/2015 Actual £000s	31/03/2016 Estimate £000s	31/03/17 Estimate £000s
	40,000	28,000	33,000	36,000

² Page 15 of the Guidance Notes to the 2011 CIPFA Treasury Management Code

Money Market Data and PWLB Rates

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

Please note that the PWLB rates below are Standard Rates. Authorities eligible for the Certainty Rate can borrow at a 0.20% reduction. Borrowing eligible for the project rate can be undertaken at a 0.40% reduction.

Table 1: Bank Rate, Money Market Rates

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/04/2015	0.50	0.35	0.46	0.43	0.51	0.76	0.97	0.87	1.05	1.32
30/04/2015	0.50	0.35	0.48	0.43	0.52	0.74	0.98	1.00	1.21	1.51
31/05/2015	0.50	0.43	0.50	0.43	0.52	0.75	0.98	0.97	1.18	1.49
30/06/2015	0.50	0.35	0.45	0.43	0.52	0.79	0.99	1.09	1.35	1.68
Average	0.50	0.41	0.48	0.43	0.52	0.75	0.98	0.99	1.21	0.53
Maximum	0.50	0.45	0.58	0.56	0.65	0.84	1.00	1.17	1.44	1.81
Minimum	0.50	0.30	0.40	0.43	0.51	0.55	0.97	0.87	1.04	1.29
Spread	--	0.15	0.18	0.13	0.14	0.29	0.03	0.30	0.40	0.53

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

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2015	127/15	1.33	2.10	2.69	3.24	3.37	3.32	3.31
30/04/2015	166/15	1.41	2.27	2.90	3.44	3.55	3.50	3.48
31/05/2015	204/15	1.44	2.26	2.90	3.44	3.54	3.48	3.45
30/06/2015	248/15	1.48	2.44	3.13	3.65	3.72	3.64	3.60
	Low	1.31	2.02	2.60	3.16	3.28	3.23	3.21
	Average	1.43	2.29	2.95	3.49	3.58	3.52	3.49
	High	1.53	2.52	3.24	3.77	3.85	3.78	3.75

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

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2015	127/15	1.66	2.14	2.71	3.03	3.24	3.35
30/04/2015	166/15	1.79	2.31	2.92	3.24	3.45	3.54
31/05/2015	204/15	1.78	2.30	2.93	3.26	3.45	3.53
30/06/2015	248/15	1.90	2.49	3.15	3.47	3.65	3.72
	Low	1.60	2.06	2.62	2.94	3.16	3.26
	Average	1.80	2.34	2.97	3.30	3.49	3.57
	High	1.98	2.57	3.27	3.60	3.77	3.85

Table 4: PWLB Variable Rates

	1-M Rate	3-M Rate	6-M Rate	1-M Rate	3-M Rate	6-M Rate
	Pre- CSR	Pre- CSR	Pre- CSR	Post- CSR	Post- CSR	Post- CSR
01/04/2015	0.62	0.63	0.66	1.52	1.53	1.56
30/04/2015	0.62	0.64	0.67	1.52	1.54	1.57
31/05/2015	0.62	0.65	0.68	1.52	1.55	1.58
30/06/2015	0.62	0.66	0.70	1.52	1.56	1.60
Low	0.62	0.61	0.66	1.52	1.51	1.56
Average	0.63	0.65	0.68	1.53	1.55	1.58
High	0.64	0.67	0.71	1.54	1.57	1.61

Appendix C

Approved Counterparties: The Authority may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved Investment Counterparties and Limits

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£15m 5 years	£15m 20 years	£15m 50 years	£5m 20 years	£5m 20 years
AA+	£15m 5 years	£15m 10 years	£15m 25 years	£5m 10 years	£5m 10 years
AA	£15m 4 years	£15m 5 years	£15m 15 years	£5m 5 years	£5m 10 years
AA-	£15m 3 years	£15m 4 years	£15m 10 years	£5m 4 years	£5m 10 years
A+	£5m 2 years	£15m 3 years	£15m 5 years	£5m 3 years	£5m 5 years
A	£5m 13 months	£15m 2 years	£15m 5 years	£5m 2 years	£5m 5 years
A-	£5m 6 months	£5m 13 months	£15m 5 years	£5m 13 months	£5m 5 years
BBB+	£5m 100 days	£5m 6 months	£15m 2 years	£2.5m 6 months	£2.5m 2 years
BBB or BBB-	£5m next day only	£15m 100 days	n/a	n/a	n/a
None	£3m 12 months	n/a	£5m 25 years	n/a	£5m 5 years
Pooled funds	£10m per fund				

This table must be read in conjunction with the notes below

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

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

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

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th September 2015

CONTACT OFFICER: Joseph Holmes Assistant Director of Finance and Audit S151 officer
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Councillor Anderson; Commissioner for Finance & Strategy

PART I
KEY DECISION

LOCAL WELFARE PROVISION 2015-16**1 Purpose of Report**

- 1.1 For members to note the pressures on the Local Welfare Provision (LWP) scheme for both 2015-16 and 2016-17.
- 1.2 To seek approval to review the LWP funding for 2015-16.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that:

- (a) Additional funding of £30k for 2015-16 be approved; and
 (b) The pressures and potential changes for 2015-16 and 2016-17 be noted.

3 Slough Joint Wellbeing Strategy Priorities

This report supports the 5 Year Plan through support to housing outcome and adults outcome through the use of Local Welfare Provision funding stream.

4 Other Implications**(a) Financial**

The council proposes to increase the LWP budget for 2015-16 by a further £30k which will be funded from the additional Revenue Support Grant funding that the Council received as part of the final Local Government Settlement.

It is acknowledged that this will create a strain on the Council's financial position, however without this additional funding there may be additional calls on other budgets in the longer term which would ultimately be more expensive to the Council

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	None	
Project Capacity	None	
Other	None	

(c) Human Rights Act and Other Legal Implications

There are no human rights or other legal implications arising from this report.

(d) Equalities Impact Assessment

No EIA is required for this report as the policy remains the same, funding is being proposed to ensure that the LWP scheme is available for Customers for 2015-16. A copy of the EIA assessment that was provided when the policy was approved in March 2015 is attached for your information at Appendix C.

5 Supporting Information

- 5.1 The Local Welfare Provision policy was approved by Cabinet on 9th March 2015 for the financial year 2015-16.
- 5.2 LWP is the scheme that replaced the DWP Crisis Awards and Community Care Awards scheme at a local level.
- 5.3 The government have provided funding for the LWP scheme for 2013-14 and 2014-15 financial years. In 2015-16, the LWP specific funding was stopped, though the Council did receive £197k of additional Revenue Support Grant to compensate for the removal of the LWP specific funding.
- 5.4 As this was a very late change to the Council's funding arrangements, the Cabinet decided to utilise existing underspends on the LWP for the 2015-16 and review the situation.
- 5.5 The financial position is highlighted in the table below

Local Welfare Provision				
	2013/14	2014/15	2015/16	
	Actual	Actual	Actual YTD	Projected
Expenditure	£123,393	£246,384	£78,513	£266,000
Income - Grant	(£329,476)	(£324,683)	£0	£0
Income - Carried Forward Underspend		(£158,200)	(£236,480)	(£236,480)

- 5.6 It is projected that the carry forward funding for this year will be exceeded by £30k (including administration costs) and that this funding could run out by January 2016.
- 5.7 The Council is not obliged to have a LWP scheme, or replacement scheme, however considering the impact of the Welfare Reforms members wished to continue this scheme.
- 5.8 It is projected that the current funding could run out by January 2016, at which point there will be little choice but to inform customers that we are unable to help them.
- 5.9 The other option is to review the scheme again to make it “tougher”, though it was reviewed in March 2015 and believe we currently have a “tough” but fair policy. A copy of the policy is attached at Appendix A.
- 5.10 Attached at Appendix B are examples of help that has been provided to customers since April 2016.
- 5.11 The budget announced on the 8th July 2015 that there would be further welfare reforms and with the introduction of Universal Credit planned for Slough for the end of September 2015 the LWP policy will need to be considered again for 2016-17.
- 5.12 The Council already has a very ‘tough’ policy in place at present, but even with this, there is either future spend implications going forward, if we continue with the scheme, or there will be significant policy / service delivery implications for the Council going forward if we are unable to provide emergency assistance.
- 5.13 A further report will be submitted to cabinet later in the year when the changes in legislation have been passed by government and a clearer picture of the impacts has been established.

6 Comments of Other Committees

This report and documents have not been considered by any other Committees.

7 Conclusion

The Cabinet is requested to consider and agree the following.

Approve additional funding of £30k for 2015-16.

8 Appendices Attached

‘A’	Policy for Local Welfare Provision
‘B’	Assistance that has been provided to customers
‘C’	Equality Impact Assessment

9 Background Papers

None

Local Welfare Provision

1. Background

Local Welfare Provision (LWP) Funding transferred from the Department of Work and Pensions (DWP) to Local Authorities (LAs) on 1 April 2013, to provide locally-administered assistance to vulnerable people. The transfer was made under existing powers and LAs can decide for themselves how to use these funds. The DWP is keen that LAs do not replicate the DWP scheme but instead uses the funding in a way that more closely meets the needs of the community.

There is no statutory duty requiring LAs to deliver a specific scheme for administering this funding but Slough Borough Council (the Council) considered that it was in the best interests of the community to run a scheme for two years to provide the Council with an opportunity to understand and measure local demand. This scheme will be known as the Local Welfare Provision (LWP) scheme.

The LWP scheme has been in operation for two years and the demand has increased over this two year period. Central Government provided funding for two years.

The council has funds available to continue the scheme for another year and then wishes to again review the scheme, the scheme will be run on the same principals as the last two years.

The scheme will be cash-limited to the amount of funding provided by the Government. It will not replace the support mechanisms and budgets that exist elsewhere in the Council.

Slough Borough Council is committed to working with the local voluntary sector, who are key partners in working with our communities, and landlords who are an important asset in providing homes in Slough.

The purpose of this policy is to detail the Council's high level objectives in respect of Local Welfare Provision and detail how the Council will operate the scheme, including the factors that will be taken into account when considering if an LWP award can be made. Each case will be treated strictly on its merits and all applicants will be treated equally and fairly when the scheme is administered.

In principle, this scheme will consider two categories of need:

- Crisis Awards
- Community Care Awards

By the fact that both of the above awards are determined on a similar discretionary basis, an application for a Crisis Award may be treated as an application for a Community Care Award, vice versa.

Further, if an applicant is entitled to Housing Benefit and is suffering from exceptional hardship as a direct result for housing costs (eg. Contractual rent,), an application may be treated in accordance with the Council's Discretionary Housing Payment Policy.

2. Statement of Objectives

The Council will consider making an LWP award to applicants who meet the qualifying criteria, as specified in this policy, providing sufficient funding from the Government grant for this purpose is available at the time of the Council's decision. We will treat all applications on their individual merits. An LWP award will normally be an urgent, one off provision used as a short term fix to prevent a long term problem, and we will seek to:

- prevent serious risk to the health, well being or safety of the area's most vulnerable and financially excluded residents;
- ease severe financial pressure on families in certain situations;
- help those, without the necessary means, to either establish themselves in the community as a transition from care or prison or to remain in their community;
- give flexible financial help to those in genuine need.

3. Policy

3.1. Main Features of the Scheme

The main features of the Slough LWP scheme are that:

- it is discretionary;
- an applicant does not have a statutory right to a payment;
- the total expenditure in any one year resulting from awards under this scheme will not exceed the value of the funding received from the DWP;
- the payment may be treated as a loan with repayment required, e.g. interim payment whilst awaiting Job Seekers Allowance;
- the operation of the scheme is for the Council to determine;
- the Council may choose to vary the way in which funds are allocated according to community needs and available funds;
- other than the normal appeal against the application of a discretionary function by Judicial review, there is no right to a statutory appeal of any application decision. In the interests of fairness the Council will operate an internal review procedure for appeals.

3.2. LWP award applications

1. An application for an LWP award must be made in a way that is acceptable to the Council. The application must be made by the person to whom the application relates (the applicant) but the applicant can ask a council officer or another person to complete the application.
2. We may determine such other bodies, as we decide are appropriate, to be authorised to decide applications and they will be granted secure access to the necessary Council systems for this purpose.
3. Applications from people not meeting the minimum eligibility criteria will not be considered.
4. We may request any reasonable evidence in support of an application for an LWP award. The applicant will be asked to provide the evidence and it must be provided within one month of the request although this will be extended in appropriate circumstances.

5. We reserve the right to verify any information or evidence that the applicant supplies, in appropriate circumstances, with other council departments, government agencies and external organisations or individuals. We may also use the information for the detection/prevention of fraud.
6. If the applicant is unable to or does not provide the required evidence, in the agreed time, we may treat the application as withdrawn by the applicant and we will not be under an obligation to decide it.
7. We are under no duty to make an LWP award. Where funds are available from another source we will signpost the applicant to those sources rather than make an LWP award.
8. We will aim to decide applications for emergency assistance within 1 working day and all other applications within 10 working days, excluding any days that it takes for an applicant to provide any evidence.

3.3. Eligibility Criteria

An application will only be considered where the applicant satisfies each of the following 9 criteria and at least criterion A or B. References to Slough mean the area within Slough Borough Council's boundary. The applicant must:

1. be aged 16 or over;
2. be able to demonstrate that they have a settled residence in Slough, or have been placed outside of the borough by the council, in the case of someone leaving prison or care, be about to move into Slough;
3. not have savings that can be relied upon to meet the need to which they are presenting;
4. Have a reduction in income, for example the transition period of earning and claiming welfare benefits, or a reduction in working hours
5. Have not received, or be able eligible to receive help from other public funds for the same category.
6. not be excluded from applying for public funds on the basis of immigration status;
7. not have received an LWP award in the past 6 months, unless they can demonstrate significant exceptional need;
8. not have been refused an LWP award for the same need in the past 6 months, unless they can demonstrate exceptional/changed circumstances;
9. be without sufficient resources which would in turn cause serious risk to their own, or their family's health or safety or well being;

AND

A. must require essential assistance to establish, or to remain, in the community;

or

B. must require essential assistance with an emergency (eg: illness/emergency travel costs).

3.4 Awarding an LWP

In deciding whether to make an LWP award we will have regard to the applicant's circumstances including:

- any sources of credit such as cash cards, store cards, credit cards, cheque cards, cheque accounts, overdraft facilities, loan arrangements;
- any help which is likely to be available from other funds, such as Short Term Advances and

Budgeting Advances issued by the Department for Work and Pensions to out of work benefit claimants; [This facility is appropriate for applicants that have lost or spent money, or are in need of money while they wait for their first payment.]

- the financial circumstances of the applicant, any partner, their dependants and other occupiers of their household;
- the income and expenditure of the applicant, any partner, their dependants and other occupiers of their household;
- the level of indebtedness of the applicant and their family;
- any medical issues, or other exceptional needs, of the applicant, partner or dependants, or other members of their household;
- whether the circumstances of the applicant are such that an LWP award would alleviate the problems of the applicant;
- being mindful of the amount available in the LWP budget;
- the possible impact on the Council of not making such an award, e.g. the applicant becoming homeless and the costs associated with this;
- any other special circumstance of which we are aware;
- We will decide how much to award based on all of the applicant's circumstances and the LWP funds available and we will be mindful of the likely total calls on the LWP fund.
- The Council may treat the award as a loan rather than a benefit and will then in conjunction with the Customer agree repayment arrangements.

The main items that an LWP payments will be awarded for are :

- Food and Utilities
- Furniture, household equipment and connection charges
- In some case removal expenses

The council will consider any items or emergency expenses as necessary depending on the customers circumstances which could include expenses to attend an interview if they have not been made available by the Job Centre Plus.

3.5. Payment of an LWP award

We will decide the most appropriate method of payment based on the circumstances of each case. The methods may include:

- vouchers;
- provision of goods or services by the Council or third party provider;
- bank account credit to the applicant or some other person as appropriate;
- credit directly to a landlord, rent account
- cash or similar method of payment NB: in exceptional cases only

3.6. Notification

We will notify the applicant of the outcome of their request on the day the decision is made. This may be by letter, email, SMS (text) or a combination of these methods.

Where the application is successful, we will tell the applicant:

- the amount of the award;
- the purpose for which the award should be used;
- the method of payment and, where applicable, of repayment.

The applicant will then need to decide whether to accept the award.

Where the request for an LWP award is unsuccessful or not met in full we will explain the reasons why the decision was made, and explain the applicant's right of appeal.

We may, with the applicant's permission, also inform a support worker or advice agency of a decision.

3.7. The Right to Appeal

LWP awards are not subject to a statutory appeals process. Appeals will therefore be decided by the Council.

We will operate the following policy for dealing with appeals about either the decision not to make an award or the amount of an award:

- An applicant (or their representative) who wants an explanation of an LWP application decision may request one in writing within one calendar month of notification of the decision.
- An applicant (or their representative) who disagrees with a decision may appeal the decision.
- Any appeal must be made in writing or electronically, but must be made within one calendar month of the LWP decision being notified to the applicant.
- Where possible we will try to resolve the matter by explaining the reasons for the decision to the applicant or their representative either verbally or in writing.
- Where agreement cannot be reached, we will review the decision. The officer reviewing the decision will not have been involved in the making of the original decision. The review will be suspended if more information is needed from the applicant.
- The applicant will have one month to respond to the request for further information, thereafter the review will be undertaken on the information held.
- If we decide that that the original decision should not be revised, we will provide full written reasons to the applicant.

3.8. Overpayments

If the Council becomes aware that the information contained in an application for an LWP award was incorrect or that relevant information was not declared, either intentionally or otherwise we will seek to recover the value of any LWP award made as a result of that application.

3.9. Fraud

The Council is committed to the fight against fraud in all its forms. Any applicant who tries to fraudulently claim an LWP award might have committed an offence under the Fraud Act 2006.

If we suspect that fraud may have occurred, the matter will be investigated as appropriate and this could lead to criminal proceedings.

3.10. Publicity

We will publicise the scheme by providing information to relevant agencies, stakeholders and other Council services.

4. Monitoring/ Audit of the Scheme

To ensure transparency and consistency, there will be regular monitoring of applications made against the scheme. Such monitoring will be undertaken with due regard to the Council's responsibilities under all relevant legislation. The Council is subject to the general equality duty which requires that it has due regard to the need to:

- Remove or minimise disadvantages suffered by persons who have a relevant protected characteristic specified in the equalities act and other relevant legislation.
- Take steps to meet the needs of persons who share relevant protected characteristics that are different from the needs of persons who do not share it.
- Foster good relations.

If an applicant wishes to make a complaint about the nature in which their enquiry or application was dealt with. We will adhere to our corporate complaints procedure. Please note, there is a separate review / appeals process for applicants unhappy with their decision (see 3.7 above).

Assistance that has been provided to Customers

1. The LWP scheme has made all attempts to assist customers without awarding Cash payments in order that the assistance is targeted at the specific need that the customer is claiming for, regular referrals are made to the Slough food bank which is at no costs to the authority but there are instances where the foodbank cannot assist for example baby formula
2. There has been an increase in the referrals from Children's especially in relation to delays in benefit payments – the benefits agency are stating a 2 weeks turnaround at present and this is leaving some families without funds which Childrens are asking LWP to assist with
3. In addition there are other referrals from Wellbeing as a whole but more from Childrens again for example, a family experiencing financial difficulties due to their benefits been cancelled on 14/04/15. Although, the family renewed their benefits application on 13/05/15 they did not have any food or funds as they will not be receiving their benefits for quite sometime due to the renewal of application. Also please note the family have no cooker at home due to a number of identified risks by technicians from British Gas. The family are in a crisis situation and we will appreciate your support to help them to have some stability.
4. Another example is where British gas have condemned their gas cooker and this has been confirmed by children's, the family were on benefits and could not afford a new cooker, another family again referred from Children's is on benefits and has a broken bed and are unable to find the funds to replace it and the children were sleeping on the floor
5. There has also been an increased demand for temporary accommodation; this has resulted in slough residents being placed in temporary housing in and outside the borough. These customers seek assistance from LWP in the form of and not only limited to
 - Emergency removal assistance from their evicted house
 - Travel money to the temporary accommodation
 - Bedding, food, clothing as in most cases forced eviction leaves the customer with no access to their previous belongings
 - When these families get rehoused, they normally need furniture for their new houses and removal assistance
 - Storage costs
6. There are also Private Tenants who are finding it with the Benefit Cap in place unaffordable to continue to live in Slough and are requesting financial assistance to look at homes elsewhere. If the customer is in receipt of Discretionary Housing Payment (DHP), travel assistance is provided via LWP as this will in the longer term reduce the cost to the council via DHP.

Equality Impact Assessment

Appendix C

Directorate: RHR	
Service: Finance & Audit	
Name of Officer/s completing assessment: Jackie Adams	
Date of Assessment: 26.02.2015	
Name of service/function or policy being assessed: Local Welfare Provision Scheme 2015-16	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The <u>changes</u> to the Local Welfare Provision Scheme 2015-16 and future years</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The policy is delivered in the first instance by our partner arvato, whose role it is to accept all applications, analysis them, request such supporting information as they see fit and assess how much Local Welfare Provision Payment a person will be entitled to within the bounds of the scheme. If the Customer disagrees with the assessment they have the right to ask arvato as our partner to review their decision and if the decision stands the Customer has a right to appeal to the ombudsman as the next stage as this is a discretionary scheme and does not have another independent review body.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>All those who live in the borough and are experiencing hardship can apply for Local Welfare Provision.</p> <p>The scheme is a discretionary scheme set up to assist those people who are facing hardship for any number of reasons including those affected by the Welfare Reform changes, those who would in the past have been given a crisis loan from the DWP those who may have been given a budgeting loan from the DWP and those suffering financial hardship where additional help can be given – the budget is cash limited.</p> <p>The policy is generic to help all groups to provide support to all parts of the community affected and to asst them when they are experiencing hardship, though some groups are highlighted in the policy it does not preclude any one group</p> <ul style="list-style-type: none"> o Age – the policy provides assistance to young adults leaving care children aged 16 and 17 and young adults by helping them purchase

white goods and furniture to set up a home of their own, it also assist people feeling domestic violence to set up a new home as well as those leaving prison

o Disability - Under the previous national scheme disabled people were a significant beneficiary population of social fund provision. They accounted for 32.4% of Community Care Grants expenditure and 18.5% of Crisis Loans in 2012-13. People with disabilities, long term health and mental health conditions remain over-represented amongst local welfare provision applicants

o Pregnancy and maternity – while the policy is generic priority for assistance will be given to pregnant mothers and those with young children to assist them in keeping their homes warm and to provide food.

o Race - While no data appears to be available on the ethnicity of local welfare provision recipients as a whole it is logical to assume that minority groups are over-represented in the beneficiary profile. Local welfare provision is designed to help those on very low incomes, and black and minority ethnic-headed households are at a higher risk of poverty than non- black and minority ethnic -headed households. The latest data shows, for example that the poverty risk for minority-headed households ranges from 25-44 percent compared to 15 percent for non- black and minority ethnic -headed households.

o Other - Applications from women and especially women fleeing domestic violence is a critical group which allows them to set up a new home.

With regard to the following there is no specific impact though the policy is open to all

- o Religion and Belief
- o Sex
- o Sexual orientation
- o Gender Reassignment
- o Marriage and Civil Partnership

This policy aims to assist some of the most vulnerable people in the community and needs to be simple and easily implemented and understood. This is why each claim is considered individually and customers are given all of the support they need to access the scheme. Officers in Revenues, Customers Service, and Housing are fully aware of Local Welfare provision and the process of claiming.

4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>None from the changes to the scheme for 2015-16</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>None from the changes to the scheme for 2015-16, however the budget is cash limited and the original intention was that it would be funded from central government for 2 years this has now been extended to a third year. The budget does not have to be spent on Local Welfare provision but SBC has spent that last two years budget on LWP, there is currently an underspend which will be used to fund the scheme for year three.</p> <p>The LWP scheme provides assistance in the main for people who have the need to purchase white goods and can get funding from no other organisation, for example those fleeing domestic violence and need to set up home again, those leaving prison , those leaving care etc it also provides assistance to those in immediate help of financial assistance for example if someone loses their benefit money and needs to keep their home warm if they have a small child assistance will be provided in the form of a voucher to pay for heating costs. It also has the ability to refer customers to the foodbanks when they are experiencing hardship for example where they have been sanctioned by the DWP.</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>This is based on an evaluation of the payments made over the last two years and the reason for the payments. It has also taken into consideration a survey carried out by the DWP and the outcomes of that survey.</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>No</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>Yes</p>

9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>In 2015-16 the policy will remain as now and there will be no negative impacts</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>The current spend is monitored on a monthly basis to ensure that the spend remains within budget, the details of the customers that receive LWP are available to the Partnership Development and Client Monitoring Team who regularly monitor the payments made, and ensuring that the payments made are in line with the policy, they also monitor the refusals made.</p>

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

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

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

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

Page 135

Name:
Signed:Jackie Adams(Person completing the EIA)

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

Date: 26th February 015

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14 September 2015

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

WARD(S): All

PORTFOLIO: Leader of Council - Cllr Anderson
Deputy Leader of the Council – Cllr Swindlehurst

PART I
KEY DECISION**LOCAL AUTHORITY PARTNERSHIP PURCHASE (LAPP)****1 Purpose of Report**

The purpose of this report is to outline to Cabinet the new Local Authority Partnership Purchase (LAPP) Scheme and describe how it can be implemented by the Council to focus on local housing needs by providing targeted help to potential home-buyers on a shared ownership basis as well as ensuring that the Council delivers a good financial return on its investment.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve to adopt LAPP in accordance with the outline provided within this report, and approve the following parameters:

- The maximum local authority purchased (rented) share of **£120k**
- The split between the two shares of **70%** purchased via mortgage and **30%** purchased by LA
- The maximum limit for the total indemnity to be offered of **£4.4m**
- The maximum loan size (based on maximum property valuation) of **£266k**
- The qualifying post codes in a schedule to the indemnity deed to cover **all in SBC area**
- Based on these parameters, a maximum investment of **£9.3m** (£13.7m total costs including repayment interest) would be required (plus a further £4.4m indemnity guaranteed by way of a deed) to provide approximately 100 mortgages via the scheme.

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

The introduction of the LAPP scheme will make significant contributions to the following priorities of Slough's Joint Wellbeing Strategy:

- Health
- Regeneration and Environment, and Housing by
- Addressing affordability gaps for aspiring home owners who cannot afford outright purchase
- Providing a viable and more affordable alternative to renting
- Increasing the availability of affordable and social housing

3b **Five Year Plan Outcomes**

The LAPP scheme will therefore help to deliver the following outcomes of the Five Year Plan outcomes:

- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- Slough will be one of the safest places in the Thames Valley
- The Council's income and the value of its assets will be maximised

4 **Other Implications**

(a) **Financial**

The introduction of LAPP would have significant capital and revenue implications. Adopting the 70:30 percentage ownership split (i.e. Property Occupier / Council), the Council will require capital investment in order to receive an income stream and capital appreciation. Options are detailed in Appendix B of this report. Subject to the approval of the recommendations in this report, these issues will be the subject of a detailed business plan.

(b) **Risk Management**

Risk	Mitigating action	Opportunities / Notes
<p>Legal 1: Legality of LAPP and the legislative framework that gives a local authority in England and Wales the power to implement the Scheme</p>	<ul style="list-style-type: none"> • Independent legal advice has been obtained by Capita Asset Services on behalf of all participating local authorities. This is set out in the Legal Paper at Appendix C. • Council's Monitoring Officer to ensure satisfied with the advice provided. Additional legal advice should be sought if required. • A standard lease agreement has been prepared and this agreement will be used by all participating local authorities and all participating lenders. 	<ul style="list-style-type: none"> • Due to the changing environment, further legal advice may be required during the life of the Scheme. To ensure consistency, it is anticipated that Capita Asset Services will obtain updated advice on behalf of participating authorities. Any additional fees incurred in this respect will be agreed with all parties in advance
<p>Legal 2: Shared ownership leases and the proposed indemnity to lenders may constitute financial assistance for the purposes of Sections 24 and 25 of the Local Government Act 1988.</p>	<ul style="list-style-type: none"> • Independent legal advice has been obtained by Capita Asset Services • Lenders will adhere to a strict criteria to ensure State Aid restrictions are not compromised. • A standard lease agreement has been prepared and this agreement will be used by all participating local authorities and all participating lenders • Before agreeing to enter into the LAPP arrangement, the Council will ensure it is satisfied that the agreed price reflected open market value. 	<p>The Secretary of State has issued a general consent that a local authority may dispose of land for consideration equal to market value.</p> <p>Initial legal advice concludes that the proposed disposal (i.e. the grant of the shared ownership lease) falls within the general consent, because the property is marketed on the open market.</p> <p>The tenant pays market value for the share which it acquires, and the local authority retains the value in the residue.</p> <p>The staircasing provisions require that:</p>

		<ul style="list-style-type: none"> open market value is assessed; and any additional share is "bought" at the agreed/ determined open market value <p>So, the Council has comfort that it can only be called upon to dispose of its retained share at open market value.</p>
Property: Housing market fully recovers and the scheme is no longer required	<ul style="list-style-type: none"> The scheme will cease to exist. Indemnities / guarantees already granted – for 5 years + a further 2 years if the account is 90+ days in arrears - would remain in place. Prior to implementation, undertake a detailed analysis of local / regional housing issues, i.e. local housing need, house prices, mortgage approvals etc. 	
Human Rights	None	
Health and Safety	None	
Employment Issues	None	
Equalities Issues	None	
Community Support 1: Poor publicity / bad press re use of public monies	<ul style="list-style-type: none"> Press Officer to liaise closely with local press. Press release / photo opportunity. Good promotional material. Joint working with partners and Estate Agents. 	<ul style="list-style-type: none"> Promotion of benefits of the scheme, i.e. supporting the local housing market, local economy and supporting low to middle income families to secure a foot on the housing ladder Capita Asset Services / participating mortgage lenders / participating brokers will support the promotional process.
Community Support 2: Poor publicity / bad press re possible repossession	<ul style="list-style-type: none"> Lender to inform the Council if and when a mortgage holder is in arrears or facing repossession. The Council may be able to support individuals to prevent repossession. Reverse staircasing available in cases of hardship 	<ul style="list-style-type: none"> Monthly management information reports will be provided to enable the Council to review all mortgages in arrears and receive early notice should arrears proceed to legal action to enable the Council to consider a range of actions.
Communications	None	
Community Safety	None	
Financial 1: Affordability – Purchase of Council share	<ul style="list-style-type: none"> Make adequate budget provision. 	<ul style="list-style-type: none"> Asset held with likelihood of the asset value increasing. Rent collected on the percentage share held by the Council.

Financial 2: Affordability – Indemnity on mortgage	<ul style="list-style-type: none"> No cash deposit required. Reassess the liability on an annual basis. Set aside the premium paid by the lenders on completion in a ring-fenced reserve to be used to fund future potential liabilities in the event of a default and the indemnity being called upon. Monthly management information reports will be provided by Capita Asset Services to enable the Council to assess the liability. 	<ul style="list-style-type: none"> A premium will be paid to the Council by the lender for every mortgage completion.
Financial 3: Lending to sub-prime applicants	<ul style="list-style-type: none"> Lenders apply existing credit criteria to ensure credit worthiness of applicant. New mortgage rules mean that lenders must test applicants' finances to ensure that they can cope with higher monthly demands. Impact assessed as minor based on LAMS 	<ul style="list-style-type: none"> With full nomination rights, the Council can ensure release of affordable and social housing, by nominating aspiring home owners from current affordable and social housing
Financial 4: Applicant affordability	<ul style="list-style-type: none"> Lenders apply existing affordability criteria to ensure the mortgage is affordable. New mortgage rules mean that lenders must test applicants' finances to ensure that they can cope with higher monthly demands. 	
Financial 5: Costs incurred in the event of the indemnity / guarantee being called	<ul style="list-style-type: none"> Set aside the premium paid by the lenders on completion in a ring-fenced reserve to be used to fund future potential liabilities in the event of a default and the indemnity being called upon. 	<ul style="list-style-type: none"> The LAMS repossession rate is nil at June 2015 which is over four years since the Scheme was launched.
Timetable for delivery	None	
Project Capacity 1: Adverse impact on existing staffing levels	<ul style="list-style-type: none"> The Council will be purchasing a share in the asset and have nomination rights. However, there is no input in the assessment / processing of mortgage applications required and all management information provided by Capita Asset Services. 	
Project Capacity 2: Complex to implement (LAPP Scheme)	<ul style="list-style-type: none"> Implementing the Scheme in line with national templates and guidance and support throughout the Scheme from Capita Asset Services. 	
Other:		
Political 1: Lack of political support	<ul style="list-style-type: none"> Ensure political support from the outset. Use report template and guidance notes provided by Capita Asset Services to ensure that all requirements are addressed. Continued member briefing of progress on the scheme and the value of indemnities / guarantees offered. 	<ul style="list-style-type: none"> Monthly management information reports will be provided by Capita Asset Services to enable the Council to assess the liability.

Political 2: Change of political priorities	<ul style="list-style-type: none"> • Future support for the scheme may be withdrawn, but existing support would remain until expiry. 	
Reputation: Repossession in the hands of the lender, therefore outside the local authorities area of responsibility	<ul style="list-style-type: none"> • Lender to inform the Council if and when a mortgage holder is in arrears or facing repossession. • The Council may be able to support individuals to prevent repossession. • Reverse staircasing available in cases of hardship. • The Council could elect to purchase 100% of the property and turn the home owner into a tenant therefore preventing homelessness. 	<ul style="list-style-type: none"> • Monthly management information reports will be provided to enable the Council to review all mortgages in arrears and receive early notice should arrears proceed to legal action to enable the Council to consider a range of actions.
Operational 1: Lack of demand	<ul style="list-style-type: none"> • The Council has nomination rights. • Press Officer to liaise closely with local press. Press release / photo opportunity. • Promotion of benefits of the scheme and good promotional material. • Joint working with partners and Estate Agents. 	<ul style="list-style-type: none"> • Shelter reports that there are many low to middle income families who would be able to purchase a home on a shared ownership basis who cannot afford outright purchase.
Operational 2: Lack of lenders to support mortgage lending	<ul style="list-style-type: none"> • The national nature of this scheme with a standard lease based on the HCA standard lease means that the scheme is attractive to mortgage lenders. • In addition, it is based on the 'tried and tested' LAMS scheme. 	<ul style="list-style-type: none"> • Many lenders are interested in joining the Panel of Lenders as soon as local authority appetite can be confirmed.
Operational 3: Rent not paid or occupier falls into hardship	<ul style="list-style-type: none"> • Lease in place and opportunities for the Council to agree to reverse staircasing in the event of hardship. 	

(c) Human Rights Act and Other Legal Implications

There are no direct Human Rights Act or other legal implications arising from this report.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA associated with this report

(e) Property

The property implications are outlined in Appendix B.

(f) Policy impact

The scheme will have the following non financial policy benefits:

- By targeting key workers, the scheme will help business by aiding them to recruit people with the skills they need
- With full nomination rights, the Council can ensure release of affordable and social housing, by nominating aspiring home owners currently occupying these properties.
- By improving the quality of housing available, the scheme will help to stem the increase in HMOs in the area.

- The scheme works well alongside the Slough Regeneration Partnership, in particular addressing the Housing and Regeneration & Environment priorities of helping to deliver multi-faceted regeneration and the improvement of the environment.

5 Supporting Information

Background

Participation in the LAPP scheme will benefit the Council, residents and business as follows:

- Income and assets will increase over the life of the 5 YP creating revenue which will support delivery of Council services (Outcome 7),
- It will help alleviate pressures on the private rented sector, make good use of existing housing stock and improve the quality of housing in the area (Outcome 2)
- The scheme will be targeted towards key workers helping business to recruit people with the skills they need (Outcome 1)
- By encouraging people to move into the area, the local economy will be stimulated (Outcome 3)

The criteria and method by which referrals will be made will be clarified with the respective commissioners before the scheme is launched. These will be designed to ensure the above outcomes are addressed e.g. by focusing on key-workers, local residents initially.

Appendix A (Part II) provides a detailed overview of the LAPP scheme developed by Capita Asset Services (CAS), and describes how it can be implemented by a local authority to focus on local housing needs.

The basic model is based on a 70/30 ownership model, ie 70% owned by the property occupier and 30% owned by the local authority (or RSL). However, each participating LA will have the option to vary the parameters to suit its priorities and circumstances. Subject to the approval of the recommendations in this report, these issues will be the subject of a detailed business plan.

The arrangement will remain in place for the full term of the mortgage but the indemnity will only be in place for the first five/seven years.

The Council has nomination rights and will set the qualifying criteria, such as terms of shares split (e.g. 70:30), total indemnities, loan size and qualifying post codes.

Once these parameters have been set, the mortgage lender will manage the operational side of the Scheme without any direct input from the local authority. The Scheme will achieve the same outcome as the existing shared ownership product with the buyer purchasing a 70% share of the property with a 95% mortgage with a local authority (or RSL / RP) purchasing the remaining 30% but uses a different legal and charging structure to achieve it.

6 Conclusion

It is recommended that Cabinet:

Adopt LAPP in accordance with the outline provided within this report, and approve the following parameters:

- The maximum local authority purchased (rented) share of **£120k**
- The split between the two shares of **70%** purchased via mortgage and **30%** purchased by LA
- The maximum limit for the total indemnity to be offered of **£4.4m**
- The maximum loan size (based on maximum property valuation) of **£266k**

- The qualifying post codes in a schedule to the indemnity deed to cover **all in SBC area**
- Based on these parameters, a maximum investment of **£9.3m** (£13.7m total costs including repayment interest) would be required (plus a further £4.4m indemnity guaranteed by way of a deed) to provide approximately 100 mortgages via the scheme.

7 **Appendices Attached**

- Appendix A – The Local Authority Partnership Purchase (LAPP) Scheme developed by Capita Asset Services (CAS) – Part II, contains exempt information.
- Appendix B – Financial and Property implications
- Appendix C – LAPP Legal White Paper – Part II, contains exempt information.

8 **Background Papers**

None

This page is intentionally left blank

Options Appraisal

Options: Purchase 50, 100 or 200 properties, and charging rent as follows:

Option 1 (Maximum) : Amount bridging the gap between the mortgage paid by the buyer and the full rental value of the property

Option 3 (Minimum) : Amount required by the Council to cover its borrowing costs

Option 2 (Intermediate) : Intermediate level

No of properties	Option 1: Maximum rent charged	Option 2: Intermediate rent charged	Option 3: Minimum rent charged
Rent charge on 30% owned by SBC	£490	£475	£460

Option A: 50 properties - £4.65m**CAPITAL****TOTAL CAPITAL commitment**

Maximum indemnity - committed by guarantee

REVENUE:

Rental stream - over 25 years

Rent collection costs - over 25 years

Premium on mortgage receivable

TOTAL REVENUE BENEFIT

	A1	A2	A3
TOTAL CAPITAL commitment	£6,812,899	£6,812,899	£6,812,899
Maximum indemnity - committed by guarantee	£2,170,000	£2,170,000	£2,170,000
REVENUE:			
Rental stream - over 25 years	(£8,009,671)	(£7,764,477)	(£7,519,283)
Rent collection costs - over 25 years	£400,484	£388,224	£375,964
Premium on mortgage receivable	(£669,472)	(£669,472)	(£669,472)
TOTAL REVENUE BENEFIT	(£8,278,659)	(£8,045,725)	(£7,812,791)

Option B: 100 properties - £9.3m**CAPITAL****TOTAL CAPITAL commitment**

Maximum indemnity - committed by guarantee

REVENUE:

Rental stream - over 25 years

Rent collection costs - over 25 years

Premium on mortgage receivable

TOTAL REVENUE BENEFIT

	B1	B2	B3
TOTAL CAPITAL commitment	£13,625,798	£13,625,798	£13,625,798
Maximum indemnity - committed by guarantee	£4,340,000	£4,340,000	£4,340,000
REVENUE:			
Rental stream - over 25 years	(£15,784,142)	(£15,300,954)	(£14,817,766)
Rent collection costs - over 25 years	£789,207	£765,048	£740,888
Premium on mortgage receivable	(£1,326,575)	(£1,326,575)	(£1,326,575)
TOTAL REVENUE BENEFIT	(£16,321,510)	(£15,862,481)	(£15,403,453)

Option C: 200 properties - £18.6m**CAPITAL****TOTAL CAPITAL commitment**

Maximum indemnity - committed by guarantee

REVENUE:

Rental stream - over 25 years

Rent collection costs - over 25 years

Premium on mortgage receivable

TOTAL REVENUE BENEFIT

	C1	C2	C3
TOTAL CAPITAL commitment	£27,004,411	£27,004,411	£27,004,411
Maximum indemnity - committed by guarantee	£8,680,000	£8,680,000	£8,680,000
REVENUE:			
Rental stream - over 25 years	(£30,745,083)	(£29,803,907)	(£28,862,731)
Rent collection costs - over 25 years	£1,537,254	£1,490,195	£1,443,137
Premium on mortgage receivable	(£2,609,859)	(£2,609,859)	(£2,609,859)
TOTAL REVENUE BENEFIT	(£31,817,688)	(£30,923,571)	(£30,029,454)

1 The maximum of and minimum local authority purchased (rented) share of £120k has been recommended for cabinet approval.

This relates to the 30% Council share of the property.
The current model uses £310k as av 3 bed property. This is the CURRENT median price. With increasing prices, should cap at a higher amount. Say £400k. Thus at 30% this is £120k

2 The maximum loan size (based on maximum property valuation) of £266k has been recommended for cabinet approval.

This relates to the share of the property covered by the buyer's mortgage (95% of 70% of property price).
As 1 above, if this is capped at £400, the maximum loan size is 95% of 70% of £400 i.e £266k

3 The maximum limit for the total indemnity to be offered of £4.4m has been recommended for cabinet approval.

This is the maximum indemnity at any one time, and based on the amounts required to cover 100 properties.
£2.2m would be required for 50 and £8.7m for 200.
The Council will receive a premium of a fixed amount per mortgage completion, modelled at the typical rate of 3%. This model assumes that an average of 5% of mortgages are redeemed and renewed each year.

4 Av rent to be charged

Max rent we could charge pcm

		Say	
Monthly mortgage paid on 66.5% of av 3 bed	£860		
Av rent for 3 bed property pcm	£1,350		
Difference = max rent chargeable	£490	£490	Maximum rent

Intermediate rent we could charge pcm

£475	£475	Intermediate
-------------	-------------	---------------------

Min rent we could charge pcm to recover investment

Interest pcm at PWLB loan rate	£459	£460	Minimum rent
--------------------------------	-------------	-------------	---------------------

5

Annual rental income when running at full property purchase:

	Option 1: Maximum rent	Option 2: Intermediate	Option 3: Minimum rent
A: 50 properties	£294,000	£285,000	£276,000
B: 100 properties	£588,000	£570,000	£552,000
C: 200 properties	£1,211,280	£1,174,200	£1,137,120

6 Rate of scheme uptake

Purchases per year	2016/7	2017/8	2018/9	2019/20	Total
A: 50 properties	15	35	0	0	50
B: 100 properties	15	60	25	0	100
C: 200 properties	15	60	75	50	200

The financial model assumes that a maximum of 4% of the total property purchases in Slough Borough Council over the first three years will be made using the LAPP scheme.

7 Sensitivity analysis

Option B2 is developed based on average rents for a 3 bed property at £1,350, The following analysis shows that av rents could be as low as £1,265 before the breakeven point is reached.

Option B: 100 properties	B2	Breakeven
Average SBC rents	£1,350	£1,265
SBC rent on 30% share of property held	£475	£405
TOTAL CAPITAL commitment	£13,625,798	£13,625,798
REVENUE:		
Rental stream - over 25 years	(£15,300,954)	(£13,046,076)
Rent collection costs - over 25 years	£765,048	£652,304
Premium on mortgage receivable	(£1,326,575)	(£1,326,575)
TOTAL REVENUE BENEFIT	(£15,862,481)	(£13,720,348)
Forecast surplus	(£2,236,683)	(£94,550)

Indemnity breakeven

With Option B2 above, assuming an average mortgage turnover of 5% per year, the maximum cumulative indemnity provided over the life of the scheme is £9.3m (i.e. £4.3m on initial 100 mortgages, plus a further £5m as mortgages are granted to new buyers).

Note that if the total properties in the scheme remain at 100, at any one time the maximum exposure will be £4.3m.

Up to 24% of buyers would need to default, with a maximum claim on the indemnity, before the £2.2m forecast surplus is completely eroded.

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th September 2015

CONTACT OFFICER: Roger Parkin – Director of Customer and Community Services
(For all enquiries) (01753 875207)
Michael Sims – Licensing Manager
(For all enquiries) (01753) 477387

WARD(S): All

PORTFOLIO: Cllr Sohail Munawar – Commissioner for Social and Economic Inclusion

PART I
KEY DECISION**FEES FOR HACKNEY CARRIAGE AND PRIVATE HIRE DRIVERS AND OPERATORS****1 Purpose of Report**

For members to note the changes to the duration of licenses for Hackney Carriage and Private Hire Drivers and Operators as a result of the Deregulation Act 2015, and to review and approve the proposed new fees for both types of licence.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the proposed fees set out in paragraph 5.9 of this report be approved.

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

The Deregulation Act 2015 is to provide for the reduction of burdens resulting from legislation for businesses or other organisations or for individuals; to make provision for the repeal of legislation which no longer has practical use; make provision about the exercise of regulatory functions and for connected purposes. As a result, changes introduced by section 10 of the Act aim to standardise the duration of all Driver licences at 3 years and Operator licenses at 5 years nationally. Licensing authorities can, however, specify a lesser period in such licences as the authority think appropriate in the circumstances of the case.

It is felt by some licensing authorities that not all licence holders will want to apply for 3 and 5 year licenses / renewals and those new applicants and current licence holders should be given the option to request that a lesser period of one year be specified in their licences..

On 2nd July 2015 the Licensing Committee resolved to approve a condition that where a specific request is made by a new applicant or current licence holder for a Driver or Operator licence to be issued for a period of 1 year, this will be granted 'as appropriate to the circumstances of the case'.

In so doing new application fees for the grant and renewal of both types of licence have been considered and prepared to ensure full cost recovery, to cater for the

changes to the legislation and for situations where specific requests are made for licence periods.

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

As the report outlines licence holders will be given the option as to whether they want to apply for and renew a licence annually or for the new 3 or 5 year periods. There are financial benefits for the licence holders as not all will want to apply for or renew a licence for an extended period as they may choose not to be licensed for a period of time as some currently do. In addition it is felt that if there is not an alternative to paying for a 3 or 5 year licence some individuals may decide not to be licensed, operate illegally posing a serious risk to the members of the public.

The recommendations within the report will contribute to the following wellbeing themes:

- Economy and Skills
- Safer Communities

Cross-Cutting themes:

Approving the recommendations will promote the benefits of living and working in Slough and will contribute to the cross cutting theme of **Improving the image of the town by providing options to encourage individuals to apply for the proper license and to operate to the standards expected of Slough drivers.**

3b **Five Year Plan Outcomes**

The report outlines fully the reasons for the recommendations including the financial benefits to the licence holders, ensuring full cost recovery and reducing the risk posed to the public of individuals possibly working illegally, which therefore contribute to the Five Year Plan with specific outcomes of:

- 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
- The Council's income and the value of its assets will be maximised

4 **Other Implications**

(a) Financial

There will be financial implications as the new renewal periods will alter the phasing of income payments: the income covering 3 or 5 years will be 'smoothed' to reduce annual fluctuations. However it is not known at this time as to how many new applicants or current licence holders will wish to apply for 3 or 5 year licenses, and how many will request to continue to renew their licence annually. A far clearer indication of the financial implications will be known after the first year of the implementation of the Act i.e. after 1st October 2015. The SBC Finance Team has been consulted and have provided guidance.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	As detailed in (c) below	As detailed in (c) below
Health and Safety	None	None
Employment Issues	By approving the recommendations this will ensure that licence holders and new applicants can apply for yearly/annual licenses reducing financial burden and ensuring that they continue to work and operate legally.	The new provisions only give licensing authorities limited discretion to issuing lesser length licenses. In addition not all licence holders will wish to apply and pay for a 3 or 5 year licence. It is also felt that if there is no alternative to applying for a 3 or 5 year licence holders may decide to operate illegally thus posing a serious risk to the public.
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	Refer to Employment Issues above.	Refer to Employment Issues above.
Financial	As detailed in (a) above	As detailed in (a) above
Timetable for delivery	As of 1 st October 2015 to provide licence holders to apply for 1, 3, and 5 year licenses.	As of 1st October 2015 to provide licence holders to apply for 1, 3, and 5 year licenses.
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

Section 1 and Schedule 1 Parts I & II of The Human Rights Act 1998 apply:

Article 1 – Every person is entitled to the peaceful enjoyment of his or her possessions including the possession of licence and shall not be deprived of the possession except in the public interest

Article 6 – That in the determination of civil rights and obligations everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law.

(d) Equalities Impact Assessment

An initial EIA has been completed which indicates that there are no negative or adverse impacts on any equality group.

In addition the Deregulation Act provisions were subject to an EIA at and during Parliamentary approval.

5 Supporting Information

- 5.1 Any application for a Hackney Carriage or Private Hire Driver or Operator licence must be accompanied by a fee set by the licensing authority in accordance with the Local Government (Miscellaneous provisions) Act 1976 (LGMP Act 1976).
- 5.2 As with most other licensing authorities Slough Borough Council has issued licenses on an annual basis for all Drivers and Operators.
- 5.3 **New Position with the Deregulation Act 2015.**

Driver Licenses

The effect of the amendments to both private hire driver licences and hackney carriage driver licences is to fix the duration of such licences at 3 years but allow the Council to specify a lesser period as the Council think fit appropriate in the circumstances of the case.

Private Hire Operators

The effect of the amendments to private hire operators is to fix the duration of such licences at 5 years but allow the Council to specify a lesser period as the Council think fit appropriate in the circumstances of the case.

- 5.4 The Department for Transport (DfT) has not issued any formal guidance on the introduction of the new provisions within the Deregulation Act 2015. It has however issued a statement published on 2nd June 2015 in response from a request for clarification from the National Association of Licensing Enforcement Officers (NALEO), which stated – “DfT have today indicated, in response to enquiries from NALEO and other Trades groups members, that they are considering whether Best Practice Guidance should be updated to reflect the changes brought about by the “Taxi and Private Hire” clauses of the Deregulation Act 2015. DfT also state that other matters in the guidance may need revision and that interested parties will be consulted prior to any new guidance being issued”.
- 5.5 The amendments give Councils’ discretion to specify a shorter one but the Council must resolve that such lesser period is “appropriate in the circumstances of the case” in other words on a case by case basis. This may be based on a specific request from an applicant or because the Council has concerns in relation to that particular applicant or licence holder.
- 5.6 With regards to specific requests on 22nd July 2015 the Licensing Committee resolved to approve the following condition:

“That where a specific request is made by a new applicant for or current licence holder of a private hire or hackney carriage drivers licence or an Operator’s licence

to be issued for a period of 1 year this will be granted as appropriate in the circumstances of the case”.

- 5.7 In light of the amendments to the 1976 Act all fees for Hackney Carriage and Private Hire Drivers and Operators have been reviewed to cover, specific requests for 1, 3 and 5 year licenses, and to ensure full cost recovery.
- 5.8 At the time of preparing this report, by way of comparison a list of fees currently used by other Berkshire Authorities is attached at **Appendix A**.
- 5.9 Having reviewed all fees and to ensure that full cost recovery is attained, the new proposed fees to be approved are as follows:

New 1 Year Grant for a Hackney Carriage and Private Hire Driver Licence	£173.50p
New 3 Year Grant for a Hackney Carriage and Private Hire Driver Licence	£258.00p
New 1 Year Renewal for a Hackney Carriage and Private Hire Driver Licence	£125.90p
New 3 Year Renewal for a Hackney Carriage and Private Hire Driver Licence	£230.90p
Existing Grant Application and Renewal for a Private Hire Operator Licence	
Chauffeurs 1 vehicle	£137.00
Operator Up to - 5 Vehicles	£275.00
Operator Up to - 15 Vehicles	£360.00
Operator Up to - 25 Vehicles	£595.00
Operator Up to - 35 Vehicles	£835.00
Operator Up to - 45 Vehicles	£1,070.00
Operator Up to - 55 Vehicles	£1,310.00
Operator Up to - 65 Vehicles	£1,550.00
Operator Up to - 75 Vehicles	£1,790.00
Operator Up to - 85 Vehicles	£1,930.00
Operator Up to - 99 Vehicles	£2,365.00
Operator 100 Vehicles and Over	£2,385.00
New 5 Year Grant and Renewal and for a Private Hire Operator Licence	
Chauffeurs 1 Vehicle	£411.00
Operator Up to - 5 Vehicles	£825.00
Operator Up to - 15 Vehicles	£1,080.00
Operator Up to - 25 Vehicles	£1,785.00
Operator Up to - 35 Vehicles	£2,505.00
Operator Up to - 45 Vehicles	£3,210.00
Operator Up to - 55 Vehicles	£3,930.00
Operator Up to - 65 Vehicles	£4,650.00
Operator Up to - 75 Vehicles	£5,370.00
Operator Up to - 85 Vehicles	£5,370.00
Operator Up to - 99 Vehicles	£7,095.00
Operator 100 Vehicles and Over	£7,155.00

- 5.10 **Appendix B** shows the fee breakdown associated to each type of licence to ensure full cost recovery.
- 5.11 Although all fees are a matter for the licensing authority to set, the new fees for the 5 year grant and renewal for the Operator licence when approved will have to be published in a local newspaper in accordance with Section 70 of the 1976 Act for any formal objections to be made.
- 5.12 Therefore the proposed fees need to be approved in order to take effect by 1st October 2015, other than the new fees for the 5 year grant and renewal for an Operators licence.

6 **Comments of Other Committees**

None

7 **Conclusion**

The setting of the fees is a matter for Cabinet in accordance with the Council's Constitution. The recommendation is therefore for Cabinet to approve all the new fees.

8 **Appendices Attached**

- 'A' - Existing Fees of all Berkshire Authorities
- 'B' - New Fees Breakdown

9 **Background Papers**

- '1' - Local Government (Miscellaneous Provisions) Act 1976
- '2' - Deregulation Act 2015
- '3' - Equality Impact Assessment

APPENDIX A

Bracknell Forest Council

Licence type	1 year grant	1 year renewal	3 year renewal
Private Hire Driver	£138.00	£105.00	£210.00
Private Hire Vehicle	£265.00	£265.00	n/a
Hackney Carriage Driver	£138.00	£105.00	£210.00
Hackney Carriage Vehicle	£265.00	£265.00	n/a
Private Hire Operator 1 vehicle	£172.00	£172.00	£412.00
2 - 5 vehicles	£298.00	£298.00	£724.00
6 - 10 vehicles	£500.00	£500.00	£1,200.00
11 - 15 vehicles	£692.00	£692.00	£1,663.00
16 - 20 vehicles	£938.00	£938.00	£2,251.00
20+ vehicles	£1,130.00	£1,130.00	£2,711.00

Chiltern & South Bucks Council

Licence type	1 year grant	3 year grant	1 year renewal	3 year renewal
Private Hire Driver	£161.00	£332.00	£95.00	£256.00
Private Hire Vehicle	£329.00	n/a	£230.00	n/a
Hackney Carriage Driver	£161.00	£332.00	£95.00	£256.00
Hackney Carriage Vehicle	£399.00	n/a	£300.00	n/a
Private Hire Operator 1 vehicle	£155.00	n/a	£155.00	n/a
2 - 4 vehicles	£205.00	n/a	£205.00	n/a
5 - 10 vehicles	£255.00	n/a	£255.00	n/a
11 + vehicles	£305.00	n/a	£305.00	n/a

**50% reduction
for wheelchair
accessible and
fuel efficient
vehicles**

Reading Council

Licence type	1 year grant	1 year renewal	3 year renewal
Private Hire Driver	£118.66	n/a	£301.78
Private Hire Vehicle	£288.48	£288.48	n/a
Hackney Carriage Driver	£123.78	n/a	£301.78
Hackney Carriage Vehicle	£296.67	£296.67	n/a
Private Hire Operator 1 vehicle	£314.06	£314.06	n/a
2 - 5 vehicles	£684.38	£684.38	n/a

6 - 10 vehicles	£1,149.85	£1,149.85	n/a
11 - 15 vehicles	£1,614.29	£1,614.29	n/a
16 - 20 vehicles	£2,079.75	£2,079.75	n/a
21 - 25 vehicles	£2,055.20	£2,055.20	n/a
26 - 30 vehicles	£3,008.64	£3,008.64	n/a
31 - 35 vehicles	£3,395.00	£3,395.00	n/a
36 - 40 vehicles	£3,847.00	£3,847.00	n/a
41 - 45 vehicles	£4,271.00	£4,271.00	n/a
45+ vehicles	£4,758.00	£4,758.00	n/a

Slough Council

Licence type	1 year grant	1 year renewal
Private Hire Driver	£115.00	£57.50
Private Hire Vehicle	£220.00	£220.00
Hackney Carriage Driver	£115.00	£57.50
Hackney Carriage Vehicle	£220.00	£220.00
Private Hire Operator 1 vehicle	£137.00	£137.00
Up to 5 vehicles	£275.00	£275.00
Up to 15 vehicles	£360.00	£360.00
Up to 25 vehicles	£595.00	£595.00
Up to 35 vehicles	£835.00	£835.00
Up to 45 vehicles	£1,070.00	£1,070.00
Up to 55 vehicles	£1,310.00	£1,310.00
Up to 65 vehicles	£1,550.00	£1,550.00
Up to 75 vehicles	£1,790.00	£1,790.00
Up to 85 vehicles	£1,930.00	£1,930.00
Up to 99 vehicles	£2,365.00	£2,365.00
100 vehicles and over	£2,385.00	£2,385.00

West Berkshire Council

Licence type	1 year grant	1 year renewal	3 year grant	3 year renewal
Private Hire Driver	n/a	n/a	£251.00	£251.00
Private Hire Vehicle	£148.00	£148.00	n/a	n/a

Hackney Carriage Driver	n/a	n/a	£251.00	£251.00
Hackney Carriage Vehicle	£157.00	£157.00	n/a	n/a
Private Hire Operator 1 - 4 vehicles	£176.00	£176.00	n/a	n/a
5 - 9 vehicles	£282.00	£282.00	n/a	n/a
9+ vehicles	£439.00	£439.00	n/a	n/a

Windsor and Maidenhead Council

Licence type	1 year grant	1 year renewal
Private Hire Driver	£100.00	£100.00
Private Hire Vehicle	£255.00	£255.00
Hackney Carriage Driver	£100.00	£100.00
Hackney Carriage Vehicle	£315.00	£315.00
Private Hire Operator 1 - 5 vehicles	£265.00	£265.00
6 - 10 vehicles	£440.00	£440.00
11 - 15 vehicles	£615.00	£615.00
16 - 20 vehicles	£790.00	£790.00
21 - 30 vehicles	£1,035.00	£1,035.00
30+ vehicles	£1,420.00	£1,420.00

Wycombe District Council

Licence type	1 year grant	1 year renewal	6 mth renewal	3 year grant	3 year renewal
Private Hire Driver	n/a	n/a	n/a	£175.00	£175.00
Private Hire Vehicle under 6 years	£247.00	£247.00	n/a	n/a	n/a
Private Hire Vehicle over 6 years	n/a	n/a	£146.00	n/a	n/a
Hackney Carriage Driver	n/a	n/a	n/a	£175.00	£175.00
Hackney Carriage Vehicle under 6 years	£252.00	£252.00	n/a	n/a	n/a
Hackney Carriage Vehicle over 6 years	n/a	n/a	£146.00	n/a	n/a
Private Hire Operator 1 vehicle	£117.00	£117.00			
2 - 5 vehicles	£180.00	£180.00			
6 - 10 vehicles	£230.00	£230.00			
11 - 20 vehicles	£285.00	£285.00			
21 - 50 vehicles	£460.00	£460.00			
50+ vehicles	£680.00	£680.00			

minus £10 for
vehicles without
door stickers

This page is intentionally left blank

APPENDIX B

New Fees Breakdown

New 1 Year Grant HC and PH Driver Licence Application			
Application Procedures	Time	Service hourly rate	Cost
Initial in person/telephone advice and provide or send out application pack	0.17	£30.00	£5.10
Making initial application appointment	0.34	£30.00	£10.20
First in person appointment, check all documentation and scanning of documents	0.75	£30.00	£22.50
Initial entries and records created on LalPac	0.68	£30.00	£20.40
DBS application, check form and documents, authorise by counter signatory	0.50	£30.00	£15.00
Check DP20 and send out form	0.17	£30.00	£5.10
Book Knowledge Test	0.17	£30.00	£5.10
Officer present at Knowledge Test (to cover 6 applicants)	0.17	£30.00	£5.10
Update lalPac following Knowldeg test	0.17	£30.00	£5.10
Check with DBS, confirm certifactae issued. Send out production letter and deal with production.	0.75	£30.00	£22.50
Second appointment to produce and check all other documentation	0.50	£30.00	£15.00
Create paper file and update all records on LaPac	0.50	£30.00	£15.00
Cost of Badge			£2.50
Nominal Charge - Computer costs, printing costs, internal costs			£25.00
Sub total	4.87		£173.60
Total			£173.50

New 3 Year Grant HC and PH Driver Licence Application			
Application Procedures	Time	Service hourly rate	Cost
Initial in person/telephone advice and provide or send out application pack	0.17	£30.00	£5.10
Making initial application appointment	0.34	£30.00	£10.20
First in person appointment, check all documentation and scanning of documents	0.75	£30.00	£22.50
Initial entries and records created on LalPac	0.68	£30.00	£20.40
DBS application, check form and documents, authorise by counter signatory	0.50	£30.00	£15.00
Online DBS checks x2 further checks	1.50	£30.00	£45.00
Check DP20 and send out form	0.17	£30.00	£5.10
Further x2 DVLA checks	1.00	£30.00	£30.00
Update lalpac with DVLA check (complete IDS forms, scan and save docs	0.34	£30.00	£10.20
Book Knowledge Test	0.17	£30.00	£5.10
Officer present at Knowledge Test (to cover 6 applicants)	0.17	£30.00	£5.10
Update lalPac following Knowldeg test	0.17	£30.00	£5.10
Check with DBS, confirm certifactae issued. Send out production letter and deal with production.	0.75	£30.00	£22.50
Second appointment to produce and check all other documentation	0.50	£30.00	£15.00
Create paper file and update all records on LaPac	0.50	£30.00	£15.00
Cost of Badge			£2.50
Nominal Charge - Computer costs, printing costs, internal costs			£25.00
Sub total			£258.80
Total			£258.80

New 1 Year Renewal HC & PH Driver Licence Application			
Application Procedures	Time	Service hourly rate	Cost
Reminder Letter	0.34	£30.00	£10.20
Making initial application appointment	0.17	£30.00	£5.10
Appointment, check all docs and scan	0.50	£30.00	£15.00
Update ialpac	0.34	£30.00	£10.20
Save scanning	0.34	£30.00	£10.20
Online DVLA check	0.50	£30.00	£15.00
File Docs and receipt	0.17	£30.00	£5.10
Update ialpac with IDS result	0.17	£30.00	£5.10
Online DBS check and subsequent correspondence	0.75	£30.00	£22.50
Cost of badge			£2.50
Nominal Charge - Computer Costs, printing costs, internal costs			£25.00
Sub total	3.28		£125.90
OTHER			
Total Cost			£125.90

New 3 Year Renewal HC &PH Driver Licence Application			
Application Procedures	Time	Service hourly rate	Cost
Reminder Letter	0.34	£30.00	£10.20
Making initial application appointment	0.17	£30.00	£5.10
Appointment, check all docs and scan	0.50	£30.00	£15.00
Update ialpac	0.34	£30.00	£10.20
Save scanning	0.34	£30.00	£10.20
Online DVLA check x3	1.50	£30.00	£45.00
DBS application, check form and docs, authorise counter signatory	0.50	£30.00	£15.00
File Docs and Receipt	0.17	£30.00	£5.10
Update ialpac with IDS result	0.17	£30.00	£5.10
Online DBS check and subsequent correspondence	2.25	£30.00	£67.50
New photo process	0.50	£30.00	£15.00
Nominal Charge - Computer costs, printing costs, internal costs			£25.00
Sub total	6.78		£228.40
OTHER			
Cost of Badge			£2.50
Sub Total	0.00		£2.50
Total Cost			£230.90

New 5 Year Grant & Renewal Licence for a PHO Licence

0	Number of Vehicles	Fees	
Chauffeurs	1 Vehicle	£411.00	
Operator	Up to - 5 Vehicles	£825.00	
Operator	Up to - 15 Vehicles	£1,080.00	
Operator	Up to - 25 Vehicles	£1,785.00	
Operator	Up to - 35 Vehicles	£2,505.00	
Operator	Up to - 45 Vehicles	£3,210.00	
Operator	Up to - 55 Vehicles	£3,930.00	
Operator	Up to - 65 Vehicles	£4,650.00	
Operator	Up to - 75 Vehicles	£5,370.00	
Operator	Up to - 85 Vehicles	£5,790.00	
Operator	Up to - 99 Vehicles	£7,095.00	
Operator	100 Vehicles and Over	£7,155.00	
Operator			

The new fees cover the acceptance of a basic application procedure for the initial grant and subsequent 5 year renewal of a Private Hire Operator Licence.

As this is a new fee for the initial grant for and 5 year renewal of a Private Hire Operator licence, the annual renewal process will no longer be required and the proposed fees reflect this.

It is not known how many Operators will request to be licensed for 1 or 5 years and therefore the fees will need to be monitored and reviewed after 3 years. This will give sufficient time for all current licenses to be renewed and some licenses granted before the review of the fees is conducted.

If approved the new fees will need to be published in a local newspaper for any formal objection to be made. If no objections are received the fees will take effect on the prescribed date.

- (e) Delegate authority to the SAB to make strategic acquisitions in line with the objectives, criteria and governance procedures set out in this report following consultation with the with the Commissioner for Neighbourhoods and Renewals and the Leader of the Council.
- (f) Note that in the event that Strategic acquisitions exceed £25m per annum, flexibility is introduced to provide authority to make a bid subject to Council approval.
- (g) Create a balanced investment portfolio in line with set criteria, generating an independent income stream alleviating some of the pressure enforced by central government funding cuts.

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

The introduction of a streamlined procedure to pursue strategic acquisition would create the conditions for the Council to maximise the value of its existing asset base, acquire land and property that will make a significant contribution to the town centre regeneration strategy, increase business rates and council tax receipts and provide an income stream that could contribute to the provision of front line services.

The acquisition of property assets is a direct way of influencing regeneration and a streamlined procedure creates the conditions to potentially secure the economic wellbeing of the Borough. Whilst acquisitions can be undertaken to extend service delivery, they can also have a financial 'future-proofing' effect, underpinning financial security for the Council by providing an income stream independent of Government funding or Council Tax revenues.

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

Individual acquisitions will be reviewed in line with the Slough Joint Wellbeing Strategy priorities.

3b. **Five Year Plan Outcomes**

Outcome three of the 5 year plan focuses on ensuring that the centre of Slough will be vibrant, providing business, living and cultural opportunities. This workstream is being delivered via the *Changing Views* task and finish group. The introduction of an effective Strategic Acquisition Strategy is a key element of this workstream and will create a mechanism for the Council to assemble land and gain control of key sites that will facilitate broader regeneration and economic development objectives. The acquisition of income generating assets is also closely tied to outcome seven, which seeks to maximise the value of the Council's assets and income.

4 **Other Implications**

a) **Financial**

Cash held by the Council is invested in accordance with the Treasury Management policy. As per the Council's policy, the Council has to assess the comparative risks and rewards when investing money. Due to unprecedented low interest rates these cash investments have produced relatively low returns in recent years compared to previous financial cycles. However, at the same time the low cost of borrowing has

created a margin between the investment return and the interest rate payable which the Council can take advantage of e.g. if the Council borrows at 3.5% and purchases an investment using debt generating 6% then the Council will gain the benefit of the margin.

SBC currently owns a portfolio of property and land assets that comprises investment (commercial) and service delivery (operational) assets. Commercial assets are held for the purpose of generating rental income and/or capital appreciation. The portfolio includes light industrial units and secondary retail premises as well as ‘minor’ interests, for example wayleaves, easements and licenses. Whilst the investment portfolio is varied, its net financial contribution is modest compared to other councils.

Subject to approval, the implementation of a Strategic Acquisition Strategy would provide a framework for SBC to secure assets with an income stream that will outperform the current returns the Council receives through its treasury management activities. This will increase the Council’s financial resilience against a background of austerity measures and help to offset the impact of reduced funding from central government.

In addition to establishing an acquisition budget of £25m, it is recommended that a budget provision of £100,000 is made within both the Council’s General Fund and Housing Revenue Account (“HRA”) to be used towards acquisition costs. This type of transaction can result in some abortive costs and will remain a cost to the General Fund and HRA. However, if an acquisition is successful then these costs can be treated as part of the capital cost of acquisition.

Acquisition of assets funded through borrowing will attract interest charges, therefore the ongoing revenue implications will be a key consideration when evaluating individual business cases. The financial appraisal for each potential acquisition will reflect this ongoing commitment and the restrictions this could place on revenue flexibility when considering future Council budgets.

It is anticipated that there will be a requirement to fund strategic acquisitions from a range of options including borrowing funds from the Public Works Loan Board, utilising internal balances, partnership with government agencies, joint ventures with the private sector or receipts from disposals. The actual resources to be used for each acquisition will be set out in the business case.

b) Risk Management

Risk

Legal – competing priorities could create delays.

Property market risk – property is a riskier asset than other asset classes because of its physical characteristics, which need to be managed and maintained together with the time needed to liquidate time
The Council may not achieve its target returns if market conditions significantly worsen

Mitigating action

Appoint external solicitors to undertake due diligence and provide comprehensive reports on title, deeds, leases etc, as required.

Undertake appropriate due diligence and appoint specialist advisers as required.
Target assets/locations where income is secured and rental growth identified.

Opportunities

Market conditions can go up as well as down, with the Council benefitting from increased returns during an upturn.

Human Rights	No risks identified	
Health and Safety	No risks identified	
Employment Issues	No risks identified	It is proposed to appoint agents to act on behalf of the Council as they offer investment expertise and market intelligence not held internally.
Equalities Issues	No risks identified	
Community Support	No risks identified	
Communications	No risks identified	
Community Safety	No risks identified	
Finance - Abortive costs including legal and survey fees, staff costs, initial feasibility costs.	Whilst efforts will be made to reduce abortive costs it is inevitable that the Council will on occasions incur costs on projects that do not proceed.	
Timetable for Delivery – The existing approach is cumbersome and has added to the inability to pursue strategic acquisitions.	Introduce a Strategic Acquisition Board with the specific remit of considering strategic acquisitions.	The proposed process would speed up timescales and enhance the Councils ability to compete for strategic acquisitions.
Governance – Poor performance	Introduction of specific procedures relating to Strategic Acquisitions, which set out objectives, criteria and delegated authority.	
Performance –	No risks identified	

b) Human Rights Act and Other Legal Implications

The Council's powers to acquire land are governed by statute. Section 120 of the Local Government Act 1972 permits the Council to acquire by agreement any land whether situated inside or outside its area of operation. It does not matter that the asset is used immediately for the intended purpose and may be used for an alternative purpose in the interim.

c) Equalities Impact Assessment (compulsory section to be included in **all** reports)

There are no equalities issues associated with this report. However the accessibility of properties will be one of the factors for consideration in deciding between investments.

5 **Supporting Information**

Background

5.1 As a consequence of sustained reductions in funding from central government being matched by growing demand to provide public services, local government is becoming increasingly adept at operating within a commercial environment to generate income streams. The introduction of Slough Regeneration Partnership ("SRP") is an example of how Slough has responded to the prevailing environment. Through the joint venture with Morgan Sindall Investments Limited, the Council maximises the value of its asset base by receiving both a capital receipt and a 50% share of net profits for each commercial development undertaken by SRP. Whilst this delivery method has been highly successful, there is scope for this approach to be complemented by a strategy to acquire investment assets that will generate a commercial return.

- 5.2 In addition to meeting financial objectives, an overarching strategy that identifies key land acquisitions will provide staff and Council with a clear and comprehensive framework for decision making. It will allow Slough to be more strategic, opportunistic and prepared for future land acquisition opportunities that arise.
- 5.3 The Council is well placed to follow the example of its peers and have greater involvement in property and entrepreneurial activities. However, the inflexibility of the existing policy does not facilitate a proactive approach. Consequently Slough has a very limited track record in pursuing strategic acquisition and commercial investment opportunities. This report outlines an approach to acquire a mixed portfolio of properties that provide a commercial return and/or land purchases that fall within the definition of strategic acquisitions.

Investment Property Market Outlook

- 5.4 Soaring demand for UK commercial real estate continued in Q1 2015. Investment of £16.8 billion across 850 deals marked a nine year first quarter high and a 12% increase from Q1 2014. Although seasonal factors meant a 29% drop from the record £26.6 billion invested in Q4 2014, the momentum continues, with property still proving very attractive to investors on a relative value basis. As the first quarter is normally the quietest of the year, 2015 could potentially go on to and surpass 2014's all time high.
- 5.5 There were several standout themes in the last quarter, with the rise of multi region portfolios prominent among them. A record £5.9 billion poured into this type of deal in Q1, double Q1's 2014's figure and well above the 5-year quarterly average of £2.2 billion. The seven largest deals were all portfolios, as vendors looked to capitalise on competitive pricing, and buyers – mainly from the US – sought to invest large chunks of capital all at once in the hope of outsized returns. Rising demand for 'alternative assets' was another key theme in Q1, with investors increasingly willing to embrace sectors outside of the traditional big three of office, retail and industrial. A record £2.2 billion was spent on student accommodation during the quarter, more than five times the five year average, while hotel investment doubled to hit a quarterly high.
- 5.6 Yields must be mentioned. Although pricing remains highly competitive in London, average yields outside the capital expanded in all sectors in Q1. Reasons include a declining pool of available prime assets – following 2014's accumulation of deals – and an increasing craving for risk. Next quarters results will determine whether or not this trend is an anomaly.

Economic Trends

- 5.7 The last year has seen the UK commercial property market shift, powered by improved economic essentials which drive the primary occupier base. The improvement of economic growth, which has been aided by low inflation, has seen improvements in both consumer and business confidence, which will lead to rental growth where demand outweighs supply.

Reports indicate that the industrial sector is now showing similar performance increases to the office sector. Office total returns for the last 12 months are at 23% with capital growth of 16.8%, compared to the industrial sector which has delivered a total return of 22.7% boosted by capital growth of 15.1%, driven mainly by yield compression.

Indicative Yields

5.8 The table below shows the commercial property yields:-

Sub-Sector	Equivalent Yields
Prime Shops	4.25%
Retail Parks: prime - open user	4.25%
Prime Offices (South-East)	5.00%
Prime Shopping Centres	4.75%
Good Secondary Shops	6.00%
Prime Industrial (Exc Heathrow and London)	4.75%
Secondary Estates	6.75%

Definitions:

5.9 A strategic acquisition can be defined as the acquisition of land or properties that will allow the Council to expedite key outcomes contained within the 5 Year Plan. To be considered strategic, it is suggested that acquisition must make a significant contribution towards regeneration objectives and/or provide a commercial return on investment that will improve the financial resilience of the Council:

Property Investments

5.9.1 Under commercial investment objectives, a strategic acquisition would typically:

- Generate income through a satisfactory level of return, with a net initial yield range between 5% and 9%, and/or
- Improve investment value of commercial assets over time in addition to the level of returns through rental growth.

The type of property assets that are likely to fall within this definition will include (but not be limited to) properties let to local businesses including retail, finance, professional services and other public sector bodies. Assets already owned by the Council that are subject to long-term leases to third parties will also fit with this strategy subject to there being a strategic, financial or economic development benefit to buy back the lease.

Regeneration

5.9.2 Under regeneration objectives, a strategic acquisition will typically:

- Deliver large scale development that will provide attractive, accessible places to live and work and do business; or
- Allow the redevelopment of smaller development sites in key locations that have stalled, or
- Enable the Council to acquire land required to deliver infrastructure projects, or
- Enable collaborative working with adjoining owners to maximise land value; or
- Improve the image of Slough to a status that fully recognises the strategic importance and benefits offered by the town as a sub-regional gateway to and from London.

- Generate additional capital and revenue income to support the financial projections set out in the Medium Term Financial Plan.

Whilst the acquisition of strategic regeneration sites will typically be dependent on land becoming available for sale, the Council will be proactive and will consider off market acquisitions and the use of Compulsory Purchase Orders as required.

- 5.10 Since the purpose of this strategy is specifically linked to the 5 Year Plan, for economic development and regeneration purposes, it is recommended that acquisitions outside the Borough of Slough should not normally be considered unless there are exceptional circumstances.

Policy Context

- 5.11 Cabinet approved the existing Asset Management Plan (“AMP”) and a suite of associated policies in February 2014. The AMP sets out the objectives and targets to be applied to the management of the property portfolio.

The AMP confirms that all acquisitions, whether planned, opportunistic or via the use of Compulsory Purchase, must be made in accordance with the Council’s Disposal, Investment and Acquisition Policy. This policy describes the process by which land and property are acquired by SBC, the powers used and the arrangements followed to ensure acquisitions support the Council’s corporate priorities. In accordance with the policy, land and property acquisition will occur when:

- A need is identified for the acquisition of a specific asset in response to an approved strategy, programme or capital project, or
- An opportunity arises to purchase an asset where the Council would secure an operational, financial or strategic benefit, or
- A Council scheme is identified, for example a Highways-led regeneration project that effectively ‘blights’ areas or land and/or properties¹.

Strategic Acquisition Board – membership, roles and responsibilities

- 5.12 In order to balance the objectives of introducing a streamlined approach (to avoid losing acquisition opportunities through delays in process) with high levels of probity, it is recommended that a Strategic Acquisition Board (“SAB”) is introduced.

- 5.13 The SAB will be a sub-group of the Capital Strategy Board. It will meet on a monthly basis and will be chaired by the Strategic Director for Resources, Housing and Regeneration. The standing members of the SAB will include the:

- Leader of the Council
- Commissioner for Neighbourhoods & Renewals
- Strategic Director Regeneration, Housing & Resources
- Assistant Director Assets, Infrastructure and Regeneration
- Assistant Director Housing & Environmental Services
- Directorate Finance Manager Customer & Community Services, Regeneration & Housing
- Head of Asset Management

¹ Source: SBC Asset Management Plan 2014-2017

5.14 The SAB will have a remit to:

- Consider acquisition recommendations put forward by the Head of Asset Management (or delegate).
- Review proposed land acquisition and/or property investment proposals, taking into account the extent to which the proposition fulfils the Council's policy objectives against a set of agreed criteria.
- Make strategic acquisition and investment decisions on behalf of the Council.
- Oversee and monitor the performance of approved acquisition and investments.
- Report acquisitions to the Capital Strategy Board and Cabinet.

5.15 It will be the responsibility of the SAB to monitor the performance of the investment portfolio, ensuring that individual assets are performing thereby maximising rental returns and selling assets when they no longer perform. The investment portfolio will grow on an annual basis and where assets have been sold, the capital receipts will be re-invested into property.

Acquisition Process

5.16 When a strategic acquisition is identified the Acquisition Protocol outlined in Appendix One will be followed.

5.17 It should be recognised that in some instances officers will have to submit an expression of interest and/or make a conditional offer on acquisitions within tight timescales. This will be after consultation with the Leader of the Council and Commissioner for Neighbourhoods & Renewals. Final offers will be subject to approval from the SAB.

5.18 All Strategic Acquisitions will be reported to the next scheduled meeting of Cabinet.

Assessment Criteria – Investment Properties

5.19 When acquiring assets of this nature, it is important to have a well balanced portfolio which can counteract significant market changes. Each asset acquired would need to be considered in line with the existing portfolio e.g. if the majority of the portfolio were industrial then it would need to be balanced with further office and retail property, or if the portfolio income was very insecure then it could be balanced by investments with longer projected income.

5.20 Officers will apply a defined list of property specific criteria when making recommendations to the SAB on investment acquisitions using the proposed criteria set out in the table within Appendix Two.

5.21 With the Strategy's objective to buy investment assets within the Borough for the economic development or regeneration purposes, the Council should have the discretion to buy assets that may fall outside the investment criteria outlined above if there is an overriding strategic benefit.

Assessment Criteria – Strategic Land Acquisition

5.22 To establish a strategic land acquisition mechanism that provides a framework and methodology for the Head of Asset Management (or delegate) to nominate site

specific and non site specific land targets to the SAB it is important to identify and agree a set of qualitative guidelines and agreed criteria. These are set out in Appendix Three.

- 5.23 All land acquisitions will be presented using an acquisition pack which will contain:
- Current market research and agent advice on values,
 - Acquisition budget estimating any proposed construction expenditure,
 - Financial models of the assets anticipated financial performance including cash flows forecasting anticipated expenditure and returns,
 - An acquisition checklist designed to ensure that every acquisition is considered in respect of a range of potential risks i.e. legal, ground conditions, flooding etc.
- 5.24 Once approved the figures agreed in the acquisition pack will become a cap in terms of what can be offered for the property.
- 5.25 If an acquisition is successful the acquisition pack will become the measure against which its performance and management are assessed.

General Principles

- 5.26 All acquisition opportunities presented to the SAB will be supported by a financial appraisal and business case to establish the financial and budgetary implications. Before approving any acquisition, the SAB will require confirmation that the acquisition will not increase the Council's ongoing revenue costs, including the cost of borrowing and officer time.

The appraisal and business case will assess how the strategic acquisition will be financed and will:

1. Consider if the investment achieves corporate objectives.
 2. Confirm that for the acquisition of land the price is reasonable (allowing for a special purchase consideration) and supported by an independent valuation.
 3. Confirm that for the acquisition of a standing investment the price is reasonable and supported by an independent valuation (reference will be made to previously identified added value opportunities).
 4. Confirm there is a market requirement.
 5. Where appropriate, there is secure rental income taking into account risks associated with the security of future payments, including (where appropriate) sensitivity analysis for void periods.
 6. Identify whole life costs (where appropriate).
 7. Identify the most appropriate funding source(s) and confirm availability.
 8. Clarify that the Council's Finance Section has assessed the business case and confirmed a suitable return on investment.
- 5.27 The financial appraisal will identify all costs and assumed income to assist informed decision making on whether the acquisition is suitable. In the case of revenue generating assets, this will be assessed by comparing the anticipated net income against the rate of return the Council could otherwise expect to achieve on its capital.
- 5.28 On reaching agreement as to the terms of acquisition, a final report will be prepared for approval by the Strategic Director for Resources, Housing and Regeneration in

consultation with the Leader. In all instances the final report must be supported by advice from the Section 151 Officer.

Resourcing

- 5.29 The Council identifies potential acquisition opportunities through a combination of in-house knowledge of the local market and selling agents that present potential investment opportunities to the attention of Asset Management. Whilst the Council is aware of land opportunities for regeneration, the Asset Management section is not adequately resourced to identify and investigate in detail suitable investment opportunities. It is proposed that the Council will appoint external advisors to provide expert advice, funded initially from the proposed £100k budgets for acquisition costs.
- 5.30 As the investment portfolio develops it will need to be asset managed. Whilst this will initially be done in-house by Asset Management, consideration will need to be given to appointing external advisors to undertake this role. Whilst this process is in its infancy, external advisors can be appointed on an *ad hoc* basis but will need to be more formalised once the portfolio grows and factored into the financial appraisal.

6. Comments of Other Committees

- 6.1 This report has not been considered by any other committees.

7. Conclusion

- 7.1 This report recommends the introduction of Strategic Acquisition Strategy. If approved it will become part of the Council's overall property Asset Management Strategy and will provide a mechanism by which the Council can compete on a commercial footing to acquire key regeneration sites and/or build a commercial investment portfolio that will provide a material return via annual revenue.
- 7.2 The acquisition of strategic sites within Slough has the potential to provide an income stream that will help to reduce the £36m funding gap identified in the Council's Medium Term Financial Plan and accelerate the regeneration of the town.
- 7.3 The report suggests the introduction of a £25m budget for strategic acquisitions. Cabinet could decide to retain the existing approach or set a lower limit, however this would undermine the ability of the Council to secure long-term income streams. However it should be stressed that the impact of approving this report is that the Council will need to increase its borrowing requirements in the medium term.
- 7.4 In order to acquire assets, commercially sensitive negotiations may need to take place quickly with key decisions required outside normal meeting cycles. The introduction of a procedure to acquire assets within an agreed protocol will improve the Council's ability to operate within commercial timescales, enhance its ability to complete strategic acquisitions and/or investments and alleviate the risk of losing opportunities as a consequence of delays in process.

8. Appendices

1. Acquisition Protocol
2. Scoring Criteria for Investment Asset (Part II, contains exempt information)
3. Strategic Land Acquisition Criteria (Delivery) (Part II, contains exempt information)

Appendix One – Acquisition Protocol



Note:

It should be recognised that some of these actions are likely to be simultaneous

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14 September 2015

CONTACT OFFICER: Stephen Gibson, Head of Asset Management
(For all enquiries) (01753) 875852

WARD(S): All

PORTFOLIO: Neighbourhoods & Renewal - Cllr Swindlehurst
Leader of Council - Cllr Anderson

PART I
KEY DECISION**ASSET CHALLENGE UPDATE**1. **Purpose of Report**

The purpose of this report is to provide Cabinet with feedback on the ongoing Asset Challenge process and seek approval to deliver efficiency savings via the asset resource to improve the financial resilience of the Council.

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

The Cabinet is resolved to resolve that:

- (a) The progress made to date via the Asset Challenge process be noted and support the review of Council assets to deliver efficiency savings required to meet the requirements of the 5 Year Plan.
- (b) The list of retained operational assets in listed in Appendix One of this report be approved and agree that all other operational assets should remain within the Asset Challenge process, placing the responsibility with service departments to substantiate retention and/or investment in assets.
- (c) The progress made via the introduction of the Corporate Landlord model be noted and agree that when service departments are developing business cases for retained assets, property running and maintenance budgets and any income for use of the asset should be transferred to Facilities Management.
- (d) The implementation principles proposed in section 5.7 be approved and delegate authority to the Strategic Director for Regeneration, Resources and Housing to take forward detailed proposals to ensure these principles are delivered.
- (e) That a follow up report be presented to Cabinet in December 2015, which will include a list of assets for disposal.

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

The recommendations of the Asset Challenge will help meet the following priorities of the Slough Joint Wellbeing Strategy:

Health – The Asset Challenge will ensure that staff, visitors and residents have access to ‘fit for purpose’ buildings that have had the correct amount of investment and that better meet their wellbeing requirements.

Housing – A number of sites have already been highlighted for residential development and the Asset Challenge will highlight other small/medium/large sites that could make a greater contribution to the Corporate Plan if appropriated for residential use.

Regeneration and Environment – The Asset Challenge aims to highlight buildings that the Council should continue to invest in and those buildings/sites where better potential use could be identified which would allow for future investment. This will contribute to creating an environment where people want to live, work, shop and do business.

3b. Five Year Plan Outcomes

The Asset Challenge process is closely linked to Outcome 7, which seeks to maximise the value of assets. It will ensure that the Council identifies buildings that are: 1) to its benefit to retain and invest in; 2) that potentially should be disposed of or an alternative use for the site identified. These decisions are driven by assets either being not fit for purpose and/or the investment required is too great.

4 Other Implications

a) Financial

The asset challenge is one of the main contributors to Outcome 7 and the planned delivery over the next four years of more focused services (including corporate properties) operating within a much smaller resource envelope.

Outcome 7 has been challenged with achieving up to £5m of savings/additional income over the five year plan and the asset challenge could potentially deliver up to £1.4m of those savings through reducing revenue expenditure.

b) Risk Management

Risk	Mitigating action	Opportunities
Legal – Assets may be encumbered with restrictive covenants and/or other rights in land that may prevent Council disposal or have an adverse effect on land value.	Ensure that Report on Title is commissioned at the earliest opportunity to highlight any encumbrances.	This may highlight encumbrances that can be moved or promote alternative uses for assets.
Finance - Optimism bias in relation to targets and desired outcomes.	Review targets annually	Views on targets and desired outcomes can be sought on a regular basis.
Finance – The savings associated with ‘disposal’ of an asset are already accounted for with in a section savings or project business case.	Ensure that asset budgets are transferred to Corporate Landlord rather than held by Council sections.	Section running and project costs are not off set by assets moving from one Council section to another and allows ‘true’ cost to be seen.
Property/Finance – anticipated running cost reductions not realised	Review assets and regard those over exposed on costs as surplus.	Reduces running costs and revenue gap.

Staffing - Failure to understand service department's requirements.	FM and AM will work collaboratively during the Asset Challenge process to develop 'client' briefs.	Other opportunities may come to light regarding greater discussion with sections and staff.
Corporate - Insufficient buy-in from leadership and Section Heads to change approach.	Ensure project is promoted as being critical to success of 5 year plan at CMT and filtered down to all staff. Involve Tier 3 Managers in process to seek wider views on how to make savings.	Greater opportunities/ solutions may be identified through the development of Area Based Strategies.
Human Rights	No risks identified	
Health and Safety	No risks identified	
Employment Issues - Changes to working practices do not change at required speed to deliver reduction in asset base.	Early intervention of CMT/SMT to promote project. Early involvement from HR in relation to contractual issues. Corporate buy-in to support cultural shift. Hold accurate space utilisation information	Promotion of a Council wide approach and buy in for Asset Challenge.
Equalities Issues	No risks identified	
Community Support – The rationalisation of assets may result in dissatisfaction from existing groups.	Early consultation with users and an effective communication plan.	Early consultation and discussion may highlight further asset opportunities and solutions.
Communications	No risks identified	
Community Safety	No risks identified	
Timetable for Delivery – not achieved.	Ensure project is promoted as being critical to success of 5 year plan at CMT and filtered down to all staff. Early involvement in the process of all stakeholders.	To take advantage of favourable borrowing costs to acquire and manage a portfolio of income generating assets.
Governance	No risks identified	
Performance – The reduction on Council assets affects the efficiency and ability of the Council to deliver its services.	Early consultation with service providers with regards location and provision of service.	More efficient, cost effective ways of working identified in more suitable locations.

c) Human Rights Act and Other Legal Implications

There are no Human Rights Act and Other Legal implications as a direct consequence of this report

d) Equalities Impact Assessment

An Equality Impact Assessment is not required as a direct consequence of this report. Once buildings have been formally identified for disposal or relocation of services an EIA may be required at this juncture.

(e) Property

See section 5 below.

(f) Carbon Emissions and Energy Costs

The Asset Challenge will support the following aims of the Carbon Management Plan 2015-2020:

1. **Reducing CO² emissions:** The Asset Challenge will help reduce the Council's CO² emissions by seeking to reduce the number of properties it owns, identifying poor energy performing buildings and identifying those buildings to be retained and would therefore benefit from investment that will help reduce CO² emissions.
2. **Saving Revenue costs on energy consumption:** The Asset Challenge will potentially reduce the number of buildings the Council owns and identify those buildings that are to be retained, but that are poor energy performers and would benefit from investment.
3. **Incorporating the highest possible energy efficiency specification into new non-domestic buildings:** The Asset Challenge will identify a core of properties to be retained so that carbon management and energy efficiency expenditure can be targeted to these. As specified in the SBC core strategy all new non-domestic buildings (including schools) and major refurbishments will be built to a BREEAM excellent or very good standard according to SBC Planning Core Strategy 2006-2026 http://static.slough.gov.uk/downloads/Adopted_Core_Strategy_16-12-08.pdf
4. **Incorporating the highest possible energy efficiency specification into buildings the council plans to lease out** -The Asset Challenge will identify a core of properties to be retained so that carbon management and energy efficiency expenditure can be targeted to these – all existing leased out assets or assets that could be lease out in the future will be built or refurbished where necessary to EPC rating of E or above which will correspond to the proposed changes to the EPC regulations.

5 Supporting Information

- 5.1 Cabinet will be aware of the Council's Medium Term Financial Strategy and the significant pressure facing the Council to reduce costs to respond to the sustained reductions in Central Government Grant i.e. seeking £36m revenue savings over the next 4 years. To date the Council has successfully responded to these financial challenges however it is clear that these will remain significant and will place increased pressure to deliver efficiencies and savings to safeguard service provision. In this context, Council spending on assets needs to be examined in detail to drive out efficiency savings.
- 5.2 The Council has a varied operational property estate, some of which is unsustainable and requires investment or disposal. Historically the estate has been "owned" by service departments with a light facilities management approach. Whilst property costs (utilities, insurance and maintenance) have been financed via the General Fund, these have not been recharged to income generated by service departments that use the buildings – thus the annual net performance of each asset cannot be measured. This approach has resulted in inconsistencies in the way buildings have been managed and unfunded pressure arising when investment is required. It is anticipated that the full implementation of the Corporate Landlord model (with departments transferring building running costs and income to Facilities Management) will substantially improve this position, although the full impact will not be realised until the end of the current financial year.

5.3 In approving the existing Asset Management Plan (“AMP”) in 2014, Cabinet noted that the operational portfolio needs to be evaluated against a common set of criteria to provide baseline information to identify the condition and suitability of assets - this is known as the Asset Challenge. The purpose is to challenge perceptions and modernise the way the Council delivers services by:

- Establishing the financial performance of buildings.
- Transforming cultures and working practices – encouraging shared use of space.
- Implementing new ways of working, including flexible and home working to reduce the Councils corporate footprint.
- Highlighting assets that require investment.
- Reducing carbon emissions.
- Improving data management and data collection of new and retained assets

Ultimately the implementation of Asset Challenge will reduce Council’s costs and identify properties that should be retained for use and/or invest in together with those that are surplus to requirement.

5.4 Annual revenue spending on operational assets is £3.5m (excluding schools, social rented housing commercial assets, parks, highways infrastructure, leisure and other non operational assets). A revenue savings target of 40% has been set within the 5 Year Plan, which equates to a saving of £1.4m or £350,000 per annum over the next 4 years.

5.5 Having undertaken a detailed review of the Council’s existing portfolio of 40 operational sites, it is recommended that the assets listed in Appendix One should be retained. However the existing use of these assets will be reviewed to explore potential to maximise the potential to make better use of space in line with section 5.8 below.

5.6 Subject to approval, all other assets will remain within the Asset Challenge process with the emphasis placed on service departments to provide a business case to support the retention and/or investment in the asset. In the event that a credible business case is not put forward for retention, the options the options for future use will be retain for alternative use, redevelop or sell.

5.7 The following implementation principles were identified during an Asset Challenge workshop attended by a cross-section of staff in July 2015 which will assist in the delivery of the Asset Challenge process:

- Agile Working – this is essential to deliver change and must be embraced by the whole Council. Moving forward, it is critical that flexible and mobile working is introduced to support the reduced corporate footprint.
- One Public Estate – An integrated approach to asset management is required with key public sector partners to establish opportunities to share and rationalise assets.
- Community Hubs – The existing portfolio and use of community facilities should be reviewed with a view to maximising the potential for sharing services, making better use of space to generate additional revenue or creating satellite space to promote remote working.
- Area Based Strategies – this will involve scoping the range of existing facilities, establish a database of services provided and identify potential to

share facilities.

- Improved Carbon Management – substantial savings can be delivered via the Carbon Management Plan, however investment cannot commence until the retained estate is agreed.

5.8 Ultimately the level of savings achieved will be dependent on the approach that members decide upon. To achieve these savings, a rigorous review of the asset base is required, strong leadership to deliver the transition to a leaner and more efficient operational portfolio and some difficult decision making in relation to the demolition or disposal of existing assets. As part of this review process, full asset condition surveys (Major Inspection) of all corporate properties are in the process of being commissioned, and will be used not only to inform the Asset challenge process, but also to build up a profile of the capital repairs/investment required over the next ten or more years. From this, a long term capital programme of major repairs and investment for the remaining asset base will then be drawn up and presented to Cabinet, and the Capital Strategy Board, for approval and adoption. This survey data and investment/repair profile will also have an important role to play in scoping the nature and quantum of the forthcoming reprocurement of the repairs and maintenance contract for Corporate properties, and in aiding the Corporate Landlord in carrying out their responsibilities for managing the Council's 'estate'.

6. **Comments of Other Committees**

None

7 **Conclusion**

The Asset Challenge process is a key work stream within the AMP and is directly linked to several outcomes within the 5 Year Plan, with particular emphasis on outcome 7.

If embraced, it will reduce the Council's operating costs and provide scope to invest in the retained estate to ensure that the Council has an energy efficient portfolio that makes best use of space and maximises revenue. It consequently has several interdependencies including the introduction of mobile and flexible working, alternative delivery models and corporate buy-in to share assets.

8. **Background Papers**

None

9. **Appendix**

1. List of retained assets (Part II, contains exempt information)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14 September 2015

CONTACT OFFICER: Joe Carter, Assistant Director - Assets, Infrastructure and Regeneration

(For all enquiries) (01753) 875653

WARD(S): Central, Upton, Chalvey, Elliman.

PORTFOLIO: Councillor James Swindlehurst, Neighbourhoods and Renewal,
Councillor Sohail Munawar, Economic and Social Inclusion
Councillor Martin Carter, Community and Leisure

PART I
KEY DECISION**FIVE YEAR PLAN OUTCOME THREE: CENTRE OF SLOUGH****1 Purpose of Report**

To inform the cabinet on actions taken under outcome three of the five year plan and agree the adoption of the vision for the centre of Slough.

2 Recommendation(s)/Proposed Action

The cabinet is requested to resolve:

- (a) That the vision for the centre of Slough be endorsed.
- (b) That the strategy for delivering the vision be agreed.
- (c) That the workstreams created as part of outcome three of the five year plan be noted and actions taken under those workstreams.

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

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA).

Slough Joint Wellbeing Strategy Priorities

This report and the projects detailed link to the following priorities in the Slough Joint Wellbeing Strategy (SJWS):

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

Projects within outcome three of the five year plan also contribute to the cross cutting themes of the strategy by encouraging civic responsibility and improving the image of the town. The improving image theme is particularly relevant to outcome three of the five year plan.

Five Year Plan Outcomes

The report is an overarching explanation of the actions under outcome three of the five year plan namely:

- The centre of Slough will be vibrant, providing business, living and cultural opportunities.

However this outcome doesn't sit alone and as part of the work, there is reference to, and overlap with:

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay (Outcome 1).
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough (Outcome 2).
- Slough will be one of the safest places in the Thames Valley (Outcome 4).
- The Council's income and the value of its assets will be maximised (Outcome 7).
- The Council will be a leading digital organisation (Outcome 8).

4 Other Implications

a) Financial

All outcomes across the five year plan are currently undergoing an outcomes based budgeting process, the aim of which is to realign the Councils budgets to the eight outcomes.

b) Risk Management

Risk	Mitigating action	Opportunities
Legal– competing priorities could create delays.	Appoint external solicitors as required to undertake and provide comprehensive reports and activities as required.	
Property – Land assembly and site acquisitions.	Due regard for Site Identification and land assembly for regeneration purposes. Implement Strategic Acquisitions Policy; One Public Estate Strategy; Asset Challenge process and CPO Policy.	Market conditions can go up as well as down, with the Council benefitting from increased returns during an upturn.
Human Rights	No risks identified	
Health and Safety	No risks identified	
Employment Issues	No risks identified	
Equalities Issues	No risks identified	
Community Support – lack of support or	A programme of community engagement will be	Use of community groups and voluntary sector

engagement	identified as part of the work stream 3 – vision and animation	organisations as part of the engagement process
Communications	No risks identified	
Community Safety	No risks identified	
Financial - Abortive costs including legal and survey fees, staff costs, initial feasibility costs.	Whilst efforts will be made to reduce abortive costs it is inevitable that the Council will on occasions incur costs on projects that do not proceed.	
Project Capacity – resources and finance not available	Outcome based budgeting being carried out. Matrix management of staff resources being implemented.	Partner organisations aid and assistance.
Other	No risks identified	

c) Human Rights Act and Other Legal Implications

There are no identified legal implications at this stage.

There are no identified Human Rights Act Implications at this stage.

d) Equalities Impact Assessment

There is no identified need for the completion of an EIA at this stage. Individual work streams may require EIAs in the future, and they will be provided at the appropriate time.

e) Property

All property issues are covered in the main report and appendices.

5 Supporting Information

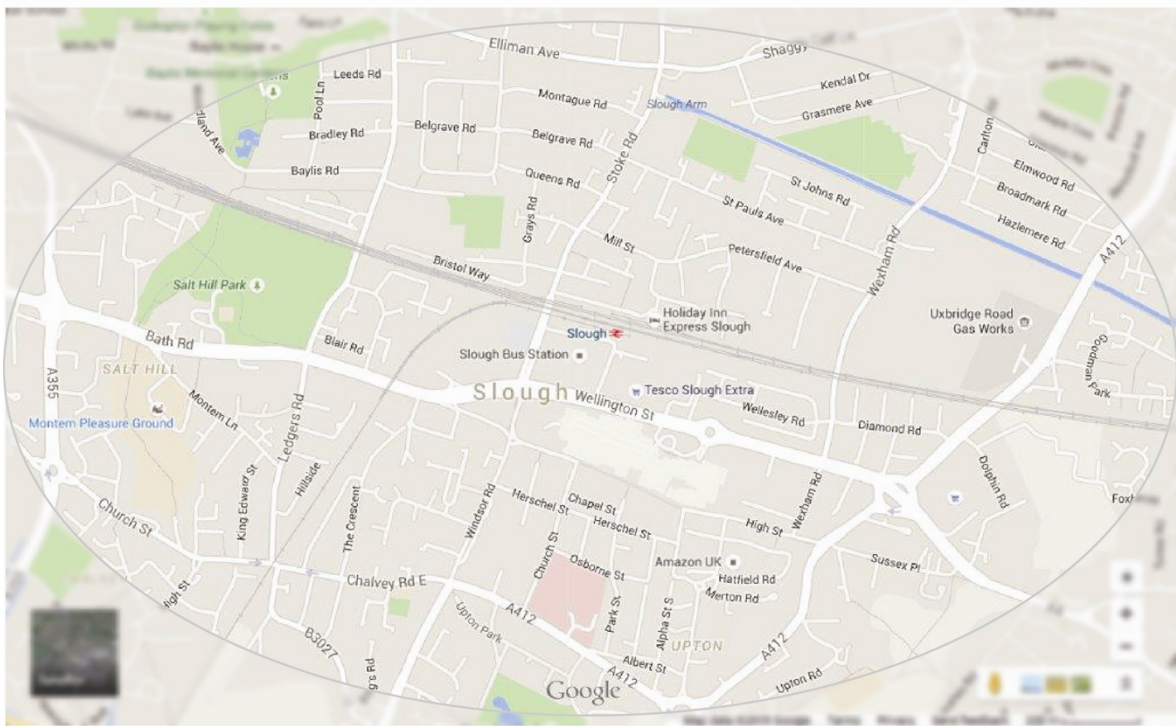
5.1 Outcome three of the five year plan states: The centre of Slough will be vibrant, providing business, living and cultural opportunities.

5.2 In order to achieve this outcome the centre of town vision and strategy will focus on the delivery of two key themes;

- Increasing footfall; and
- Economic wellbeing

5.2 An officer outcome group was set up after the adoption of the five year plan to drive actions under outcome 3, and member task and finish groups have been established to widen the vision and for other key workstreams.

5.3 The centre of Slough consists of much more than the High Street and the narrowly defined area that we have used for planning and other purposes but rather incorporates the wider but defined area indicated by the plan below.



5.4 The vision proposed is:

“The centre of Slough is where people, businesses, shops, transport and public spaces come together to create an atmospheric, high quality and vibrant urban living environment. A place where the latest technology is harnessed, jobs are created, design is innovative and culture is celebrated.”

- 5.5 The vision is intended to change the way the centre of Slough looks and works in a way that changes people’s perception of the place. This is needed to ensure we can attract people to visit, invest, live and work in the centre.
- 5.6 In order to do this we need to emphasise the advantage of Slough’s transport links that will make it one of the best connected places to do business. We also need to improve local connections so the centre can properly serve the town. We need to redefine the role of the centre of Slough so it is less dependent upon shopping and becomes a destination for a whole range of uses. This also means celebrating the fact it is different.
- 5.7 We have produced a high level strategy with a deliberate light touch. It has taken a multi-disciplinary approach to tackling the recognised problems and exploiting the potential strengths of Slough town centre. The strategy is not intended to have any formal status but will form an agreed framework for future development and regeneration.

Strategy

The main elements are:

- A housing led regeneration
- Attracting more business
- Reshaping the shopping centre
- Developing new attractions

- Insisting on high quality development
- Creating a sense of place
- Taking care of and improving the local environment
- Making the most of Slough's place in the world (Next to Heathrow, Windsor and the Thames Valley)
- Getting best value from public and private investment (Slough Pound)
- Connecting the centre with surrounding areas

5.8 Twelve work streams have been created to deliver this new vision for the centre of Slough, which we are calling "Changing Views". Summaries of each are below and those with comprehensive plans are appended to this report.

5.9 (1) Site allocations

To look at all current, upcoming and potential development sites in the centre of Slough to ensure best use to fulfil the vision and to encourage redevelopment or refurbishment to come forward. This includes major regeneration sites such as the canal basin and the Akzo Nobel site, plus smaller sites suitable for housing, business or retail units.

(2) Transport

Ensuring the centre is the best connected town well served by road, rail, air and bus services including cycling and walking facilities, major transport schemes such as Windsor Road widening, WRAtH, Crossrail and options for additional Slough to Windsor rail services.

(3) Showing our vision

Creating a method by which the vision and all its component parts and areas of redevelopment can be brought together and demonstrated to residents, businesses and visitors. This currently includes a video including interviews, animations and CGI and back up printed materials.

(4) Digital High Street / Smart Cities / economic redevelopment

To make the High Street more convenient, accessible and vibrant for all shoppers; to become a centre where retailers understand their customer's needs and requirements. To ensure retailers are working in partnership with each other, the council and other stakeholders of the centre of town.

(5) Public Realm

To focus on the regeneration of open spaces and the spaces between buildings, creating a higher-quality environment including, streets, squares, parks, greenery, surfaces, seating, lighting and highways fittings.

(6) Housing

Leading housing regeneration in the centre of Slough, allocating sites available, as part of the strategic housing assessment. Agree the number, tenure and type of units to be built and a strategy for encouraging quality in terms of appearance and accommodation.

(7) The Curve opening

To launch The Curve to residents, businesses and staff with four days of activities showcasing the building, its facilities and its place in the town centre. Event proposal and accompanying communications plan.

- (8) CPO strategy / site acquisitions
Putting in place new strategy to maximise and encourage use of empty and run down properties and sites in the centre of Slough area. To adopt the “use it or lose it” approach with landlords and site owners; if they do not put their sites to good use, we will.
- (9) Communications strategy
To implement a comprehensive communications plan on the range of activities being undertaken under outcome three using traditional and social media, marketing and digital methods.
- (10) Retail assessment
Following a joint household survey with RBWM we will commission a Slough-specific assessment on the future of retail in the borough; to inform a strategy for the High Street and shopping centre area.
- (11) Rationalisation of council assets
To assess all council assets in the centre of Slough and create proposals for the rationalisation of those assets..
- (12) Evening economy / active High Street
Creation of a programme of activities: promotional, charitable and council-related for the Town Square, Mackenzie Square and High Street including markets, sporting activities and engaging promotions.

5.10 Next Steps

Once approved, the Centre of Slough Changing Views Strategy will be used for a number of purposes. One of the key things it can do is influence the review of the Local Plan for Slough and be translated into planning policy. The strategy will also be useful in making bids to the LEP, as an inward investment tool, informing disposals and acquisitions, determining transport priorities and deciding spending priorities.

6 Comments of Other Committees

None.

7 Conclusion

- 7.1 Outcome three is one of the eight Outcomes identified in the Five Year Plan. Outcome three states: The centre of Slough will be vibrant, providing business, living and cultural opportunities. This report has outlined the actions taken under outcome three and seeks the adoption of the vision for the centre of Slough.
- 7.2 This report suggests the introduction of a Delivering the vision “Changing Views” Strategy. If approved it will become part of the Councils overall vision for the town and will help shape and steer not only future developments but also guide Planning Policy and Strategy for the centre of our town. It will be the mechanism by which we measure and define new opportunities.
- 7.3 The report highlights the work already undertaken by the Member Task and Finish Group, the officer working group and the 12 work streams of current activity aimed at delivering the vision.

8 **Appendices Attached**

'A' - Delivering the Vision – “Changing Views” a strategy

9 **Background Papers**

Work stream documents:

- Work stream 1 – Site allocations plan (word)
- Work stream 2 – Transport (word)
- Work stream 3 – Vision animation proposal (PDF)
- Work stream 4 – Digital High Street (word)
- Work stream 5 – Public realm (word)
- Work stream 6 – Housing (word)
- Work stream 7 – Opening of The Curve (word)
- Work stream 8 – CPO and site acquisition (word)
- Work stream 10 – Retail assessment (word)
- Work stream 11 – Rationalisation (word)

Delivering the vision “CHANGING VIEWS” a strategy

Vision

Our vision is to change the way that the centre of Slough looks and works in a way that changes people’s perception of the place. This should then ensure that we can attract people visit, invest, live and work in the centre. In order to do this we need to advantage of Slough’s transport links that will make one of the best connected places to do business. We also need to improve local connections so that the centre of town properly serves the town.

We need to redefine the role of the centre of Slough so that it is less dependent upon shopping and becomes a destination for a whole range of uses. We should exploit its location close to Windsor and in the attractive Thames Valley and make this work for rather than against it. This means celebrating the fact that it is different.

In order to achieve this outcome the centre of town vision and strategy will focus on the delivery of two key themes;

- Increasing footfall; and
- Economic wellbeing

Strategy

The main elements are:

- A housing led regeneration
- Attracting more business
- Re shaping the shopping centre
- Developing new attractions
- Connecting the Centre with surrounding areas
- Insisting on high quality development
- Creating a sense of place
- Taking care of the local environment
- Making the most of the Slough’s place in the world (Next to Heathrow, Windsor in the Thames Valley)
- Getting best value from public and private investment (Slough Pound)

Housing Led Regeneration

It is considered that the most commercially viable form of development in the centre of Slough is residential. As a result in order to change the way that the centre of Slough is viewed it is proposed to promote a housing led regeneration which will help the local economy as well as improving the appearance and attractiveness of the centre.

The current Core Strategy proposed that 3,000 flats would be built in the town centre but it is now envisaged that this could be a lot higher as a result of the high demand, conversion of offices to residential and the new opportunity sites that have arisen around the centre. Although residential may be the main driver of new development it is important that it doesn’t take place in isolation.

This means that we need to create attractive vibrant areas with a mix of uses. It is also important that we get a good quality of design not just of the buildings themselves but also the internal fit out and the surrounding public realm.

Currently the vast majority of flats end up being rented out because this is where the demand is particularly from young people. In the future whole blocks are likely to be developed by specialist private rental companies who will have the incentive to manage them well long term. It is important that we make Slough the location of choice for a new generation of residents who will hopefully shop, work and spend their leisure time there as well. We also need to attract the new and institutional investors in 'build to rent' to ensure quality and a range of accommodation and therefore a mix of people and spending power of residents.

There are a number of major opportunity sites in and around the centre. These include the former TVU site, the canal basin, Akzo Nobel (ICI) and National Grid gas works site east of Wexham Road. Whilst these are large enough to create distinctive neighbourhoods with local facilities, it is important that we create attractive links between sites and the centre in to make new residents feel they are part of the centre and in turn encourage use of the local amenities on offer. Similarly ensure new residents are happy and feel safe to walk or cycle to the railway and bus station.

Success will look like: A range of new high-quality residential properties with links to the High Street, transport and leisure activities.

Attracting More Business

Slough centre has lost a number of large office employers in recent years and has not, until recently seen much demand for new tenants. A lot of lower grade offices have been lost to residential as a result of the Government's changes to the planning rules which has encouraged the change of use to flats. There are also a number of empty sites with planning permission for offices which have not yet been implemented.

Given Slough's locational advantage and its proposed new rail link to Heathrow it is considered that the area around the railway station has the potential to become a "central business district" capable of attracting top firms and a skilled workforce. There are signs that office rents are rising and that confidence is returning to the Slough office market. It is important that we keep our nerve and ensure the office sites in and around the Heart of Slough are retained and are available for the inward investment we can attract back to a revitalised centre.

More office jobs in the centre will not only help local people but also form an important part of the regeneration of the centre of Slough which cannot solely be housing led. It is also important that we get a range of new jobs in the centre and encourage the small incubator type units to come forward which can add vitality and active frontages throughout the centre.

Success will look like: New offices developed and let in particular around the Brunel Junction with new and existing businesses making the centre of Slough their home. Ensuring this positively affects current and new retailers who experience an uptake in revenues as greater demand is generated in lunch time and evening trade.

Developing New Attractions

With shopping likely to have a less important role in the future it is important that we find new reasons for people to visit the centre of Slough.

Building more flats and increasing employment should deliver a captive audience but we need to attract other people into the centre. There is already evidence that a “café culture” is beginning to grow in Slough but we need to encourage new dining, leisure and entertainment facilities. This could take a range of forms from creating family orientated leisure and eating area to promoting a night time economy.

The opening of The Curve gives us the possibility of creating a “Cultural Quarter” around it. We already have a number of hotels but attracting more would bring more visitors and restaurants. The proposal for a Conference centre is intended to boost the need for more hotels, leisure, eating and drinking facilities in the centre of Slough.

Success will look like: A booming early evening economy with a range of visitor attractions, including quality and attractive hotels, restaurants, cinema, Curve performances and a range of leisure activities.

Reshaping the Shopping Centre

Traditionally one of the main functions of town centres was to be shopping centres. Things are however changing rapidly both nationally and locally.

Slough used to be ranked as a “sub regional” shopping centre attracting people from a wide hinterland. The loss of C&A, Littlewoods and Woolworths reflected national changes. The loss of Gap and New Look from Slough centre reflects more localised changes in the way that people are now shopping in the area.

The recent household shopping survey that we commissioned from DTZ showed that Slough was no longer attracting shoppers from outside. Only 10% of Windsor residents and 1% of Maidenhead residents were using Slough town centre for major shopping trips. There was also considerable leakage from within the Borough with the centre attracting 45% of Langley residents and 60% of residents in the rest of the town. When asked why they didn't shop in Slough the main reasons were a poor range of non food shops and an unattractive environment.

Over time we are likely to find that we may have too many shops and too many units with the wrong kind of space. Proposals for the reconfiguration of the Queensmere would help to improve the type and quality of the space on offer. Elsewhere we will have to prune back the amount of shopping floorspace and encourage it to regrow in a different form.

Success will look like: A clean and vibrant shopping area providing a variety, high quality range of shopping experiences including traditional, food, click and collect and leisure which reflects changing times.

Insisting on High Quality Development

One of the advantages that we have is that there are a number of vacant sites and other areas that are likely to come up for development. They have not all come forward because of a lack of viability and lack of demand due to the economic down turn. There are a number of signs that investor confidence is returning. Whilst encouraging new investment to come forward it is important that we insist upon a high quality of design and don't allow development for development's sake.

It is also important that we remove the few existing eyesores which create a poor impression of Slough.

High quality environments can attract business and a wider range of residents which in turn can bring employment, greater spending power and help support a wider range of uses in the town centre. For some developments the extra cost to achieve high quality design might make schemes unviable if Section 106 affordable housing and infrastructure contributions are also sought. A method of assessment needs to be established to help decision making when such policy conflicts occur.

Success will look like: High quality designed new buildings and construction areas with supportive, clean, green and attractive public realm.

Create a Sense of Place

It is also important that individual developments contribute to creating a distinctive sense of place. There should be pedestrian friendly environments which reflect what is happening around them.

In addition to the “Cultural Quarter” around The Curve we could have our own “Curry Mile” at the eastern end of the High Street and make the most of the “Herschel connection” around the park.

We should also exploit the views that you can get from high buildings in the centre of Slough which not only allow you to enjoy looking at Windsor Castle but allow people to appreciate that Slough is situated in the attractive Thames Valley. The proposed public viewing gallery on top of one of the Queensmere towers is an example of this but the principle can be applied elsewhere.

First impressions are important and so we need to make sure the main entrances are attractive for people walking, cycling or driving into or through the centre. The Station forecourt has been improved, the Windsor Road will be transformed, we have plans for the Stoke Road and the proposals for the Queensmere could help the Wellington Street frontage.

Success will look like: Clean and attractive gateways into the centre of Slough with facilities for pedestrians, cyclists and drivers, improving the image and people’s perceptions and creating a place where people want to live, shop and do business..

Taking care of the environment

It is important that not only should the centre of Slough look as green as possible but also that it is developed in as sustainable way as possible.

This means tackling congestion on the roads, improving air quality and enhancing our important green spaces. It also means that proper investment is made in maintaining the urban realm. It is also important that we need to tackle anti social behaviour and reduce the opportunities for and consequent fear of crime in the centre.

Success will look like: Improved and greened public realm alongside transport improvements and more attractive cycling and pedestrian routes. A tree for every new metal post?

Make the most of the Slough’s place in the world

It is recognised that the proposed improvements to Slough’s transport facilities which will make it one of the best located places in the country.

It is important that we also improve the more local transport links through the introduction of the Rapid Transit scheme and an improved rail service to Windsor, including the Chalvey

Halt. Not only will this make the centre of Slough easier to get to for visitors, it will make it more attractive for people to live and work there.

We should in future promote Slough centre not just on the facilities that it provides but also as an area with access to a lot more complimentary ones such as historic Windsor and attractive countryside.

Success will look like: The centre of Slough to be the best connected place – through road, rail, bus, air, cycling and walking facilities.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14 September 2015

CONTACT OFFICER: Stephen Gibson, Head of Asset Management
(For all enquiries) (01753) 875852

WARD(S): All

PORTFOLIO: Neighbourhoods & Renewal - Cllr Swindlehurst
Leader of Council - Cllr Anderson

PART I
KEY DECISION**SMALL SITES DEVELOPMENT STRATEGY****1 Purpose of Report**

Cabinet considered a report in January 2015 that discussed options for developing smaller sites and highlighted the advantages, disadvantages and risks associated with establishing a wholly owned subsidiary housing company ("SHC"). When approving this report it was noted that Slough Regeneration Partnership ("SRP") had reviewed its business model and had confirmed that it would develop sites with a capacity of less than 20 units, however it required time to prepare a strategy.

The purpose of this report is to update Cabinet on the proposal developed by SRP to bring forward smaller development sites and to seek approval to utilise this delivery mechanism in favour of establishing a SHC.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that:

- (a) It be noted that SRP has substantially amended its operating model to allow the development of HRA and General Fund sites with a works cost that exceeds £75,000.
- (b) The Small Sites Development Strategy be agreed to be delivered via SRP.
- (c) It be agreed that Council officers should proceed on the basis that the sites at Upton Road and Alpha Street will be disposed to and developed by Slough Regeneration Partnership, subject to Cabinet approval for a sum that represents no less than the best value valuation.
- (d) The initial list of sites and outline programme for the Strategy, as set out in Appendices One and Two, be agreed.
- (e) That an update report be provided in March 2016.

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

The creation of expediently delivered high quality new housing, as previously reported, will maximise the value of the Council's asset base, increase council tax

receipts and will provide an income stream that could contribute to the provision of front line services.

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

Constructing the new housing will improve local temporary employment opportunities as well as increasing apprenticeship opportunities enabling local people to improve their learning and skill base. Regenerating the sites will improve the quality of the built environment and the image of the town whilst providing much needed housing accommodation. The schemes will be designed with security as a key consideration and the sites will be constructed in line with current Health and Safety regulations.

3b. **Five Year Plan Outcomes**

Working effectively and expediently with the SRP to deliver smaller site will address the five year plan outcomes through:

- Quality new homes will encourage people who work in Slough to also live in Slough which will in turn help businesses of all sizes to locate, start, grow, and stay,
- It will directly address the need for more homes in the borough, with quality improving across all tenures,
- The central sites such as Alpha St will contribute towards keeping the centre Slough a vibrant location to live,
- Designing schemes with security as a priority will help to ensure Slough is a safe place to live and all sites will aim to achieve Secure By Design certification.
- Quality homes will attract upwardly mobile residents who are more likely to take responsibility for their own health, care and support needs,
- Ensuring the scheme are designed in line with amenity requirements will contribute towards children and young people in Slough being healthy and resilient; and
- Participating in the development risk will ensure the Council's income and the value of its assets are maximised.

4 **Other Implications**

a) Financial

The report to Cabinet in January 2015 provided detailed financial analysis in section 6.3 and appendix two and confirmed that, despite taking 14 years to payback, the greatest overall return was provided by the build to rent model but when considered in terms of return on investment the build to rent only generated 4% pa relative to the build to sell which generated between 22% - 23% pa depending on which vehicle was assumed.

Since the report the number of sites available for private development has diminished due to alternative disposal options.

Whilst this report comes with no financial implications, Cabinet should be aware that the anticipated financial benefits from utilising the SRP delivery model are lower than the projected income generated via the SHC approach. However this has to be balanced against the significantly reduced risk (as set out in section 5 of this report).

Updated comprehensive estimates of the current financials are detailed in Appendix One.

In addition to financial advantages considered in Appendix One, bringing forward the sites for residential use will also create additional council tax income in the region of £200k per annum, which would be doubled for the first six years to £400k per annum under the current central government New Homes Bonus scheme introduced in 2010.

b) Risk Management

Risk	Mitigating action	Opportunities
Legal – SRP is sued by creditors of the joint venture	There are clear firewalls between the Council and the SRP	The SRP is already compliant with EU and UK regulations.
Property – House prices could fall, resulting in anticipated sales values being unachievable.	Morgan Sindall are a commercial partner and will ensure all development realised is financially viable and synced to market cycles.	The Council will participate in any growth in value achieved during the construction period.
Human Rights	No risks identified	
Health and Safety – workers are harm or killed during the course of construction or local residents are harm accessing the sites.	Morgan Sindall is a national construction company with established Health and Safety procedures.	
Employment Issues	No risks identified	SRP is seeking to implement a local economic benefit programme (SMEs, training, apprenticeships etc) so that the more activity SRP does, the greater the potential benefit in relation to job creation.
Equalities Issues	No risks identified	
Community Support	No risks identified	
Communications	No risks identified	The development of small sites is a positive story that makes the best use of Council assets. The potential exists to promote SRP to highlight how the JV is helping the Council deliver a range of sites throughout Slough.
Community Safety – local residents/ workers harmed during construction.	Morgan Sindall is part of the Considerate Constructor Scheme (CCS).	
Finance – Exposure to increased risk due to speculative development activities on the private units.	Morgan Sindall Group PLC is a top 5 construction and regeneration company quoted on the main London stock exchange with an annual turnover of circa £2.2bn.	SBC loan notes issued to the SRP are at 7 to 12.5% generating significantly higher rates of return for a relatively modest risk separate and in addition to SBC's share in development profits on the private units.

Timetable for Delivery – schemes are delayed unnecessarily		Using the existing legally established subsidiary company will ensure expediency in delivery.
Project Capacity – lack of resource delaying delivery	SRP have employed additional management staff to cover the new work streams.	
Governance – Poor performance	The SRP has an established board of directors that are already competently directing the company's business.	Board members are from both the private and public sector ensuring a balance between commerciality and long term objectives.
Performance – failure to develop land transferred to subsidiary	The SRP is already developing sites successfully and pays SBC interest from the moment the land is transferred.	Increasing and improving the number of projects and resource within the SRP will improve its long term viability and success.

c) Human Rights Act and Other Legal Implications

The smaller developments are within the scope envisaged during the establishment of SRP which was procured through a process compliant with EU and UK Regulations and so does not raise any procurement or regulatory issues.

d) Equalities Impact Assessment (compulsory section to be included in **all** reports)

There are no equalities issues associated with this report.

e) Property Issues

See below.

5. **Supporting Information**

Background

- 5.1 In January 2015 a report was presented to Cabinet detailing how a commercial, wholly owned, SHC could be established by the Council to develop high quality houses for private sale on smaller sites. The report showed how such a company could work in terms of legal structure, governance and financial performance. It was reported that a SHC would be a purely residential development company that aims to maximise short term development receipts assisting the Council's short term financial position and utilising its skills and capital to realise the development profit in the land holdings. It was also envisaged that the SHC would not build affordable housing for rent.
- 5.2 Whilst the introduction of a SHC could maximise the financial return to the Council, it was acknowledged that (despite the buoyancy of the housing market) this option would introduce a substantially higher degree of risk to the Council than pure asset disposal. Against this background and the SRP's willingness to reconsider its operating model to accommodate the inclusion of sites under 20 units, the Council has delayed developing proposals for a wholly owned company. The SRP have also undertaken to deliver purely affordable housing schemes under 20 units which is a function that wasn't envisaged for the SHC due to commercial constraints.

- 5.3 The Cabinet paper in January considered in detail the various options available to the Council. Based on current figures developing through either a SHC or the SRP delivered significant returns on investment, 25% pa annum relative to 18% pa respectively (see Appendix One for further financial information) but clearly the risk associated with a wholly owned subsidiary are significantly higher with some of the main considerations being:

Internal capacity – The Council has no previous experience of developing private housing for sale, whilst this could be overcome by backfilling existing posts and buying in expertise as required, this would introduce a material degree of risk. The affordable housing delivery probably could be undertaken in house via Property Services but the inefficient procurement process could create significant delays. If necessary the affordable housing delivery could be removed from the SRP's remit.

Commercial Losses – the residential market moves in cycles and failing to respond to movements in the market in time could leave SBC realising commercial losses on homes.

Negative Press – failing to manage the delivery quality of the homes and associated aftercare effectively could lead to negative press directed at SBC if delivered through a wholly owned SHC.

SRP Proposal

- 5.4 Following a review of the objectives and aspirations for SRP, the operating model has been reviewed. It has been agreed that the resources applied by Morgan Sindall Investments Limited (acting in its capacity as "Development Manager") should be widened and deepened to facilitate a response to bringing forward smaller residential sites either from the Housing Revenue Account ("HRA") or the General Fund ("GF") land banks.
- 5.5 In addressing this development programme, SRP will not 'cherry pick' only the most commercially viable of the smaller sites but will bring forward proposals to develop sites of all sizes at a comparable rate in line with the Partnership Objectives and provide a delivery service for the HRA sites.
- 5.6 SRP is now committed to the delivery of smaller sites and demonstrate value for money providing the construction costs are in excess of £75,000. This cost threshold allows the inclusion of several smaller gap sites and extensions for affordable housing. Where individual scheme costs are at or around this level, SRP will engage with the Council to agree the best way forward in each case, for example through batching or bundling projects together to enhance value for money where practicable.
- 5.7 It is proposed that Morgan Sindall plc Special Works division will be approached to act as main contractor in the first instance and if they decline or are unable to meet the required criteria, the small sites will be delivered through suitable contractors tendering for the work and selected in accordance with Part A of SRP's Procurement Policy. Morgan Sindall Investments Limited ("MSIL") will act as Development Manager for SRP whether or not a Morgan Sindall Group company (i.e. Morgan Sindall Construction and/or Lovell Partnerships) acts as the main contractor. If a smaller or alternative contractor were to be used, SRP would still have access to MSIL's expertise and Health & Safety systems.

- 5.8 In the event that Cabinet approves the development of small sites via SRP, a single Development Subsidiary of the partnership will be incorporated to take forward the programme.
- 5.9 As per the agreement with SRP, the Council will receive the independently verified Market Value for its land assets, will have a high level of oversight and joint control over the development process and will share equally in the development profits.
- 5.10 On the purely affordable housing sites the SRP will have to comply with the same procurement standards as the larger site ensuring best value is achieved for each build package.

Proposed Development Sites

- 5.11 In conjunction with the Council, SRP has developed a programme that contains 34 sites and has the potential to generate circa 24 homes for sale and circa 113 affordable housing units for rent by late 2017. The financials associated with the private sites are considered in Appendix One, with the indicative development programme contained in Appendix Two.

Current Position

- 5.12 The sites listed in Appendix One are at various stages from “current undeliverable” through to “with planning consent”. To date, the following approach has been undertaken to deliver the strategy:

Stage	Programme
An audit of all potential sites has been undertaken summarising all development and planning related work and site investigations carried out to date.	Complete
Recommendation for the development programme and phasing has been prepared including proposals for each site and any batching or bundling of sites. See Appendix 1 for the current working draft.	Complete.
Lead design team have been appointed by SRP following a selection process agreed in consultation with SBC together with a procurement strategy for selecting a main contractor(s), all in line with SRP's Procurement Policy.	Complete
A fast track Indicative Site Development Plan(s) process will be run in accordance with the procedure set out in the Partnership Agreement.	July - September 2015.
Fast track Formal Site Development Plan process to be run, planning consent obtained (if not already in place) and development proposals finalised prior to start on site.	September - December 2015.

6 Comments of Other Committees

- 6.1 This report has not been considered by any other committee.

7 Conclusion

- 7.1 The SRP has already made significant changes to its resourcing to ensure that it can deliver on smaller residential sites. By utilising the commercial development, supply chain and construction management, sales and after-sales expertise of Morgan Sindall Investments as the Development Manager, the smaller sites can be

redeveloped efficiently within the SRP. This will reduce risk to the Council and allow officers to focus on delivering key regeneration sites. The Council will receive the independently verified Market Value for its land assets where those are disposed of, will have a high level of oversight and joint control over the development process and will share equally in the proceeds. For HRA sites, the Council will have control over the programme, housing mix, design and specification with the SRP securing expedient and cost effective delivery.

- 7.2 Committing to and fully utilising the existing partnership will ensure it's longevity whilst ensuring sustainably managed long-term returns to the Council at significantly reduced risks relative to creating it's own wholly owned development subsidiary.

8 **Appendices**

Appendix One – Options Appraisal (Delivery Vehicle) – Part II, contains exempt information.

Appendix Two – Indicative programme for Small Sites Development Strategy

Appendix Three – Status Table of SBC Small Sites

9 **Background Papers**

None.

This page is intentionally left blank

ID	Task Mode	Name	Duration	Start	Finish	2016												2017																						
						Qtr 2, 2015				Qtr 3, 2015				Qtr 4, 2015				Qtr 1, 2016				Qtr 2, 2016				Qtr 3, 2016				Qtr 4, 2016				Qtr 1, 2017			Qtr 2, 2017			Qtr 3, 2017
						Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul						
1		Phase 1	365 days	Mon 27/04/15	Fri 16/09/16																																			
2		Eschle Ct SL2 5FG	335 days	Mon 01/06/15	Fri 09/09/16																																			
3		RERs Approved	0 days	Mon 01/06/15	Mon 01/06/15																																			
4		Stage E info	20 days	Mon 01/06/15	Fri 26/06/15																																			
5		Procure	30 days	Mon 29/06/15	Fri 07/08/15																																			
6		Council Approval	25 days	Mon 10/08/15	Fri 11/09/15																																			
7		Mobilisation	20 days	Mon 14/09/15	Fri 09/10/15																																			
8		Construct	240 days	Mon 12/10/15	Fri 09/09/16																																			
9		Upton Road (PD)	320 days	Fri 29/05/15	Thu 18/08/16																																			
10		Approval to use SRP	0 days	Fri 29/05/15	Fri 29/05/15																																			
11		Stage E info	20 days	Fri 29/05/15	Thu 25/06/15																																			
12		Procure	30 days	Fri 26/06/15	Thu 06/08/15																																			
13		SRP Approval	10 days	Fri 07/08/15	Thu 20/08/15																																			
14		Mobilisation	20 days	Fri 21/08/15	Thu 17/09/15																																			
15		Construct	240 days	Fri 18/09/15	Thu 18/08/16																																			
16		Alpha Street (PD)	365 days	Mon 27/04/15	Fri 16/09/16																																			
17		Planning	30 days	Mon 27/04/15	Fri 05/06/15																																			
18		Stage E info	30 days	Mon 08/06/15	Fri 17/07/15																																			
19		SRP Approval	10 days	Mon 20/07/15	Fri 31/07/15																																			
20		Procure	35 days	Mon 03/08/15	Fri 18/09/15																																			
21		Mobilisation	20 days	Mon 21/09/15	Fri 16/10/15																																			
22		Construct	240 days	Mon 19/10/15	Fri 16/09/16																																			
23		Phase 2	483 days	Mon 27/04/15	Wed 01/03/17																																			
24		Brook Path SL1 5EN	415 days	Mon 27/04/15	Fri 25/11/16																																			
25		Planning	30 days	Mon 27/04/15	Fri 05/06/15																																			
26		Approve FBC	25 days	Mon 08/06/15	Fri 10/07/15																																			
27		Stage E info	35 days	Mon 13/07/15	Fri 28/08/15																																			
28		Procure	35 days	Mon 31/08/15	Fri 16/10/15																																			
29		Council Approval	30 days	Mon 19/10/15	Fri 27/11/15																																			
30		mobilisation	20 days	Mon 30/11/15	Fri 25/12/15																																			
31		Construct	240 days	Mon 28/12/15	Fri 25/11/16																																			
32		Rochfords Hostel	483 days	Mon 27/04/15	Wed 01/03/17																																			
33		Land Swop	103 days	Mon 27/04/15	Wed 16/09/15																																			
34		Planning	65 days	Mon 22/06/15	Fri 18/09/15																																			
35		Approve FBC	25 days	Thu 17/09/15	Wed 21/10/15																																			
36		Stage E info	30 days	Thu 22/10/15	Wed 02/12/15																																			
37		Procure	35 days	Thu 03/12/15	Wed 20/01/16																																			
38		Council Approval	30 days	Thu 21/01/16	Wed 02/03/16																																			
39		mobilisation	20 days	Thu 03/03/16	Wed 30/03/16																																			
40		Construct	240 days	Thu 31/03/16	Wed 01/03/17																																			
41		Belfast Ave	290 days	Mon 08/06/15	Fri 15/07/16																																			
42		Land Transfer	94 days	Tue 05/05/15	Fri 11/09/15																																			
43		Planning	65 days	Mon 15/06/15	Fri 11/09/15																																			
44		Approve FBC	25 days	Mon 14/09/15	Fri 16/10/15																																			
45		Stage E info	30 days	Mon 19/10/15	Fri 27/11/15																																			
46		Procure	35 days	Mon 30/11/15	Fri 15/01/16																																			

Project: SRP Master Programme Date: Fri 15/05/15	Prelevelled Task		Split		Inactive Summary		Prelevelled Milestone		Summary		External Milestone	
	Prelevelled Split		Progress		Duration-only		Milestone		Manual Summary		Deadline	
	Task		Inactive Task		Start-only		Delay		Project Summary		External Tasks	
	Manual Task		Inactive Milestone		Finish-only		Slack		External Tasks			

Small Sites Status Schedule - Slough Borough Council

ID	Site	HRA/GF	Tenure	Nos	Indicative site capacity	Any known Devt constraints	Priority	Comments
1	93 Bryant Ave SL2 1LW (AED)	HRA	GN	1	2 storey extn plus refurb	none known	1	S/00673 - 16/9/14 (OBC)
2	23 Mansel Close SL2 5UG (AED)	HRA	GN	1+1	extn, refurb plus 3bh (wcu)	none known	1	S/00680 7/12/11 + non mat alt 8/9/14 (OBC)
3	Eschle Ct SL2 5FG (AED)	HRA	GN	11	11 flats	none known	1	S/00709 17/10/14 (OBC)
4	1 The Cherries SL2 5TS (AED)	HRA	GN	1	1x2bh		2	Planning refused - appeal papers in course
5	116 The Frithe SL2 5SU (AED)	HRA	GN	1	1x2bh	none known	1	S/00711 20/3/15 (OBC)
6	Brook Path SL1 5EN (LD) (Michael Dyson)	HRA	GN	6	3 x 2/3b bungalows	change of scope	2	6 x 1-bed bungalows S/15974 29/4/15 (OBC)
7	Rochfords Hostel SL2 5NU (LD) (AED)	HRA/GF	LD	20	prob 20 flats incl staff sleepover	Pylons, gas main water attenuation	2	Being developed for LD Adult accommodation
8	Belfast Ave SL1 3HH (LD) (Michael Dyson)	GF	GN	6	6x3bh	Affordable housing restrictive covenant	2	Land valuation commissioned for internal land transfer
9	Gurney House (GF) SL1 2AE (Michael Dyson)	GF	PD	10	10x4bh	none known	1	S/00698 8/1/15 (draft OBC)
10	Alpha St (GF) SL1 1RB (Archigrace)	GF	PD	14	14x1&2bf	none known	1	In for planning - Asset Man leading
11	3a Elliman Ave (GF) SL2 5AZ	GF	PD	1	1x3bh		1	S/00691 5/4/13 (To be sold)
12	7-9 Mansel Cl SL2 5UG	HRA	GN		TBA	Right or Way	4	Site visit undertaken with planner 8/6 and they will review site again.
13	adj 22 Swabey Rd SL3 8NP	HRA	GN	1	1x2b bungalow (wcu)		4	To be sold
14	r/o 40 Pemberton Rd SL2 2JJ	HRA	GN	1	1x2/3b bungalow (wcu)		3	Kendal Kingscott appointed
15	adj 111 Pemberton Rd SL2 2LA	HRA	GN	1	1x3b bungalow (wcu)		3	On Hold
16	r/o 14 Gascons Grove SL2 1TH	HRA	GN	2	2x3bh	SSE sub station	3	Kendal Kingscott appointed
17	r/o 8 Egerton Road SL2 2LD	HRA	GN	2	2x2bh		3	Kendal Kingscott appointed
18	Sheehy Way car park SL2 5SS	HRA	GN	7	7x3bh	OBC	4	
19	adj 7-9 Layburn Crescent SL3 8QL	HRA			ON HOLD			Asset Man leading on negotiations
20	Turton Way garage site SL1 2ST	HRA	GN	6	6x2b flats		4	
21	adj 7 Moreton Way garages SL1 5LS	HRA	GN	3	3x3bh		4	
22	16 Southcroft SL2 1HW	HRA			ON HOLD	High Garage Occupancy		Asset Man leading on F/H, services etc

23	190-204 Rokesby Rd garages SL2 2EG	HRA	GN	6	Between 2 to 6 bungalows depending upon regeneration	Requires an element of decanting	4	Kendal Kingscott appointed
24	Gosling Rd	HRA	GN	2	Circa 2 units	Potential right of way	4	Access Issues
25	Kennilworth Cl	HRA	GN	3	Circa 3 units		4	Issues re Vista
26	Chichester Ct	HRA	GN	2	Circa 2 units	High Garage Occupancy	4	
27	Kendall Cl	HRA	GN	2	Circa 2 units		4	Possibly part of Slough Basin project
28	Fox Rd	HRA	GN		Unknown	SSE sub station	4	
29	Goldsworthy site 4	HRA	GN	2	2 x 2/3 bh	1 garage sold	4	
30	Wordsworth site 7	HRA	GN	1	1 Bungalow		4	Kendall Kingscott appointed
31	Bowyer Dr	HRA	GN	2	2 Houses	Flood Zone 2	4	
32	Coniston Cres SL1 6EE	HRA	GN	4	4 Houses		3	Kendall Kingscott appointed
33	Churchill Rd	HRA	GN	2	2 units		4	Subject to Broom House being redeveloped
34	Northborough	HRA	GN	3	3 x 3bh	ideal and depends	4	To be sold for Heath Centre expansion
35	Merrymakers	HRA	GN	10	10 x 3bh	Alternative community provision needed	3	
36	Lynch Pin PH	HRA	GN	6	5 - 6 houses	Long leasehold being acquired. VP to be obtained March 2016.	4	Exchange anticipated August 2015.
37	150-160 Bath Rd	GF		4	4 x 3bh	Access land required	3	Anticipate land swap with adjoining owner to secure SMaRT land still required
38	Cross Keys	GF		3	3 x 4hb	none known	2	Anticipate sale to adjoining land owner.

Key



Phase One Package of Sites (with planning or consent imminent)
Phase Two Package of Sites (in system but still need to go through planning)
Phase 3 Package of Sites (still at initial feasibility/ land assembly stage)
On hold

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th September 2015

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

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Anderson

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS**1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be approved.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

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

4. Other Implications**(a) Financial**

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Notification of Decisions

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 SEPTEMBER 2015 TO 30 NOVEMBER 2015

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

Page 208
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 - 14th September 2015

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Children's Services Organisation Decisions</u></p> <p>To take further decisions relating to the transfer of services to the Slough Children's Services Trust Limited, the nature of which are set out in the report to Cabinet of 13th July 2015.</p>	E&C	All	All	Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207	-	None		
<p><u>Finance & Performance Report: 1st Quarter 2015/16</u></p> <p>To receive the latest financial and performance information for the period between April – June to 2015 including revenue and capital expenditure; write off and virement requests; fees and charges, including those relating to court costs; and the Council's Balanced Scorecard and Gold Project updates.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><u>Council Tax Support Scheme for Consultation</u></p> <p>To consider a report regarding the consultation arrangements on the options for the Council Tax Support Scheme.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		

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

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

<u>Treasury Management Annual Report</u> To receive an update on the performance of the Treasury Management Strategy as approved by Council in February 2015.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<u>Local Welfare Provision</u> Further to the Cabinet resolution of 9 th March 2015, to take further decisions on the future of Local Welfare Provision scheme which provides crisis and community care awards.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	Report and Appendices, 09/03/2015 Cabinet	√	
<u>Local Authority Purchase Scheme (Mortgages)</u> To consider a report on the potential for the Council to support the provision of mortgages and receive rental income.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Council Tax Discounts for Foster Carers</u> To consider a report regarding Council Tax Discounts for foster carers in Slough.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	

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

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

<p><u>Deregulation Act 2015 - New Hackney Carriage and Private Hire Driver and Operator Fees</u></p> <p>To set new fees for initial grants, 1 year renewals and 3 year renewals for all driver applications both new applicants and current licence holders, and initial grants, 1 year renewals and 5 year renewals for all Operator applications both new applicants and current licence holders.</p>	S&E	All	Economy & Skills; Safer Communities	Michael Sims, Licensing Manager Tel: 01753 47	Related issues to Licensing Committee, 22nd July 2015	Local Government (Miscellaneous Provisions) Act 1976 Deregulation Act 2015	√	
<p><u>Strategic Acquisition Strategy</u></p> <p>To approve a Strategic Acquisition Strategy for the Council.</p>	F&S, N&R	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<p><u>Procurement of Community Mental Health Accommodation Services</u></p> <p>The Community Mental Health Team is seeking Cabinet approval to procure a pilot service for a Supported Accommodation and Step down service by the 1st of April 2016. The pilot service will run for two years after which it will be put out to competitive tender. Concurrently, permission is sought to re-procure residential care and supported living services.</p>	H&W	All	Health & Wellbeing	Geoff Dennis, Head of Adult Mental Health Services	-	Slough Joint Wellbeing Strategy	√	
<p><u>Operational Asset Review</u></p> <p>To consider proposals arising from a review of the Council's operational assets.</p>	N&R, F&S	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	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

<p><u>Five Year Plan Outcome 3 - Changing Views</u></p> <p>To agree the Vision for the Centre of Town – Changing Views. The report will set out the actions undertaken so far under Outcome 3 of the Council’s Five Year Plan, detailing the vision for the centre of the town together with the programme of activities over the next 5 years aimed at achieving the outcome.</p>	N&R, S&E	Central; Chalvey; Elliman; Upton	All	Joe Carter, Assistant Director Assets, Infrastructure and Regeneration Tel: (01753) 875653	-	None	√	
<p><u>SRP Small Sites Approach</u></p> <p>Further to the Cabinet resolution of 13th April 2015 in relation to the Slough Regeneration Partnership PBP, a report will be considered on proposals for a development programme for a package of small sites within Slough.</p>	N&R	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<p><u>William Street Car Park and Ancillary Land</u></p> <p>To agree the disposal of William Street Car Park and ancillary land.</p>	N&R	Chalvey	Regeneration & Environment	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		

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

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

<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
--	-----	-----	-----	--	---	------	--	--

Cabinet - 19 October 2015

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Trelawney Avenue Redevelopment Plan</u> To receive an update on the progress of the Trelawney Avenue Redevelopment Plan.	N&R	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		
<u>Leisure Strategy</u> 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
<u>Care Act Charging Policies</u> Further to the Cabinet decisions of 9 th March 2015, to consider proposals for a revised charging policy for adult social care.	H&W	All	Health & Wellbeing	Alan Sinclair, Assistant Director, Adult Social Care Tel: (01753) 875752	-	None	√	

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

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

<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

Cabinet - 16 November 2015

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
Finance & Performance Report: 2nd Quarter 2015/16 To receive the latest financial and performance information for the period between July to September 2015 including revenue and capital expenditure; write off and virement requests; and the Council's Balanced Scorecard and Gold Project updates.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
Medium Term Financial Strategy Update To consider a report on the latest position with regards to the Medium Term Financial Strategy.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	

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

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

<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank