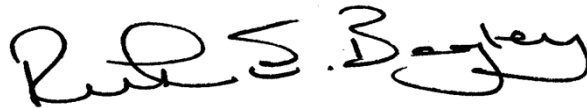


Date of issue: Friday, 6 November 2015

<b>MEETING:</b>	<b>CABINET</b> Councillor Anderson  Councillor Carter Councillor Hussain Councillor Mann Councillor Munawar Councillor Parmar Councillor Sharif  Councillor Swindlehurst	<b>Leader of the Council -</b> <b>Finance &amp; Strategy</b> <b>Community &amp; Leisure</b> <b>Health &amp; Wellbeing</b> <b>Education &amp; Children</b> <b>Social &amp; Economic Inclusion</b> <b>Environment &amp; Open Spaces</b> <b>Performance and</b> <b>Accountability</b> <b>Neighbourhoods &amp; Renewal</b>
<b>DATE AND TIME:</b>	<b>MONDAY, 16TH NOVEMBER, 2015 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>MEETING ROOMS 1-3, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> <b>(for all enquiries)</b>	<b>NICHOLAS PONTONE</b>  <b>01753 875120</b>	

NOTICE OF MEETING

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



**RUTH BAGLEY**  
Chief Executive

AGENDA

PART I

**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 19th October 2015	1 - 8	
3.	<b>Finance &amp; Performance Report: 2nd Quarter 2015/16</b>	9 - 90	All
4.	<b>Medium Term Financial Planning Update Including Savings Proposals for the 2016-17 Financial Year</b>	91 - 102	All
5.	<b>Trelawney Avenue Redevelopment Plan - Progress Report</b>	103 - 110	Langley Kedermister
6.	<b>Learning Disabilities Change Programme - Re-modelling of In-House Residential and Replacement Care Services</b>	111 - 120	All
7.	<b>Libraries Contract Review</b>	121 - 126	All
8.	<b>Slough Mass Rapid Transit Scheme (SMaRT) Compulsory Purchase Order</b>	127 - 134	Central; Chalvey; Cippenham Green; Cippenham Meadows; Farnham; Foxborough; Langley Kedermister; Upton
9.	References from Overview & Scrutiny	To Follow	All
10.	Notification of Forthcoming Decisions	135 - 146	All

**Press and Public**

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

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

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**Cabinet – Meeting held on Monday, 19th October, 2015.**

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

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

**Apologies for Absence:-** Councillor Munawar

**PART 1**

**44. Declarations of Interest**

No declarations were made.

**45. Minutes of the Meeting held on 14th September 2015**

**Resolved –** That the minutes of the meeting of the Cabinet held on 14<sup>th</sup> September 2015 be approved as a correct record.

**46. Highway Asset Management Policy & Strategy**

The Head of Highways Engineering introduced a report that sought approval for the Highways Asset Management Policy (HAMP) and Highways Asset Management Strategy (HAMS) for managing and maintaining the Council's highways assets.

The proposed policy and strategy provided a strategic approach to the management, operation and enhancement of highways infrastructure which included roads, footways, bridges and street lights across the borough. A key theme of the HAMP was the transition Slough was making from traditional reactive maintenance to a more scientific framework that took a longer term, whole of life approach to managing assets. The policy and strategy was required to set the clear direction and principles after which highway maintenance budgets would be assigned. It was important that Slough implemented HAMS to be awarded full central government funding for local highways maintenance.

The most recent valuation of the highways asset was estimated to be £2.14bn and it was recognised that this needed to be effectively managed to support the local transport network. The Cabinet approved the policy and strategy and agreed that the relevant budgets be assigned in accordance with the documents.

**Resolved –**

- (a) That the Highway Asset Management Policy & Highway Asset Management Strategy documents dated September 2015 be approved and published for public access onto the Council's website.

- (b) That highway maintenance budgets be assigned to works in accordance with the principles of the Highways Asset Management Plan & Highways Asset Management Strategy.

**47. Care Act 2014 - Adult Social Care Contributions Policy**

The Acting Director of Adult Social Services introduced a report which recommended a revised Adult Social Care Contributions Policy and charges to self-funders who asked the Council to arrange their non-residential care. The report followed on from the Cabinet decisions in March 2015 and reflected the requirements of the Care Act 2014.

The Care Act gave local authorities the power to charge self-funders who asked the Council to arrange their non-residential care. It was noted that a majority of people with the means to pay for their own care made their arrangements privately but the Council currently arranged the care for 40 people who has been assessed as able to pay the full cost of their care and a further 30 who paid as they had chosen not to disclose the details of their financial circumstances. It was confirmed to Commissioners that the Council could only charge for the cost of setting up and managing care and this had been calculated to be £150. The Cabinet considered the three options which were to continue not to charge; introduce tiered charges with a higher rate in the first year; and a flat-rate annual fee based on recovering the Council's costs of the providing the service. The Cabinet considered the affordability of the charges, the calculation for the recommended level of the charge and the duties on the local authority under the Care Act if a private care provider became insolvent. It was agreed to approve the recommendation that a flat-rate charge of £150 per annum be introduced from April 2016 which would apply to new cases only.

The revised Adult Social Care Contributions Policy, attached at Appendix A to the report, was considered. It had been updated to reflect fully the new legal framework established by the Care Act and incorporate the decisions made by Cabinet in March 2015. There were no further substantive changes to existing policy but the revised version took account of clearer wording in statutory guidance and good practice. After due consideration, it was agreed to adopt the revised policy.

**Resolved –**

- (a) That Slough introduces a flat-rate fee charge of £150 per year to self-funders for arranging non-residential care from April 2016.
- (b) That Slough adopts the revised Adult Social Care Contributions Policy (Appendix A to the report).

**48. Slough Drug & Alcohol Action Team (DAAT) Services Procurement**

The Acting Director of Adult Social Services introduced a report regarding the proposal to award contracts for the supply of substance misuse services in Slough.

The Drug and Alcohol Action Team (DAAT) commissioned a range of services to support people with drug and alcohol issues. A review was underway to improve performance, increase the return on investment and deliver efficiencies. A new five year national drug strategy was also due to be published shortly which would help shape local priorities. Two contracts were due to end in April 2016 - Local Area Single Assessment & Referral Team and the Early Intervention and Harm Minimisation Service and psychosocial interventions, clinical co-ordination and intensive engagement for substance misusing parents. In view of the local review, the forthcoming national strategy and accommodation issues it was proposed to award these contracts to Turning Point and CRI respectively for six months, with a possible extension by a further six months if required depending on the pace of the wider transformation and recommissioning process.

The Cabinet considered the service and financial implications, noting the Part II Appendix without disclosing any of the exempt information. Commissioners asked about the possibility of achieving savings and the future balance of drug and alcohol services. The Acting Director responded that year on year savings had been achieved through effective contract management and retendering following the reconfiguration of the service was in the Council's financial interests. The reconfiguration provided an opportunity to review the balance of services and appropriate future allocation of resources. It was also noted that by tendering later in 2016 it allowed the contracts to be have coterminous dates providing greater flexibility to reconfigure the services to respond to changes in strategic objectives and financial changes.

At the conclusion of the discussion, the Cabinet agreed to award the two contracts for six months from April 2016, with a possible extension if required.

**Resolved –**

- (a) That a contract be awarded for six months from 1st April 2016 to Turning Point to deliver the following services;
- LASAR (Local Area Single Assessment and Referral Team), Early Intervention and Harm Minimisation Service; this is delivered by Turning Point.
- (b) That a contract be awarded for six months from 1st April 2016 to CRI to deliver the following services;
- Psychosocial interventions
  - Clinical Co-ordination
  - Intensive Engagement for Substance Misusing Parents

- (c) The initial six month contract will be subject to the progression of the transformation of substance misuse services. Should the transformation process exceed the initial period that there is an option to extend for up to six months, with a three month notice period.
- (d) That if a further six month extension be required under (c), the Director of Adult Social Care be given delegated authority to extend the contract, following consultation with the Commissioner for Health and Wellbeing and the Leader of the Council & Commissioner for Finance & Strategy.

#### **49. References from Overview & Scrutiny**

The Cabinet considered two recommendations from the Neighbourhoods & Community Services (NCS) Scrutiny Panel in relation to the A4 Brands Hill and Real Time Passenger Information. The Chair of the Panel, Councillor Plenty, attended and summarised the conclusions the Panel had reached following scrutiny of these issues.

##### A4 Brands Hill

The Panel had referred the matter of the road design of the A4 Brands Hill to Cabinet, resolving on 3<sup>rd</sup> September 2015 that:

*“The Panel wished to refer their dissatisfaction on the road lay out for the A4 Brands Hill area to Cabinet, on the grounds of planning, design and implementation. This had led to outstanding safety issues, which rendered the highway as not fit for purpose.”*

The Chair of the NCS Panel explained that three reports had been brought for scrutiny on the issue in the previous six months and a number of detailed design matters had been raised. Whilst a number of these issues had been addressed, the Panel were concerned about the three lane design with a ‘shared’ middle lane which led to vehicles travelling in both directions using the middle lane, increasing the risk of a serious collision in the view of the Panel. Other concerns included the safety of right turn manoeuvres from the A4 into the petrol filling station and the fact that an agreed loading ban hadn’t yet been implemented with HGVs frequently stopping briefly on the double yellow lines forcing traffic into the shared middle lane. The Panel had suggested a single lane northbound separated by double solid white lines; implementing the loading ban as a priority; and introducing a ‘no right turn’ sign westbound for the petrol filling station.

The Assistant Director Assets, Infrastructure and Regeneration responded to the issues raised and stated as follows:

- The Council had written to the Department for Transport following the scrutiny meeting seeking clarification on the requirements for markings and signage on such three lane roads. The Department had confirmed



that the changes proposed in terms of the double solid white lines could not be made within the regulations. A copy of the letter would be provided to the Chair of the NCS Panel. The road layout and markings were therefore considered to meet all required design standards.

- Thames Valley Police had stated that they would not support the introduction of a banned right turn to the petrol station.
- A rigorous process of assessment of the safety of the scheme had been carried out, including a stage 3 safety audit. A majority of issues raised had been addressed. Officers had disagreed with some recommendations and responded accordingly.
- Police reported statistics indicated that there had been 10 accidents, 1 of which was serious, in the three years prior to the scheme being introduced. In the past 18 months there had been only 1 accident. The Chair of the Panel cited anecdotal evidence of a number of recent accidents that had either not been reported or were not included due to lag in producing the statistics.
- The scheme had been designed to improve journey times, particularly for buses as part of the Better Bus Fund. It was stated that the bus journey between Langley High Street and Sutton Lane was now five minutes quicker.

Commissioners asked the Assistant Director and the Chair of the NCS Panel a number of questions about the scheme including whether there was any evidence that any accidents had been caused by the new road layout. It was confirmed that the accident reported to the Police since the changes had not been due to the design. The Cabinet discussed the problems caused by parking on the highway, and agreed that the loading ban should be prioritised and implemented as soon as possible. The impact of reverting to two lanes or widening to four lanes was questioned. Reverting to two lanes would reduce capacity and require the DfT Better Bus Fund grant to be repaid. Widening had been explored but would be very expensive due to nearby utilities.

It was felt that driver behaviour was an important factor in the safety of the road and it was recognised this was a particular problem given the three lane road layout wasn't widely used in urban areas and there was a significant amount of non-local traffic using the route. The Cabinet agreed that Officers be asked to explore further options such as road markings, signage, enforcement, public information and possibly a reduction in the speed limit from 40mph to 30mph to further improve the scheme. Officers could implement appropriate further measures under delegated powers to make any improvements at the earliest opportunity.

At the conclusion of the discussion, it was agreed that the concerns of the NCS Panel be noted and the Chair of the Panel was thanked for the work scrutiny had undertaken on this issue. It was agreed that all planned works, including the loading ban, be implemented as soon as possible and that further options be explored and implemented where appropriate. The Cabinet agreed that a further report be provided to the NCS Scrutiny Panel in six months time and any outstanding concerns of the Panel could be referred back to Cabinet.

Real Time Passenger Information

The NCS Scrutiny Panel had been asked by the Cabinet in April 2015 to monitor progress in improving the accuracy and detection rates of the Real Time Passenger Information (RTPI) system for bus users. It was noted that detection rates had initially increased to 67%-69% in June but progress had slipped with a range of 62%-72% in the statistics reported to the September meeting. This fell short of the target set by Cabinet to move towards 100% for First bus services. Concerns were also raised by the Panel in relation to 'ghost buses' and the delays in RTPI displaying data for non-First services. The Panel had resolved as follows at its meeting on 3<sup>rd</sup> September 2015:

*"That the matter should be referred to Cabinet, with specific reference to the issue of 'ghost buses'."*

Officers informed the Cabinet of the reasons why the improvement in detection rates had stalled, which primarily related to delays in the upgrade programme, a fleet change by First and delays in transferring the RTPI kit onto the new buses. These issues would shortly be resolved and Officers were confident that detection rates would start to rise again.

The Cabinet shared the concerns of the Panel and expressed significant disappointment that the performance of the system had not met the target. Members were frustrated that First had not prioritised implementation of the RTPI technology when planning their fleet upgrade and ensure the operational arrangements were in place to continue the improvement in detection rates. RTPI should be delivering significant benefits to both passengers and First, and it was considered to be unacceptable that at least three in ten buses were not detected by the system. The Cabinet discussed whether there were any sanctions or other options available to the Council to ensure the system was used by First as intended. Commissioners asked the Assistant Director Assets, Infrastructure and Regeneration to write to First expressing this dissatisfaction and requiring them to take all necessary steps to move performance towards 100%.

Concern was also expressed that other services, such as the Transport for London services operating in Slough, were not yet included in the RTPI system. Commissioners were informed that the real time data was now being received by officers. This was being verified and a data link needed to be provided by Arvato before going live. The Cabinet agreed that this information be transmitted as soon as possible; that a firm start date be confirmed to the Commissioner for Social & Economic Inclusion.

During the discussion, the Cabinet recognised that technology had moved on considerably since the current RTPI system in Slough was introduced. It was therefore agreed that whilst the immediate priority was ensuring the current system worked properly for passengers, Officers were asked to undertake a fundamental review of the RTPI technology and the future options for Slough.

**Resolved –**

**A4 Brands Hill**

- (a) That the concerns of the Neighbourhoods & Community Services Scrutiny Panel regarding the planning, design and implementation of highway changes on the A4 at Brands Hill be noted. The Cabinet were satisfied that the proper processes had been followed to assess the safety of the scheme, including an independent safety audit, and that the design met all relevant Department for Transport standards and requirements.
- (b) That all outstanding planned works such as the loading ban be implemented as soon as possible.
- (c) That Officers investigate, and if appropriate implement, further measures including speed reductions, road markings and/or temporary signage, public information and enforcement, and report to the Neighbourhoods & Community Services Scrutiny Panel in six months.

**Real Time Passenger Information**

- (d) That the reference from the Neighbourhoods & Community Services Scrutiny Panel, and the response of Officers, in relation to continued concerns about the performance of Real Time Passenger Information for buses be noted.
- (e) That a letter be sent to First stating that the Cabinet considered current performance and detection rates to be unacceptable, and sought further commitment from First to take all necessary practical steps to move towards the 100% target.
- (f) That the data now being received by the Council from other bus operators in Slough be transmitted to the RTPI system at bus stops as soon as possible, and that the Commissioner for Social & Economic Inclusion be informed of the date of implementation.
- (g) That in addition to the steps to maximise the performance of the existing system, Officers undertake a fundamental review of the longer term technological options for Real Time Passenger Information in Slough.

**50. Notification of Forthcoming Decisions**

The Cabinet considered the most recently published Notification of Decisions which set out the forthcoming key decisions to be taken by Cabinet in the next three months. It was noted that the 'Trelawney Avenue Redevelopment Plan Update' report had been deferred until November 2015 and that positive progress was being made with partners to secure health provision on the site.

## **Cabinet - 19.10.15**

**Resolved** – That the published Notification of Decisions for the period between October and December 2015 be endorsed.

### **51. Exclusion of Press and Public**

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

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

### **52. Part II Minutes - 14th September 2015**

The Part II minutes of the Cabinet meeting held on 14<sup>th</sup> September 2015 were approved.

### **53. Slough Drug & Alcohol Action Team (DAAT) Services Procurement - Appendix A**

The Part II Appendix was noted and considered in determining matters in the Part I report without disclosing any exempt information.

Chair

(Note: The Meeting opened at 6.38 pm and closed at 7.45 pm)

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> November 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 – Q2 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

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

The Cabinet is requested to resolve:

- (a) That the virements and write offs contained within sections 8 and 12 of this report be approved.
- (b) That the current financial forecast position, balanced scorecard and update on Gold projects be noted.

**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.

## **Corporate Plan 2015/16**

The report helps achieve the Corporate Plan objectives by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and Gold projects reporting, and in delivering the Council's budget in line with the approved budget.

### 4 **Other Implications**

#### (a) Financial

The financial implications are contained within this report.

#### (b) Risk Management

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

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

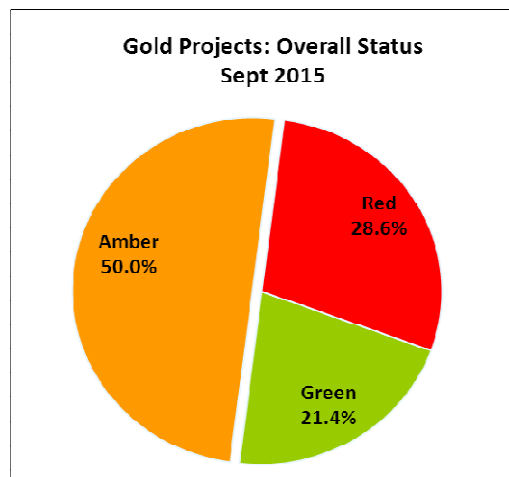
None

#### (d) Equalities Impact Assessment

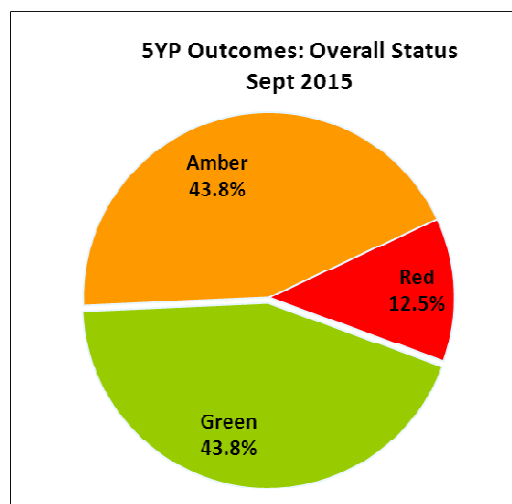
There is no identified need for the completion of an EIA

## 5 Supporting Information

- 5.1 The Council is forecasting overspend of £2.046m as at month 6 after allowing for additional funding sources. This is a worse position compared to month 5 when the Council reported a potential £2.491m overspend. Whilst the month 5 overspends within the Children and Families and Adult Social Care and Health Partnerships services remain there is an additional pressure within the Public Health service with a forecast overspend of £0.439m.
- 5.2 Service action plans have reduced the underlying overspend. Whilst no additional savings are expected from the Children and Families service the Adult Social Care service remains committed to ensuring all steps are taken to get as close to break-even as possible. The result of these action plans is shown in the summary budget monitor attached as appendix A.
- 5.3 The summary of the seven Gold projects updates submitted as at September 2015 indicates that the overall status of one project has been assessed as 'Green', one as 'Green/Amber', three as 'Amber' and two as 'Red'.



- 5.4 The summary of the eight 5YP outcome highlight reports submitted as at September 2015 indicates that the overall status of three has been assessed as 'Green', three as 'Amber' one as 'Amber/Green' and one 'Red'.



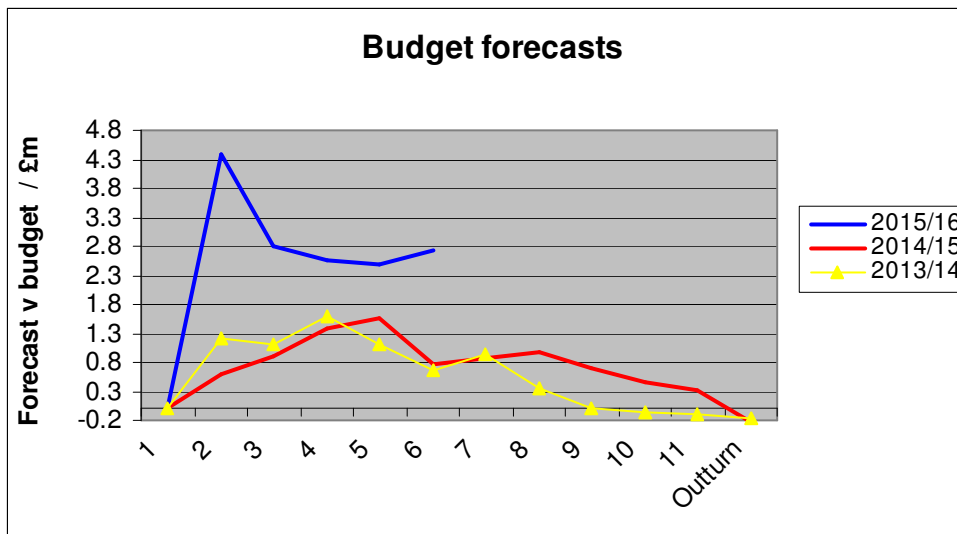
## Executive Report

### 6 Introduction

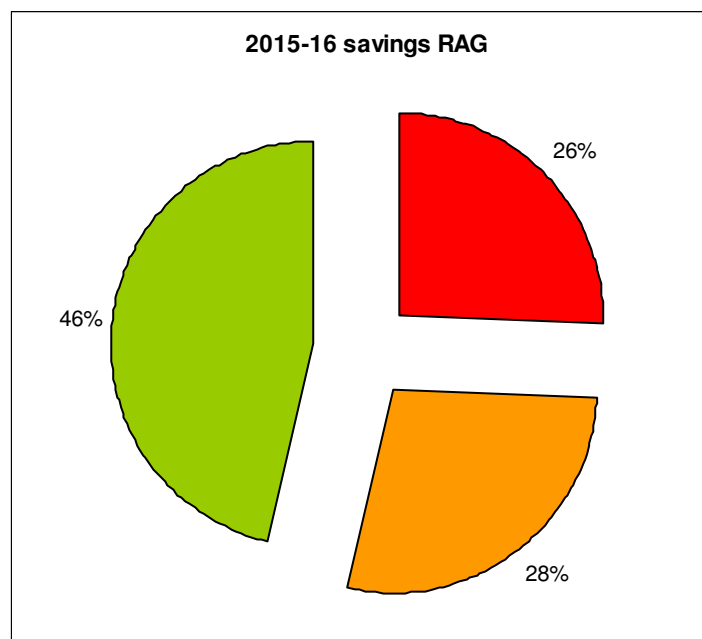
6.1 This is the second quarter report to Cabinet for the 2015-16 financial year in respect of the financial and performance position of the Council

### 7 Financial Performance

7.1 The Council is forecasting overspend of £2.046m as at month 6. The main service areas showing variation from budget are Children and Families, Adult Social Care and Health Partnerships, Public Health and Housing and Environment. These have been offset by other service and some corporate under spends.



7.2 Of the £10.0m of savings for 2015-16, nearly a half, £4.6m (46%) are now showing as green, with £2.6m (26%) showing as red, and £2.8m (28%) as amber.





### 7.3 Wellbeing Directorate

The Directorate's net controllable Revenue budget for 2015/16 is **£59.825m**. The current total projected net expenditure is **£66.849m** and therefore the Directorate is presently forecasting an underlying overspend of **£7.0m** (11%). This is an increase of **£0.294m** on the previous month. This is due to the new pressure on the Public Health Service and is summarised in the table below:

Service	Budget	Outturn	Diff	Last	Chg	%
Children & Families	20,373	24,828	4,455	4,456	-1	22%
Adult Social Care	34,444	36,293	1,849	1,938	-89	5%
Education (Non Schools)	5,725	6,016	291	276	15	5%
Public Health	-400	39	439	75	364	-110%
Central Management	19	11	-8	-13	5	-44%
Schools (DSG)	-337	-337	0	0	0	0%
<b>TOTAL</b>	<b>59,825</b>	<b>66,849</b>	<b>7,025</b>	<b>6,731</b>	<b>294</b>	<b>11.7%</b>

7.4 The proposals from **Adult Social Care** to reduce the pressure being forecast currently amount to **£1.4m** and if fully achieved will reduce the pressure in this service area to **£0.7m**. These proposals are still worked on but there is a reasonable chance that not all of these will be achieved. However the service is committed to ensuring that all steps are taken to get as close to break even as possible. No additional savings are expected from **Children & Families** services but if the growth monies are finally released to the Service budgets, this would reduced the pressure being forecast as currently updated summary position would be as follows:

Service	Budget	Outturn	Diff	Last	Chg	%
Children & Families	20,373	22,435	2,062	2,066	-4	10%
Adult Social Care	34,444	35,049	605	693	-88	2%
Education (Non Schools)	5,725	6,016	291	276	15	5%
Public Health	-400	39	439	75	364	-110%
Central Management	19	11	-8	-15	7	-41%
Schools (DSG)	-337	-337	0	0	0	0%
<b>TOTAL</b>	<b>59,825</b>	<b>63,213</b>	<b>3,389</b>	<b>2,944</b>	<b>294</b>	<b>5.7%</b>

### 7.5 CHILDREN, YOUNG PEOPLE & FAMILIES

The budget pressure in this service area has stayed unchanged at **£4.5m** (22%). If the growth funds are approved and the modelled savings achieved then the forecast could be reduced to **£2.1m**. The underlying budget position shows substantial budget pressures on LAC of **£1.7m** and Staffing of **£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	8,773	1,720	1,720	0
Commissioning & Social Work	6,372	8,824	2,452	2,452	0
Learning Disabilities and Difficulties	2,018	1,906	-112	-111	-1
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	649	808	160	160	0
Family Placement Service	2,512	2,896	384	384	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-149	0
<b>Total</b>	<b>20,373</b>	<b>24,828</b>	<b>4,455</b>	<b>4,456</b>	<b>-1</b>

7.6 If the financial effect of the actions above and if the growth bid funds are finally 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	8,311	808	801	7
Commissioning & Social Work	7,309	8,279	970	1,108	-138
Learning Disabilities and Difficulties	2,018	1,907	-111	-111	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	160	0
Family Placement Service	2,512	2,896	384	257	127
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-149	0
<b>Total</b>	<b>21,778</b>	<b>23,840</b>	<b>2,062</b>	<b>2,066</b>	<b>-4</b>

#### 7.7 Children Looked After

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 which is roughly the same as last year.

#### 7.8 Staffing Budgets

This forecast is £2.4m, (reduced from £2.6m however see offsetting pressure on the Family Placement Service). It 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.

#### 7.9 Early Help

The forecast in this service is unchanged at **£149k**. This is due to payment of £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date. 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.

#### 7.10 ADULT SOCIAL CARE

This service has an underlying budget pressure of **£1.9m**, an increase of **£61k**. The budget pressure is due to slippage on the savings agreed for this year. Of the £2.7m savings planned for this year the service has to deliver only **£1.011m** resulting in slippage of **£1.7m**. Therefore additional recovery plans of **£1.5m** have so far been developed and if fully achieved will leave a shortfall on the planned savings of **£254k** and a revised budget pressure if the shortfall of £254k is not realised of **£605k**. The service is aware that it is expected to break even and therefore further work is being done to develop additional proposals to be implemented this year. The savings position for the service alongside the Action Plan is shown in the table below.

Savings	Original savings	Achieved savings	Slippage	Recovery plans	Gap
Transformation: LD Change	1,000,000	670,526	329,474	301,100	28,374
Transformation: Review MH Day Services, High Cost placement & Supported Living	100,000	100,000	0	0	0
Service Reform: Review and reform of Extra Care; Internal Day & Residential services	350,000	50,000	300,000	0	300,000
Prevention & Early intervention :Community & Vol Sec Commissioning & Telecare	275,000	0	275,000	211,207	63,793
Transformation: Reform of Social care 1 Promoting Independence	500,000	50,000	450,000	926,278	-476,278
Transformation: Reform of Social care 2 Front Door, brokerage, Assessment and reviewing	300,000	0	300,000	0	300,000
increased Income	189,000	141,000	48,000	10,000	38,000
<b>Grand total</b>	<b>2,714,000</b>	<b>1,011,526</b>	<b>1,702,474</b>	<b>1,448,585</b>	<b>253,890</b>

7.11 The underlying summary forecast for the service is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care</b>					
Safeguarding and Governance	241	240	0	0	0
ASC Management & Business Support Admin	778	-637	-1,415	-1,293	-122
Access & Long Term I & S	2,645	2,959	314	320	-6
Reablement & Directly Provided Services	3,920	3,950	30	-82	112
Mental Health	4,121	4,096	-24	-37	13
Commissioning Budgets	17,218	20,413	3,195	3,170	25
Commissioning & Contracts	5,521	5,271	-251	-139	-111
<b>Total</b>	<b>34,444</b>	<b>36,293</b>	<b>1,849</b>	<b>1,938</b>	<b>-89</b>

7.12 If the savings shown above of **£1.4M** less the gap of **£254k** are added to the current underlying forecast then the summary would be as follows:

<b>Adult Social Care (AFTER ACTION PLAN)</b>					
Safeguarding and Governance	241	240	0	0	0
ASC Management & Business Support Admin	778	-637	-1,415	-1,293	-122
Access & Long Term I & S	2,645	2,809	164	320	-156
Reablement & Directly Provided Services	3,920	3,950	30	-82	112
Mental Health	4,121	4,096	-24	-37	13
Commissioning Budgets	17,218	19,318	2,100	1,925	175
Commissioning & Contracts	5,521	5,271	-251	-139	-111
<b>Total</b>	<b>34,444</b>	<b>35,048</b>	<b>604</b>	<b>693</b>	<b>-89</b>

## 7.12 NON SCHOOLS

There is a pressure of **£290k** forecast for this service area. **£275K** is reflecting 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. There is increase in costs of **£52K** for SEN agency now remaining until end of December until Structure after the Children's Trust is

established. Troubled Families Programme has now moved in to Non Schools following establishment of CST and is currently predicting an under spend of **£37K**

#### 7.14 PUBLIC HEALTH

This service is now reporting a budget pressure of **£439k**. The implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have now been factored in. The grant is due to be reduced as indicated, meaning a loss of funding totalling **£436k**. The Service has looked at all the Contracts and given noticed were it can, but due to the Joint Arrangements that all Berkshire Unitaries have agreed to a reduction in those contracts is unlikely to be realised this financial year

7.15 The Regeneration, Housing and Resources Directorate is forecasting an over spend position of £649k, 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. 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 reduce the switch to private tenants and learning from best practice in other local authorities.

7.16 The above Financial pressures are being offset by a number of additional funding sources that is helping to reduce the projected overspend by £2.1m.

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
MRP Adjustment	719

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

## 8 Virements

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

Service Area		Amount	Reason
From	To	£'000	
Wellbeing	Contingency	1,293,000.00	Transfer of 15/16 Growth.
Reserves	Wellbeing	18,500.00	Release of Transformation Reserve.
Customer and Community Services	Regeneration, Housing and Resources	33,800.00	Transfer of Orchard Youth Centre premises budget to Corporate Landlord.
Customer and Community Services	Regeneration, Housing and Resources	17,952.00	Transfer of The Curve premises budget to Corporate Landlord.
Wellbeing	Regeneration, Housing and Resources	45,920.00	Transfer of budget to Home Improvements CC.
Customer and Community Services	Chief Executive	50,000.00	Transfer of 2015/16 Savings Allocation.
Wellbeing	Customer and Community Services	336,200.00	Transfer of Domestic Abuse Budget.

## 9 Gold Project Update

9.1 The summary below provides CMT with an update on the Council's Gold Projects as at the 30<sup>th</sup> September 2015. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E**.

9.2 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 really pertinent points are drawn to CMT's attention, particularly any recommendations or requests that require CMT action to support project delivery.

### 9.3 **Monthly Period Summary**

- This report covers seven Gold Projects in total; highlight reports have been received in time for this report with the exception of:
  - Slough Children's Services Transition. This project has now closed. A closing report will be issued shortly.
- Of the seven project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of the following which is submitted in draft:
  - Safeguarding Improvement Plan
- Of the seven submitted highlight reports, one been assessed to have an **overall** status of '**Green**', one at '**Green/Amber**', three at '**Amber**' and two at '**Red**'.
- For '*Timeline*' four projects have been evaluated at '**Green**' status, two at '**Amber**' and one at '**Red**'.
- For 'Budget' four are assessed at '**Green**' and three at '**Amber**'.
- For '*Issues and Risks*' two have been evaluated at '**Green**', three at '**Amber**' and two at '**Red**'.
- One project, 'Accommodation & Flexible Working', has been assessed as '**Green**' for all aspects.
- School Places Programme has been addressed as '**Red**' for '*Issues and Risks*' and '*Overall Status*'.
- The Curve has been addressed as '**Red**' for '*Timeline*', '*Issues and Risks*' and '*Overall Status*'. The anticipated Project end date of the project has extended from 31/12/2015 to 29/01/2016.

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

**Project Manager / Sponsor assessed status of Gold Projects as at:  
30<sup>th</sup> September 2015**

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor approval status	CMT recommendations
Accommodation & Flexible Working	GREEN	Green	Green	Green	Approved	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>CMT to ensure all their service areas return the flexible/smart working data collection to the Head of Facilities Management.</li> </ul>
Fit for the Future Programme	AMBER	Amber	Green	Amber	Approved	<p><b>Leadership and management development:</b></p> <ul style="list-style-type: none"> <li>Support development opportunities for MDP participants to take part in corporate projects</li> <li>Support take up and facilitation of MDP</li> </ul> <p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>Programme Management to be operational from October</li> </ul> <p><b>Customer Focus:</b></p> <ul style="list-style-type: none"> <li>SD CCS to steer focus, capacity and targets for achieving savings outcomes</li> </ul> <p><b>Staff sickness:</b></p> <ul style="list-style-type: none"> <li>CMT continue to review scorecards on a quarterly basis</li> </ul> <p><b>IT infrastructure:</b></p> <ul style="list-style-type: none"> <li>CMT to support ICT strategy and delivery to ensure infrastructure supports modern E learning methods including availability of video and audio</li> </ul> <p><b>Staff engagement</b></p> <ul style="list-style-type: none"> <li>All SLT to commit to team visits</li> <li>Effective communication and to build communication plans into any change programme</li> </ul>
Implementation of an integrated ERP (Enterprise Resource Planning) Solution	AMBER	Green	Green ↑ (was Amber)	Green	Approved	<ul style="list-style-type: none"> <li>To support the project communications council wide.</li> <li>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</li> </ul>

						that will invoke a large footprint of change council wide. <ul style="list-style-type: none"> <li>To assist in managing strategic stakeholders.</li> </ul>
Learning Disabilities Change Programme	AMBER	Green	Amber	Amber	Approved	CMT to note the report and the progress that is being made to deliver the savings, the potential shortfall in savings in 15/16 and mitigating actions and improved outcomes for people.
Safeguarding Improvement Plan	GREEN/ AMBER	Green	Amber	Amber	Draft	CMT to agree that the Safeguarding Improvement Board Gold Project be closed down and consideration be given to establishing a new Gold Project (if requirements are met) for supporting and monitoring improvements in the children's social care provision delivered by the Slough Children's Services Trust.
School Places Programme	RED ↓ (was Amber)	Amber	Green	Red ↓ (was Amber)	Approved	<ul style="list-style-type: none"> <li>To note the rapid increase of primary school demand and to support the School Places Project Board in identifying school and other sites to satisfy this demand.</li> <li>To consider how the demand for school places may evidence risks to the borough's housing service and other services.</li> <li>There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council.</li> </ul>
Slough Children's Services Transition	This project has now closed. A closing report to follow.					
The Curve	RED ↓ (was Amber)	Red ↓ (was Amber)	Amber	Red ↓ (was Amber)	Approved	<ul style="list-style-type: none"> <li>Note progress and activity on site.</li> <li>Note management of risks to project timeline and budget.</li> <li>Take appropriate action to address risks as indicated above.</li> </ul>

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

↓ indicates a reduction in status

↑ indicates an improvement in status

No arrow indicates maintained status since last report

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

## 10 Council's 5YP Outcome Update

10.1 The summary below provides CMT with an update on the Council's 5YP outcome updates as at the 30<sup>th</sup> September 2015. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix F**.

## 10.2 Monthly Period Summary

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

10.4 Of the eight highlight reports which have been RAG-rated as at September 2015 the overall status of three has been assessed as 'Green', three as 'Amber' one as 'Amber/Green' and one 'Red'.

10.4.1 For 'Timeline' five projects have been evaluated at 'Green' status, two at 'Amber' and one 'Red'.

10.4.2 For 'Budget' two are assessed at 'Green', five at 'Amber' and one 'Red'.

10.4.3 For 'Issues and Risks' one has been evaluated at 'Green' status, five at 'Amber', one at 'Amber/Green' and one 'Red'.

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

### Outcome Leads assessed status of 5YP 8 Outcomes as at: 30<sup>th</sup> September 2015

	5YP Outcome	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	
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"> <li>Increased PS market rent levels rendering the sector inaccessible to households on benefits.</li> <li>Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.</li> <li>Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.</li> <li>Increase in construction costs rendering small and infill site development non-viable.</li> <li>Staff vacancy rate and inability to recruit to undertake housing regulation functions.</li> <li>Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.</li> </ul>



						<ul style="list-style-type: none"> <li>• Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.</li> <li>• National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.</li> </ul>
3	The centre of Slough will be vibrant, providing business, living, and cultural opportunities	<b>GREEN</b>	<b>Green</b>	<b>Amber</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Resource allocation</li> <li>• Budget identification</li> </ul>
4	Slough will be one of the safest places in the Thames Valley	<b>AMBER/GREEN</b>	<b>Green</b>	<b>Amber</b>	<b>Amber/Green</b>	<ul style="list-style-type: none"> <li>• Interim Community Safety Partnership manager and Interim DA Partnership Manager appointed. Permanent CS post offered to candidate.</li> <li>• Vacancies in Neighbourhood Services and capacity to deliver.</li> <li>• Staff attendance at WRAP training session; need to maintain momentum.</li> <li>• Prevent Co-ordinator in place 1st September.</li> <li>• CSE Co-ordinator currently being recruited.</li> </ul>
5	Children and young people in Slough will be healthy, resilient and have positive life chances	<b>RED</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>	<ul style="list-style-type: none"> <li>• Provision of children's social care services outside of local authority control, whilst SBC retains statutory responsibility for provision.</li> <li>• Introduction of fully operational MASH delayed until spring 2016.</li> <li>• Review of services provided by Cambridge Education to include services which will transfer into the SCST following ministerial direction, and services which will need to be re-commissioned.</li> <li>• School places: Higher than expected numbers of school applications years 1-6. Possible impact of further</li> </ul>

						inward migration and asylum seeker arrivals.
	More people will take responsibility and manage their own health, care and support needs	<b>AMBER</b>	<b>Amber</b>	<b>Amber</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Timescale for delivery of all actions not achieved.</li> <li>• Ability to deliver the revenue savings.</li> <li>• Impact on key performance targets.</li> <li>• Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support.</li> <li>• More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding.</li> <li>• Lack of agreement of use of contingency funding in BCF from CCG.</li> <li>• Management of lots of change at same time – capacity and change fatigue.</li> <li>• Management information and data.</li> </ul>
7	The council's income and the value of its assets will be maximised	<b>GREEN</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.</li> <li>• Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.</li> <li>• Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning &amp; ensuring an effective link to Outcome Based Budgeting.</li> </ul>
8	The council will be a leading digital transformation organisation	<b>AMBER</b>	<b>Amber</b>	<b>Amber</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Capital investment requirements higher than present budget allocation.</li> <li>• Lack of in house capacity to deliver transformation.</li> </ul>

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

## 11 Capital

11.1 The summary of projected capital expenditure as at month 6 on a consolidated and directorate basis can be shown as follows:

	Revised 15-16 Budget	Actual Sept 2015	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	
Resources	26,133	5,665	19,530	25.27%
Wellbeing	15,025	4,598	12,764	15.05%
Customer & Community Services	13,331	1,886	6,537	50.96%
Housing Revenue Account	19,838	3,906	9,285	53.20%
<b>Total</b>	<b>74,326</b>	<b>16,055</b>	<b>48,116</b>	<b>35.26%</b>

11.2 The Council expects to spend 65% of the total programme by the end of the 2015/16 financial year. A more detailed directorate narrative is attached as Appendix B.

## 12 Write Offs

12.1 A net total of £0.892m has been written off during the second quarter of 2015/16. As in the previous reports the largest area of write offs total relates to NNDR debt (a net £0.948m). The overall total has been reduced as there have been some credit write backs. 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 Tenants Arrears	Sundry Debtors	Housing Benefits	Total
	Value £	Value £	Value £	Value £	Value £	Value £
Unable to trace / Absconded	462,254.46	36,232.11	3,169.40	2,463.21	339.93	504,459.11
Vulnerable persons		636.57	78.60	4,453.96	966.27	6,135.40
Deceased		2,382.08	7,494.65	5,923.01		15,799.74
Statute Barred / Unable to Enforce Instruction from Client	250,833.65	1,517.36		8,281.77		260,632.78
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	382,049.04			141.59		382,049.04
Misc. (incl uneconomical to pursue Credit Balances	37,231.72 (184,586.64)	418.53 (130,799.87)	315.18	632.85	0.04	38,598.32 (315,386.51)
	947,782.23	(89,613.22)	11,057.83	21,896.39	1,306.24	892,429.47

## 13 Conclusion

13.1 The Council overspend continues to be currently estimated to be £2.046m 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.

- 13.2 Of the seven Gold project updates submitted five have been assessed as 'Amber', one as 'Green'/'Amber' and one as 'Green'.
- 13.3 Of the seven 5 Year Plan outcome highlight reports three have been assessed to have an **overall** status of 'Green', two as 'Amber', one as 'Amber'/'Green' and one as 'Unassigned'.

#### 14 **Appendices Attached**

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

#### 15 **Background Papers**

- '1' - Supporting working papers held in finance

SLOUGH BOROUGH COUNCIL  
2015/16 BUDGET MONITORING  
PERIOD 6 - SEPTEMBER 2015

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	34.444	35.049	0.605
Central Management	0.019	0.011	(0.008)
Children and Families	20.373	22.435	2.062
Education (Non-Schools)	5.725	6.016	0.291
Public Health	(0.400)	0.039	0.439
<b>Total Wellbeing</b>	<b>60.162</b>	<b>63.551</b>	<b>3.389</b>
<b>Total Schools</b>	<b>(0.337)</b>	<b>(0.337)</b>	<b>0.000</b>
<b>Total Wellbeing and Schools</b>	<b>59.825</b>	<b>63.214</b>	<b>3.389</b>
<u>Customer and Community Services</u>			
Transition	0.000	0.000	0.000
Customer Services & IT	0.043	0.034	(0.009)
Learning & Community	2.224	2.344	0.120
Wellbeing & Community	3.312	3.249	(0.063)
Public Protection	1.141	1.231	0.090
Planning & Building Control	0.567	0.472	(0.095)
Strategic Management	0.366	0.366	0.000
Transactional Services	8.308	8.383	0.075
Contracts, Commissioning & Procurement	1.030	0.864	(0.166)
<b>Total Customer and Community Services</b>	<b>16.991</b>	<b>16.943</b>	<b>(0.048)</b>
<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	14.111	14.418	0.307
Estates and Regeneration	10.323	10.615	0.292
<b>Total Regeneration, Housing and Resources</b>	<b>26.500</b>	<b>27.149</b>	<b>0.649</b>
<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
<b>Total Chief Executive</b>	<b>3.717</b>	<b>3.717</b>	<b>0.000</b>
<b>Total Corporate</b>	<b>(0.139)</b>	<b>(2.083)</b>	<b>(1.944)</b>
<b>Total General Fund</b>	<b>106.893</b>	<b>108.939</b>	<b>2.046</b>
<b>% of revenue budget over/(under) spent by Services</b>			<b>1.9%</b>
<b>Total Non Departmental Costs</b>	<b>0.765</b>	<b>0.765</b>	<b>0.000</b>
<b>Total General Fund</b>	<b>107.658</b>	<b>109.704</b>	<b>2.046</b>
<b>% of revenue budget over/(under) spent in total</b>			<b>1.9%</b>

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**CAPITAL MONITORING REPORT AT 30<sup>th</sup> SEPTEMBER 2015****Consolidated Capital Budgets 2015-16**

	Revised 15-16 Budget	Actual Sept 2015	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	
Resources	26,133	5,665	19,530	25.27%
Wellbeing	15,025	4,598	12,764	15.05%
Customer & Community Services	13,331	1,886	6,537	50.96%
Housing Revenue Account	19,838	3,906	9,285	53.20%
<b>Total</b>	<b>74,326</b>	<b>16,055</b>	<b>48,116</b>	<b>35.26%</b>

**Detailed Directorate Narrative**

## Wellbeing

The Capital Budget for Wellbeing which includes the schools capital programme is £15.025m a large increase when compared to the 2014-15 budget. The most significant carry forward from last year was £1.135m from the Primary Expansion budget. The biggest item of this was the construction of a 3G pitch at Langley Academy where the whole of the £400k project was delayed. Other significant under spends in this project include capital works at Godolphin Junior of £120k, Penn Wood £238k and Ryvers £112k. Other slippage in this area had already been re-profiled into 2015-16 and was incorporated into the 2015-16 Capital Strategy as approved by Cabinet in January 2015. In July, Cabinet increased the budget for the Arbour Park Capital Project. Following approval at Cabinet in July, the East Berkshire Capital Project has been added to this report.

The following budgets have been re-profiled during 2015-16 which has reduced the 15-16 budgets in this area to £15.025m

Project	Re-profile to 16-17
P051 Primary Expansion	1,651
P076 Town Hall Expansion	25
P101 SEN Resources Expansion	500
Special School Expansion	730
P146 Arbour Park	400
<b>Total Re-profile request</b>	<b>3,306</b>

## Resources, Housing and Regeneration

The revised budget for this Directorate in 2015-16 is now £26.133m. The biggest carry forward is in respect of The Curve where an under spend of £4,273k has been carried forward from

2014-15. The revised budget of £9,443k for The Curve is due to be spent this year. Other large capital budgets under this directorate include A332 Windsor Road Widening Local Enterprise Partnership (LEP) Scheme, The A335 Tuns Lane LEP Scheme and the Slough Mass Rapid Transit Scheme (MRT) with a combined Capital Budget of over £10.5m. Capital works on the Stoke Poges Footbridge is also due to be completed this year. In July, Cabinet increased the budget for Land Acquisition at Chalvey to £1m but the Council were unsuccessful at auction and this budget has now been removed from the Capital Programme. Another large budget that will no longer be required is the Housing Subsidiary Budget and this has also been removed from the Capital Programme.

#### Customer & Community Services.

The revised budget in 2015.16 is £13.331m which includes large projects for the Accommodation Strategy, Cemetery and Crematorium and the Financial Systems Upgrade.

The works to upgrade the air conditioning and electrical systems at St Martin Place are likely to be completed by October 2015 though there was an under spend of £1,130k in 2014.15.

With regard to the remaining IT Capital budgets, there were delays to project expenditure as there was uncertainty over what is to be immediately transferred to arvato as part of Transactional Phase 2. Following approval in February 2015, expenditure on the IT Infrastructure Refresh has now commenced after a long delay.

The Council has commenced the upgrade of the financial and HR system; spend to date includes the procurement of the new systems perpetual licences, with commitments into the future for project delivery through the Council's transactional services partner, arvato, as well as with the software provider to build the new system. The Council anticipates that the finance & procurement part of the system will be implemented in autumn 2015 and the HR / payroll element in April 2016. An under spend of £1,384k has been brought forward from 2014-15. Through the programme, the Council anticipates making revenue savings of circa £500k to existing budgets, as well as ensuring that the Council has an improved system for capturing financial and HR data and working in a more effective and efficient manner. The New ice Capital Budget has been removed until greater clarification is known about future options for new ice.

#### Housing Revenue Account

The Housing Revenue Account Capital Programme for 2015-16 has a budget of £19.838m which includes slippage of £7,910k from the 2014.15 capital programme.

A request has been made to increase the P544 Affordable Warmth/Central Heating budget by £384k following contributions received during 2014-15.

The biggest item of the HRA Capital Budget is for the provision of new Affordable Homes which includes development of the Lynch Pin Public House as agreed at April's Capital Strategy Board.

The council has signed a retention agreement with DCLG that allows it to keep the Right to Buys receipts it generates from selling its council dwellings. The agreement commenced on 1<sup>st</sup> April 2012 and under the agreement, only 30% of right to buy receipts can be used to finance new expenditure on Affordable Housing. However the council is committed to spending the following amounts under the terms of the agreement by the specified dates.



<b>Date</b>	<b>Required Amount of New Build Expenditure (000s)</b>
30-Jun-15	352
30-Sep-15	1,391
31-Dec-15	1,399
31-Mar-16	4,573
30-Jun-16	8,179
30-Sep-16	10,244
31-Dec-16	13,158
<b>Date</b>	<b>Required Amount of New Build Expenditure (000s)</b>
31-Mar-17	15,593
30-Jun-17	18,604
30-Sep-17	21,771
31-Dec-17	23,994
31-Mar-18	27,632
30-Jun-18	29,342
30-Sep-18	32,400

For the period 1<sup>st</sup> April 2012 to 30<sup>th</sup> September 2015, the council had spent £5,436k on Affordable Housing, so will meet the required expenditure up to March 2016. However failure to meet the above expenditure profile on the provision of Affordable Housing will mean the council would need to repay the receipts it has retained and this would include interest charges.

#### Community Investment Fund

A request was made at a recent meeting of the Capital Strategy Board for an update on the Community Investment Fund Capital Budget. The budget for 2015-16 is £650k and when 2014-15 under spends are included the revised budget is £1,198K.

Project	Lead Officer	Expected Completion Date	Revised Budget 2015-16	Actual Sept 15	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
<b>Education Services</b>									
Primary Expansions (Phase 2 for 2011)	Tony M	Ongoing	6,593	3,158	2,000	1,435	6,593	0.00%	£1,651K moved into 2016-17. Less will be spent on St Mary's and James Elliman in this year than expected.
Town Hall Conversion	Tony M	01-Apr-17	590	475			475	19.53%	£300K moved from 2015-16 to 2016-17. The project has been increased in scope. Design, planning and tendering have pushed back the start on site date.
Expand Littledown School	Tony M	COMPLETE	4				0	100.00%	
Schools Modernisation Programme	Tony M	01-Jan-16	3,068	656	1,700	712	3,068	0.00%	Anticipating overspend once tenders for Montem, Piipins and Wexham Primary roof projects are received. Will fund with Basic Need.
SEN Resources Expansion	Tony M	Ongoing	200		180	20	200	-0.03%	£300k moved from 2015-16 to 2016-17. The project is agreed but larger projects unlikely to start until 15-16.
Children's Centres Refurbishments	Kate A	01-Sep-15	85	31			31	63.53%	
Schools Devolved Capital	G Grant	01-Sep-15	142	(141)	157	126	142	0.00%	
Haymill/Haybrook College Project	Tony M	01-Sep-15	27	(2)	20		18	33.16%	
Willow School Expansion	Tony M	01-Sep-15	13	15	6		21	-66.86%	Further funding allocated under P051.
DDA/SENDA access Works	Tony M	Ongoing	75				0	100.00%	Provisional sum to meet our duties around DDA for particular pupils
Youth/Community Centres Upgrade	A Lakhan	01-Oct-15	100				0	100.00%	

Project	Lead Officer	Expected Completion Date	Revised Budget 2015-16	Actual Sept 15	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
2 Year Old Expansion Programme	Kate A	Ongoing	646	290			290	55.11%	Please move £730K into following year. This was a provisional sum, Programme is agreed but larger projects unlikely to start on site in this financial year.
Penn Rd & Chalvey Grove Children's Centre	Kate A	01-Jan-17	88	31			31	64.96%	
Lea Nursery Heat Pump	Tony M	COMPLETE	10				0	100.00%	
Special School Expansion- Primary, Secondary & Post 16	Tony M	01-Jan-22	400		100	300	400	0.00%	£730K moved into following year. Larger projects unlikely to start on site in this financial year.
Children's Centres IT	Kate A		60				0	100.00%	
School Meals Provision	Tony M	01-Oct-15	155		50	50	100	35.67%	
Secondary School Expansions	Tony M	Ongoing	500				0	100.00%	Unlikely to get beyond design stage in 15-16
Arbour Park	Tony M	01-Jan-17	413	14			14	96.61%	Full council approval
<b>Total Education Services</b>			<b>13,169</b>	<b>4,527</b>	<b>4,213</b>	<b>2,643</b>	<b>11,383</b>	<b>13.56%</b>	
<b>Customer &amp; Community Services</b>									
Cemetery Extension	Ketan G	31/03/2016	1,499	(29)	505	518	994	33.68%	Based on planning permission being granted by Bucks CC
Slough Play Strategy	Ketan G		3			3	3	0.00%	
Repairs to Montem & Ice	Ketan G		423	52	20	30	102	75.91%	Reactive budget
Herschel Park	Ketan G		86		10	10	20	76.74%	
Crematorium Project	Ketan G		2,460	71			71	97.11%	Building works currently out to tender

Project	Lead Officer	Expected Completion Date	Revised Budget 2015-16	Actual Sept 15	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
Leisure Capital Improvements- Langley, Ten Pin, The Centre	Ketan G		1,292			50	50	96.13%	Works commence March 2016
ERP Financial System Upgrades	J Holmes	01/04/2016	1,384	238	600	400	1,238	10.52%	Project expected to complete in early 2016
Baylis Park Restoration	Ollie K	31/03/2016	526	7	265	254	526	-0.06%	
Upton Court Park Remediation	Ollie K	30/09/2015	10		10		10	0.00%	
Salt Hill Park	Ketan G		88				0	100.00%	
Civica E-Payment Upgrade	R Parkin	31/03/2016	20			20	20	0.00%	
Accommodation Strategy	R Parkin	01/10/2015	1,330	736	297	297	1,330	-0.02%	
Expansion of DIP Servers	S Pallet		150		69	17	86	42.67%	
IT Disaster Recovery	S Pallet		821		380	93	473	42.39%	
Cippenham Green	S Gibson		500				0	100.00%	Slop into 16.17
Hub Development	S Gibson		200				0	100.00%	Slop into 16.17
IT Infrastucure Refresh	S Pallet		1,095	633	507	124	1,264	-15.45%	
Replacement of SAN	S Pallet		148		69	17	86	41.89%	
Community Investment Fund	Various		1,047	165			165	84.23%	
CCTV Relocation	P Webster	31/03/2016	99	13	43	43	99	0.39%	
Community Leisure Facilities	Philip Wright		150				0	100.00%	
<b>Total Customer &amp; Community Services</b>			<b>13,331</b>	<b>1,886</b>	<b>2,775</b>	<b>1,876</b>	<b>6,537</b>	<b>50.96%</b>	
<b>Community and Wellbeing</b>									
Social Care IT Developments	Alan S	31/03/2016	52			52	52	0.00%	
Supported Living	Alan S	31/03/2016	600			50	50	91.67%	
Extra Care Housing	Alan S	31/03/2017	999	71		928	999	0.05%	
Care Act	Alan S	31/03/2016	280		95	185	280	0.00%	
<b>Total Community and Wellbeing</b>			<b>1,931</b>	<b>71</b>	<b>95</b>	<b>1,215</b>	<b>1,381</b>	<b>28.50%</b>	

Resources, Housing and Regeneration									
Project	Lead Officer	Expected Completion Date	Revised Budget 2015-16	Actual Sept 15	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
Disabled Facilities Grant	N Aves	Ongoing	406	57	161	188	406	0%	
Street Lighting Improvement Phase 2	A Deans	31/03/2016	255	13	170	72	255	0%	
Highway & Land Drainage Improvements	A Deans	Ongoing	84	19	35	30	84	0%	
Catalyst Equity Loan Scheme	N Aves	31/03/2016	27			27	27	0%	
The Curve	Fin Garvey	31/03/2016	9,443	4,656	3,152	1,635	9,443	0%	
Corporate Property Asset Management	S Gibson	Ongoing	491	226		161	387	21%	
Major Highways Programmes	A Deans	Ongoing	703	(12)	391	324	703	0%	
Highway Reconfigure & Resurface	A Deans	Ongoing	576	101	475		576	0%	
Britwell Regeneration			114	132			132	-16%	
Chalvey Hub	S Gibson		170	7		18	25	85%	Project complete £25k retention
Colnbrook By-pass	A Deans	31/03/2017	131				0	100%	Waiting for outcome of public enquiry. Unable to commence until 16/17
Garage Sites Stage 7	N Aves	31/03/2016	111			89	89	20%	
Demolitions	S Gibson		317	93	10	214	317	0%	
Stoke Poges Footbridge	A Deans	31/03/2016	410			410	410	0%	
Windsor Road Widening Scheme	S Gibson		412	64		355	419	-2%	
A332 Windsor Road Widening LEP	S De Cruz		4,609	10	1,000	502	1,512	67%	Will be clarified Oct
A335 Tuns Lane LEP Transport Scheme	S De Cruz		2,611	52	1,000	1,500	2,552	2%	Will be clarified Oct
Slough MRT	S De Cruz		3,600	153	1,000	250	1,403	61%	Will be clarified Oct
Flood Defence Measures SBC/EA Partnership	A Deans		100				0	100%	Not required until 16/17
Plymouth Road (dilapidation works)	S Gibson		197			50	50	75%	

Relocation of Age Concern	S Gibson		27	2			2	93%	No further spend expected
Air Quality Grant	J Newman	31/03/2016	67		30	37	67	0%	
DEFRA Air Quality	J Newman	31/03/2016	42	11	15	15	41	2%	
Replacement of Art Feature	A Deans		12			12	12	0%	
Local Safety Scheme Programme	S Decruz		143	81	0	62	143	0%	
Station Forecourt	A Deans	31/03/2016	20				0	100%	Relinquish budget
Infrastructure	A Deans	31/03/2016	155		40	115	155	0%	
Bath Road Redevelopment	S Gibson		300			100	100	67%	Access land to be acquired
Northborough Park	S Gibson		250				0	100%	Subject condition survey
Redevelopment of Thomas Grey Centre	S Gibson		50			50	50	0%	subject reloc registrars
Installation of 3 Electric Vehicle Rapid Chargers	J Newman	31/03/2016	200			100	100	50%	Subject to OLEV approving new fund bid in Autumn carry forward likely into 16/17 before completion
Carbon Management	J Newman	31/03/2016	100			70	70	30%	carry forward to meet asset challenge 16/17 and 17/18 spend - the 70k is for EV pool cars based on approved business case for grey fleet management
<b>Total RHR (including Heart of Slough)</b>			<b>26,133</b>	<b>5,665</b>	<b>7,479</b>	<b>6,386</b>	<b>19,530</b>	<b>25.27%</b>	
<b>TOTAL GENERAL FUND</b>			<b>54,563</b>	<b>12,149</b>	<b>14,562</b>	<b>12,120</b>	<b>38,831</b>	<b>28.83%</b>	

Project	Lead Officer	Expected Completion Date	Revised 15-16 Budget £'000	Actual Expend SEP 2015	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
Affordable Warmth/Central Heating	J Griffiths/Adrian T	Ongoing							
Boiler Replacement	J Griffiths/Adrian T	Ongoing	0				0		
Heating / Hot Water Systems	J Griffiths/Adrian T	Ongoing	0				0		
Insulation programmes	J Griffiths/Adrian T	Ongoing	1,330	1,389	125	175	1,689	-26.99%	
Window Replacement	J Griffiths/Adrian T	Ongoing					0		
Front / Rear Door replacement	J Griffiths/Adrian T	Ongoing	356	381	60	45	486	-36.52%	Comined Window & Door Scheme
Kitchen Replacement	J Griffiths/Adrian T	Ongoing	2,088	81	20	20	121	94.20%	Property advised by Housing currently on hold
Bathroom replacement	J Griffiths/Adrian T	Ongoing	692		15	15	30	95.66%	Property advised by Housing currently on hold
Electrical Systems	J Griffiths/Adrian T	Ongoing	263		15	15	30	88.59%	Property advised by Housing currently on hold
External Decent Homes Work	J Griffiths/Adrian T	Ongoing					0		Property advised by Housing currently on hold
Roof Replacement	J Griffiths/Adrian T	Ongoing	149				0	100.00%	
Structural	J Griffiths/Adrian T	Ongoing	598	421	90	80	591	1.17%	
DISH	J Griffiths/Adrian T	Ongoing					0		
<b>Decent Homes</b>			<b>5,476</b>	<b>2,272</b>	<b>325</b>	<b>350</b>	<b>2,947</b>	<b>46.18%</b>	
Winvale Refurbishment	J Griffiths/Adrian T	Ongoing	17	0			0	100.00%	
Garage Improvements	J Griffiths/Adrian T	Ongoing	290	1	85	115	201	30.72%	
Mechanical Systems /Lifts	J Griffiths/Adrian T	Ongoing	219	296	65	35	396	-80.82%	
Lifts	J Griffiths/Adrian T	Ongoing					0		

Project	Lead Officer	Expected Completion Date	Revised 15-16 Budget	Actual Expend SEP 2015	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
Capitalised Repairs	J Griffiths/Adrian T	Ongoing					0		
Parlaunt Shops-Flat Roof Replacement	J Griffiths/Adrian T	Ongoing					0		
Security & Controlled Entry Modernisation	J Griffiths/Adrian T	Ongoing	94	0	35	40	75	20.21%	
Darvills Lane - External Refurbs	J Griffiths/Adrian T	Ongoing					0		
Estate Improvements/Environmental Works	John Griffiths	Ongoing	200	(2)	60	135	193	3.50%	Works being scheduled 3r Qtr
Replace Fascias, Soffits, Gutters & Down Pipes	J Griffiths/Adrian T	Ongoing	634	476	130	25	631	0.49%	
Upgrade Lighting/Communal Areas	J Griffiths/Adrian T	Ongoing	872	220	350	450	1,020	-17.01%	
Communal doors	J Griffiths/Adrian T	Ongoing	47		25	22	47	0.00%	
Balcony / Stairs / Walkways areas	J Griffiths/Adrian T	Ongoing	81		82		82	-1.23%	
Paths	J Griffiths/Adrian T	Ongoing	65				0	100.00%	
Store areas	J Griffiths/Adrian T	Ongoing	57		33		33	42.11%	
Sheltered / supported upgrades	John Griffiths	Ongoing	250				0	100.00%	
<b>Planned Maintenance - Capital</b>			<b>2,826</b>	<b>991</b>	<b>865</b>	<b>822</b>	<b>2,678</b>		
Environmental Improvements (Allocated Forum)	John Griffiths	Ongoing	200	0			0	100.00%	
							0		
Tower and Ashbourne	J Griffiths/Adrian T		1,121	58	210	170	438	60.93%	On hold due to decision to demolish
							0		
Major Aids & Adaptations	J Walter	Ongoing	450	157	20	20	197	56.22%	
							0		
Affordable Homes	J Walter	Ongoing	8,436	228	1,080	1,517	2,825	66.51%	No info rec'd
Britwell Regeneration	R Atkinson		1,329	200			200		
			<b>19,838</b>	<b>3,906</b>	<b>2,500</b>	<b>2,879</b>	<b>9,285</b>	<b>53.20%</b>	



<u>Community Investment Fund (Capital Only)</u>	2014-15	Underspend/(Overspend)	2015-16	2015-16	2015-16	Responsible
Description	Actual £'000		Budget £'000	Revised Budget £'000	Actual £'000	Officer
MUGA's - floodlit to all community hubs / priority associated areas	344	156		156	25	K Ghandi
Replace street bins and increase numbers in high litter areas	8	(8)				Ian C
Replacement street signs - 2 year programme	65	0	50	50		Alex D
CCTV - purchase of moveable cameras	24	26	30	56	23	G De Haan
Neighbourhood Enhancements/Walkabouts	360	(219)	375	300	49	Ian C
Pavement Parking Policy	27	373		373	25	Joe C
Alley gating works		30	25	55		G De Haan
Member Bids	26	39		39	2	Ian C
Wexham Road Crossing			35	35	1	Savio De Cruz
Parks Buildings Invest to Save			20	20		K Ghandi
Chalvey Recreation			20	20		K Ghandi

<u>Community Investment Fund (Capital Only)</u>	2014-15	Underspend/(Overspend)	2015-16	2015-16	2015-16	Responsible
Salt Hill Park			20	20		K Ghandi
New Bike Hire Stands			10	10		Savio De Cruz
Electronic 30 mph signs			10	10		Savio De Cruz
Montem Streamside Walk			5	5		Ollie K
Land clearance Derwent Drive			10	10		Ian C
Borough Gateway Signs			40	40	40	Kate Pratt
<b>TOTAL</b>	<b>854</b>	<b>397</b>	<b>650</b>	<b>1,198</b>	<b>165</b>	

## WELLBEING DIRECTORATE

**OVERVIEW:** The Directorate's net controllable Revenue budget for 2015/16 is **£59.825m**. The current total projected net expenditure is **£66.849m** and therefore the Directorate is presently forecasting an underlying overspend of **£7.0m** (11%). This is an increase of **£0.294m** on the previous month. This is due to the new pressure on the Public Health Service and is summarised in the table below:

Service	Budget	Outturn	Diff	Last	Chg	%
Children & Families	20,373	24,828	4,455	4,456	-1	22%
Adult Social Care	34,444	36,293	1,849	1,938	-89	5%
Education (Non Schools)	5,725	6,016	291	276	15	5%
Public Health	-400	39	439	75	364	-110%
Central Management	19	11	-8	-13	5	-44%
Schools (DSG)	-337	-337	0	0	0	0%
<b>TOTAL</b>	<b>59,825</b>	<b>66,849</b>	<b>7,025</b>	<b>6,731</b>	<b>294</b>	<b>11.7%</b>

**ACTION PLAN UPDATE:** The proposals from **Adult Social Care** to reduce the pressure being forecast currently amount to **£1.4m** and if fully achieved will reduce the pressure in this service area to **£0.7m**. These proposals are still worked on but there is a reasonable chance that not all of these will be achieved. However the service is committed to ensuring that all steps are taken to get as close to break even as possible. No additional savings are expected from **Children & Families** services but if the growth monies are finally released to the Service budgets, this would reduced the pressure being forecast as currently updated summary position would be as follows:

Service	Budget	Outturn	Diff	Last	Chg	%
Children & Families	20,373	22,435	2,062	2,066	-4	10%
Adult Social Care	34,444	35,049	605	693	-88	2%
Education (Non Schools)	5,725	6,016	291	276	15	5%
Public Health	-400	39	439	75	364	-110%
Central Management	19	11	-8	-15	7	-41%
Schools (DSG)	-337	-337	0	0	0	0%
<b>TOTAL</b>	<b>59,825</b>	<b>63,213</b>	<b>3,389</b>	<b>2,944</b>	<b>294</b>	<b>5.7%</b>

**CHILDREN, YOUNG PEOPLE & FAMILIES**

The budget pressure in this service area has stayed unchanged at **£4.5m** (22%). If the growth funds are approved and the modelled savings achieved then the forecast could be reduced to **£2.1m**. The underlying budget position shows substantial budget pressures on LAC of **£1.7m** and Staffing of **£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	8,773	1,720	1,720	0
Commissioning & Social Work	6,372	8,824	2,452	2,452	0
Learning Disabilities and Difficulties	2,018	1,906	-112	-111	-1
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	649	808	160	160	0
Family Placement Service	2,512	2,896	384	384	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-149	0
<b>Total</b>	<b>20,373</b>	<b>24,828</b>	<b>4,455</b>	<b>4,456</b>	<b>-1</b>

**Action Plans**

No further savings are expected from this area

If the financial effect of the actions above and if the growth bid funds are finally 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	8,311	808	801	7
Commissioning & Social Work	7,309	8,279	970	1,108	-138
Learning Disabilities and Difficulties	2,018	1,907	-111	-111	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	160	0
Family Placement Service	2,512	2,896	384	257	127
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-149	0
<b>Total</b>	<b>21,778</b>	<b>23,840</b>	<b>2,062</b>	<b>2,066</b>	<b>-4</b>

### Children Looked After

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 which is roughly the same as last year.

### Staffing Budgets

This forecast is £2.4m, (reduced from £2.6m however see offsetting pressure on the Family Placement Service). It 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

The forecast in this service is unchanged at **£149k**. This is due to payment of £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date 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 **£1.9m**, an increase of **£61k**. The budget pressure is due to slippage on the savings agreed for this year. Of the £2.7m savings planned for this year the service has to delivered only **£1.011m** resulting in slippage of **£1.7m**. Therefore additional recovery plans of **£1.5m** have so far been developed and if fully achieved will leave a shortfall on the planned savings of **£254k** and a revised budget pressure if the shortfall of £254k in not realised of **£605k**. The service is aware that it is expected to break even and therefore further work is being done to develop additional proposals to be implemented this year. The savings position for the service alongside the Action Plan is shown in the table below.

Savings	Original savings	Achieved savings	Slippage	Recovery plans	Gap
Transformation: LD Change	1,000,000	670,526	329,474	301,100	28,374
Transformation: Review MH Day Services, High Cost placement & Supported Living	100,000	100,000	0	0	0
Service Reform: Review and reform of Extra Care; Internal Day & Residential services	350,000	50,000	300,000	0	300,000
Prevention & Early intervention :Community & Vol Sec Commissioning & Telecare	275,000	0	275,000	211,207	63,793
Transformation: Reform of Social care 1 Promoting Independence	500,000	50,000	450,000	926,278	-476,278
Transformation: Reform of Social care 2 Front Door, brokerage, Assessment and reviewing	300,000	0	300,000	0	300,000
increased Income	189,000	141,000	48,000	10,000	38,000
<b>Grand total</b>	<b>2,714,000</b>	<b>1,011,526</b>	<b>1,702,474</b>	<b>1,448,585</b>	<b>253,890</b>

The underlying summary forecast for the service is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care</b>					
Safeguarding and Governance	241	240	0	0	0
ASC Management & Business Support Admin	778	-637	-1,415	-1,293	-122
Access & Long Term I & S	2,645	2,959	314	320	-6
Reablement & Directly Provided Services	3,920	3,950	30	-82	112
Mental Health	4,121	4,096	-24	-37	13
Commissioning Budgets	17,218	20,413	3,195	3,170	25
Commissioning & Contracts	5,521	5,271	-251	-139	-111
<b>Total</b>	<b>34,444</b>	<b>36,293</b>	<b>1,849</b>	<b>1,938</b>	<b>-89</b>

If the savings shown above of **£1.4M** less the gap of **£254k** are added to the current underlying forecast then the summary would be as follows:

<b>Adult Social Care (AFTER ACTION PLAN)</b>					
Safeguarding and Governance	241	240	0	0	0
ASC Management & Business Su	778	-637	-1,415	-1,293	-122
Access & Long Term I & S	2,645	2,809	164	320	-156
Reablement & Directly Provided Services	3,920	3,950	30	-82	112
Mental Health	4,121	4,096	-24	-37	13
Commissioning Budgets	17,218	19,318	2,100	1,925	175
Commissioning & Contracts	5,521	5,271	-251	-139	-111
<b>Total</b>	<b>34,444</b>	<b>35,048</b>	<b>604</b>	<b>693</b>	<b>-89</b>

## NON SCHOOLS

There is a pressure of **£290k** forecast for this service area. **£275K** is reflecting 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. There is increase in costs of **£52K** for SEN agency now remaining until end of December until Structure after the Children's Trust is established. Troubled Families Programme has now moved in to Non Schools following establishment of CST and is currently predicting an underspend of **£37K**

## **PUBLIC HEALTH**

This service is now reporting a budget pressure of **£439k**. The implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have now been factored in. The grant is due to be reduced as indicated, meaning a loss of funding totalling **£436k**. The Service has looked at all the Contracts and given notice where it can, but due to the Joint Arrangements that all Berkshire Unitaries have agreed to a reduction in those contracts is unlikely to be realised this financial year

## CUSTOMER AND COMMUNITY SERVICES

### Customer and Community Services: Departmental Summary

Department	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	43	34	(9)	(20.9%)	19
Learning & Community Services	2,224	2,344	120	5.4%	25
Wellbeing & Community Services	3,312	3,249	(63)	(1.9%)	(42)
Public Protection	1,141	1,231	90	7.9%	0
Planning & Building Control	567	472	(95)	(16.8%)	(45)
Strategic Management	366	366	0	0%	0
Commissioning & Procurement	1,030	864	(166)	(16.1%)	(50)
Transactional Services	8,308	8,383	75	0.9%	25
<b>TOTAL</b>	<b>16,991</b>	<b>16,943</b>	<b>(48)</b>	<b>(0.3%)</b>	<b>(68)</b>

### Directorate Summary for the 2015/16 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an underspend position of £48k, largely due to staffing vacancies and planning income offset by the income shortfall from CCTV/Careline and the closure of the Creative Academy/West Wing.

#### **Service: Customer Services, IT and Information Governance**

The £9k projected underspend is from staffing and supplies and services; the change is largely due to additional pension contributions.

#### **Service: Learning and Community Services**

This service is now projecting an overspend of £120k arising from the loss of income due to the closure of the Creative Academy/West Wing (£105k pressure) and £50k projected operational pressure from the Curve, offset by staffing vacancies.

#### **Service: Wellbeing and Community Services**

A £63k underspend is now projected which is a £61k underspend in leisure arising from a business rates revaluation (SCL contract) and staffing vacancies and a £55k underspend in Young Peoples' service arising from staffing vacancies, offset by a projected £53k overspend in the cemeteries and crematorium service arising from a recent legal challenge, mercury abatement fees whilst the new crematorium works are being completed and additional pension contributions.

### **Service: Public Protection**

The £90k overspend is the updated projected £50k shortfall in the budgeted income to support the CCTV/Careline services (business plan now prepared and in action) and £40k pressure from a retained post originally earmarked for deletion in the recent restructure.

### **Service: Planning & Building Control**

The projected £95k underspend is from additional planning applications and advice, and a salary underspend.

### **Service: Strategic Management**

Provided the savings targets are achieved, there are no variances at the present time for Strategic Management.

### **Service: Corporate Procurement Team**

An underspend of £166k from staffing vacancies in the Corporate Procurement and Legal teams is projected for period 6 mainly due to recruitment difficulties.

### **Service: Transactional Services**

The current forecast is for an overspend of £75k 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

### Overview:

Service	Budget £'000	Forecast Outturn £'000	Variance £'000	Variance %	Change in month £'000
<b>Strategic Management</b>	(39)	36	75	192.3%	0
<b>Corporate Resources</b>	2,104	2,079	(25)	(1.2%)	0
<b>Housing and Environment</b>	14,111	14,418	307	2.2%	(276)
<b>AIR (Estates Regeneration)</b>	10,323	10,615	292	2.8%	293
<b>Total Regeneration, Housing and Resources</b>	26,499	27,148	649	2.4%	17

### 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 £649k, pending the successful delivery of the 2015/16 savings targets.

#### **Service: Strategic Management**

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

#### **Service: Corporate Resource**

The projected outturn is to underspend by £25k – overspend on the internal audit contract and additional ICT costs offset by vacancy savings.

#### **Service: 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 changes in funding sources, including a reduction in the capital programme funding and therefore the number of projects that staff can work on.

## Service: AIR (Estates and Regeneration)

<b>Service</b>	<b>Budget</b> £'000	<b>Forecast</b> <b>Outturn</b> £'000	<b>Variance</b> £'000	<b>Variance</b> %
<b>Property Services</b>	<b>515</b>	<b>546</b>	<b>31</b>	<b>6.0%</b>
<b>Facilities &amp; Corporate Landlord</b>	<b>3,168</b>	<b>3,154</b>	<b>(14)</b>	<b>(0.44%)</b>
<b>Highways Engineering</b>	<b>3,044</b>	<b>3,044</b>	<b>0</b>	<b>0%</b>
<b>Asset Management</b>	<b>(13)</b>	<b>(41)</b>	<b>(28)</b>	<b>(216%)</b>
<b>Transport</b>	<b>3,610</b>	<b>3,913</b>	<b>303</b>	<b>8.4%</b>
<b>Total</b>	<b>10,323</b>	<b>10,615</b>	<b>292</b>	<b>2.8%</b>

### Explanation of variation from budget:

#### ***Property Service***

A projected overspend of £31k is forecast based upon anticipated demand for repairs to corporate buildings offset by staffing vacancies.

#### ***Facilities & Corporate Landlords***

A small underspend of £14k is currently forecast (this includes business rates rebate for SMP and staffing vacancies offset by backdated service charges for LMP) 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 a £38k saving from and the ending of joint arrangements and bus station income offset by £10k legal fees for Plymouth Road; the capitalisation of salaries is also being reviewed to ensure we fully recognise the work of the asset management team on capital projects and disposals.

#### ***Transport Services***

The projected £303k budget pressure is due to 'historic' income targets that have not been adjusted to reflect changes in the car parks, the loss of income from the CCTV cars, loss of income from Amazon relocating and backdate business rates

offset by additional income 'released' by prompter and more effective collection methods. Amongst actions being undertaken to address this pressure are the possible redeployment of one or both CCTV cars to another service as well as a review of the capitalisation of salaries to ensure that we fully recognise the work of the transport team(s) on capital projects.

## HOUSING REVENUE ACCOUNT

### Housing Revenue Account Summary

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

For period 6, no significant variances are forecast.

**SAVINGS RAG  
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Wellbeing	Adult Social Care	ASi	LD Change Programme	1,000.00	Transformation	AMBER
Wellbeing	Adult Social Care	ASi	Review of Day Services, High Cost Packages & Supported Living	100.00	Efficiency	GREEN
Wellbeing	Adult Social Care	ASi	Extra Care; Internal Day & Residential Services	350.00	Efficiency	RED
Wellbeing	Adult Social Care	ASi	Community & Vol Sector Commissioning & Telecare	275.00	Efficiency	GREEN
Wellbeing	Adult Social Care	ASi	Reform of Social Care 1 - Front Door, Assessment, Brokerage and Reviewing	300.00	Restructure	RED
Wellbeing	Adult Social Care	ASi	Reform of Social Care 2 – Promoting Independence	500.00	System re-design, transformation	AMBER
Wellbeing	Adult Social Care	ASi	Reform of Social Care 2 – Promoting Independence	189.00		GREEN
Wellbeing	Children and Families	KF	Savings resulting from better commissioning and cheaper types of LAC provision	200.00	Efficiency	RED
Wellbeing	Children and Families	KF	Efficiencies through improved commissioning arrangements for placements and stabilising LAC numbers	738.00	Efficiency	RED
Wellbeing	Non-schools	Julie Pickering	Contract savings as part of the PFI - Local Partnerships engaged with SBC being used as a pilot for the DfE	500.00		RED
Wellbeing	Non-Schools	RC	Service to cease, SBC surplus contribution??	25.00	Efficiency	GREEN
Wellbeing	Non-Schools	JW	Saving resulting from the new contract	450.00	Efficiency	AMBER
Wellbeing	Central Management	All	Increased Managed Vacancy Factor to 3% across all staffing budgets	236.39	Reduce staffing budgets	AMBER
Wellbeing	Public Health	Asn	tbc - public health	200.00		GREEN
Customer and Community Services	Strategic Management	All	Increased Managed Vacancy Factor to 3% across all staffing budgets	96.11	Reduce staffing budgets	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Restructure	155.00	Young People's Service - Consultation proposals issued June 2014	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Restructure	185.00	Libraries Review	GREEN
Customer and Community Services	Community & Skills	Ketan Gandhi/Philip Wright	Divisional Restructure	126.00		GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Underspend/Contract efficiencies and increased pitch charges (increase by up to 30%)	50.00	Parks	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Service reduction	5.00	Delete arts post (i.e. stop any support for arts). Post fixed term to 2015. First year impact final quarter after Curve opened. Used to develop Curve programme up to Dec 2015	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Restructure	30.00	CLASS Management	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Service reduction	25.00	Library Stock Fund - Reduced level of service for Curve and other sites. Impact on issues (falling)	GREEN

**SAVINGS RAG  
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Customer and Community Services	Community & Skills	Philip Wright	Archive charge	6.00	Reduce Berkshire Charge subject to 6 LA agreement	<b>AMBER</b>
Customer and Community Services	Community & Skills	Ketan Gandhi	Cemetery & Crem	30.00	Abatement, Charges	<b>AMBER</b>
Customer and Community Services	Community & Skills	Ketan Gandhi	Parks	10.00	Charges (Increase around 30% and still below competitor/neighbour rates)	<b>GREEN</b>
Customer and Community Services	Community & Skills	Ketan Gandhi/Philip Wright	Additional savings over £126k already submitted for 2015/16 to Cabinet on 17th November 2014 (Item 32, Appendix A)	40.00	42095	<b>GREEN</b>
Customer and Community Services	Community & Skills	Andrew Stevens	Additional savings over £185k already submitted for 2015/16 to Cabinet on 17th November 2014 (Item 31, Appendix A)	15.00	Completed	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Additional income	50.00	Primary Authority - Maintenance of partnership delivery on 34 contracts and continue to develop new contracts to generate income target	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Ginny de Haan		40.00	CP&BC reshape - Amalgamation of posts. Risk that statutory role will be undermined	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Shared service or service reduction	50.00	Delivery of TS service across Berkshire East or stop proactive services and delete one post	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Shared Service or service reduction	25.00	Shared management RBWM - F&S service or delete 0.5 post	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Ginny de Haan		12.00	Reduction in Business Support Service - 0.4FTE	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Restructure	30.00	Building Control and Planning - In Progress	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Further Restructure	55.00	Building Control and Planning - 1 FTE to be deleted	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Deletion of two vacant posts (0.5 FTE Planning Enforcement Officer & 0.5 FTE Environment Mgt Officer)	22.00	No recruitment to these posts and delete from establishment	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Deletion of 3 post (2.1 FTE)	85.00	Restructure early in 2015	<b>AMBER</b>
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Further PA income	10.00	In progress	<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Additional Planning Income	45.00		<b>GREEN</b>
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Reduction in supplies and service spend in D308	8.00		<b>GREEN</b>

**SAVINGS RAG  
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Regeneration, Housing and Resources	Strat. Mgmt - Directorate	SR	Efficiency target	171.00		<b>AMBER</b>
Regeneration, Housing and Resources	Strat. Mgmt - Directorate	All	Increased Managed Vacancy Factor to 3% across all staffing budgets	62.40	Reduce staffing budgets - All RHR except Corp Resources	<b>GREEN</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Reduced External Audit fees	6.00	Ensure compliance with closedown procedure and reduced grant audit costs	<b>GREEN</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Counter fraud income	25.00	Ensuring appropriate recovery of administration penalties and other recovery costs	<b>GREEN</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Counter fraud income	50.00	Recovered income through increased trading activity	<b>AMBER</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Remove MSO support	13.74	Restructure	<b>GREEN</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Removal of change in budgeted posts	5.00	Restructure	<b>GREEN</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Supplies & services	5.00	Efficiency review	<b>GREEN</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Transfer of staff to SFIS - delete remaining budget	14.00	Restructure due to the DWP moving counter-fraud staff from the LA to the DWP	<b>GREEN</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Removal of vacant post	26.00	Delete vacant post	<b>GREEN</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Further counter-fraud income	25.00	Utilisation of POCA income to support counter-fraud activity. Further selling of investigative services to other Councils	<b>AMBER</b>
Regeneration, Housing and Resources	Corporate Resources	JH	Increased Managed Vacancy Factor to 3% across all staffing budgets	20.14	Reduce staffing budgets - Corp Resources Allocation	<b>GREEN</b>
Regeneration, Housing and Resources	Housing & Environment	Neil Aves	Restructure proposals merging Emergency Planning with Neighbourhood to create a service and corporate wide resilience team. Primarily HRA funded	150.00	Delivery by end of Q3 14-15 subject to corporate finance signoff of proposals and HRA growth bid.	<b>GREEN</b>
Regeneration, Housing and Resources	Commissioning	SR / NH	Contract savings in respect of Amey	514.00		<b>GREEN</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Stephen Gibson	Remove support to Age Concern	50.00	Premises costs for Buckingham Gdns - Politically sensitive - Need to establish cost of buying out the lease + impact of reduced footage.	<b>RED</b>

**SAVINGS RAG  
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Stephen Gibson	Increase AM income/recharges to capital	25.00		<b>GREEN</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Stephen Gibson	Capital disposals income	0.00	Target level to be agreed	<b>GREEN</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Stephen Gibson	Full cost recovery	100.00	Increase AM income/recharges to capital etc.	<b>GREEN</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Adrian Thomas	Further capitalisation of corporate repairs	30.00	Would require capital investment for the next two years @ £750k pa then "contain" within major contract review.	<b>GREEN</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	SG	Capital disposals income	62.50	Target level to be agreed	<b>GREEN</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	SG / SR	Corporate Properties	50.00	Premise Reduction Costs through more efficient usage of corporate buildings	<b>AMBER</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	AD	One off reduction in annual routine highways maintenance.	265.00	Rescheduling/delay of highways maintenance e.g. patching, pothole filling on roads and surfaces.	<b>GREEN</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	AD	Additional one off reduction in annual routine highways maintenance.	265.00	This would allow a limited/constrained level of routine highway maintenance for 15/16. The budget would allow safety matters to be addressed keeping the network predominately safe for its users. The visual decline of the asset would be noticeable, although lesser in early years.	<b>GREEN</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Sarah Richards/Stephen Gibson	Corporate Properties	200.00	More efficient usage of premises (This is in addition to the £50k submitted to Cabinet on 17 November 2014)	<b>RED</b>
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Car Parking lighting efficiency scheme	20.70	Scheme approved at CSB on 28/01/2014 and £185k included in 2014/15 capital programme to deliver scheme.	<b>GREEN</b>
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Pay On Foot Barrier system for Herschel and Hatfield Multi Storey Car parks	180.00	Scheme approved at CSB on 28/01/2014 and £200k included in 2014/15 capital programme to deliver scheme. Change in Vinci contract.	<b>GREEN</b>



**SAVINGS RAG  
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Regeneration, Housing and Resources	Housing & Environment	SDC	Reduce Traffic Management/Environmental Schemes	25.00	01/04/2015	<b>GREEN</b>
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Increase Traffic management income/recharges	12.50		<b>GREEN</b>
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Parking Development Cost recovery	12.50		<b>GREEN</b>
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Permit Scheme	50.00	?	<b>GREEN</b>
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Transportation review	297.00		<b>GREEN</b>
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Savio DeCruz	Subsidised Bus routes	300.00	Additional review of subsidised bus routes. (This is in addition to the £297k already submitted).	<b>GREEN</b>
Chief Executive	Strategic Policy and Communications	TL	Efficiency savings through the service	7.70	System re-design, transformation	<b>GREEN</b>
Chief Executive	Strategic Policy and Communications	TL	Efficiency savings through re-procured printing devices	75.00		<b>GREEN</b>
Chief Executive	Strategic Policy and Communications	TL	Remove budget	25.00	System re-design, transformation	<b>GREEN</b>
Chief Executive	Professional Services	RB		50.00		<b>GREEN</b>

**SAVINGS RAG  
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Chief Executive	Professional Services		Balance of prior year saving as yet unallocated	16.00		<b>GREEN</b>
Chief Executive	Chief Executive	All	Increased Managed Vacancy Factor to 3% across all staffing budgets	34.96	Reduce staffing budgets	<b>GREEN</b>
Corporate	Corporate	JH	Repayment of debt	93.00	There is a loan due to finish in 2015-16 and this will not be re-financed	<b>GREEN</b>
Corporate	Contingency	All	Balance of 2014/15 Major Contracts Review Saving	223.00		<b>RED</b>
Corporate	Contingency	CMT	Change of HR policies in respect of mileage allowances	200.00	Change to HR policy	<b>AMBER</b>

10,025.64

**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

<b>Accommodation &amp; Flexible Working</b>			<b>Project SPONSOR</b>	Roger Parkin	
<b>Wards affected</b>			<b>Project MANAGER</b>	Charan Dhillon	
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date of update report</b>
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	30/09/2015
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	03/09/2015
<b>Project start date:</b>	01/04/2013		<b>Anticipated Project end date:</b>	Jan 2016	
<p>80% Completed 90% Remaining 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key project deliverables (what are the key deliverables this project intends to produce?)</b>					
<ol style="list-style-type: none"> <li>Upgrade the mechanical and electrical plant at SMP in order to provide a better working environment for building users and improve the ventilation and heating.</li> <li>Increase the number of meeting rooms at SMP in order to support staff to do their jobs more easily, enabling greater access to rooms for one to ones, confidential meetings, quiet working etc.</li> <li>Create a Business Centre to support staff development creating a facility that provides quiet confidential space that can be used flexibly for e-learning, quiet working and transformed into the elections room during the Election period.</li> <li>Provide informal meeting space that enables staff to easily transfer from their desks to have a discussion away from the open plan desk area where required.</li> <li>Enhance Flexible Working Practices, helping staff to do their jobs more efficiently and creating financial savings through better use of assets. Install Wi-Fi, create workspace in community hubs and introduce reduced desk raitios with the view to vacate at least one wing at SMP.</li> <li>Enhance use of building assets through better utilising office space and installing more modern furniture and DIP solutions to reduce floor space being used to store paper.</li> <li>Create a private reception waiting area for Social Services clients, giving them greater privacy where required.</li> </ol>					
<b>Key activities completed / milestones achieved in <b>this</b> period:</b>					
<ol style="list-style-type: none"> <li>Building Works are going well and on schedule. The GFW will open for the Children's Trust on 5<sup>th</sup> October as planned.</li> <li>Furnishing and wiring of the remaining areas on the GFE and GFW being completed.</li> <li>Fire Strategy being revised.</li> </ol>					
<b>Key activities / milestones scheduled for <b>next</b> period:</b>					
<ol style="list-style-type: none"> <li>Move the CSO into their new office space.</li> <li>Decant 1<sup>st</sup> East SMP staff to GFE.</li> <li>Contractor to start works on final wing - 1FE.</li> <li>Start planning to bring all staff back from The Centre.</li> <li>Surrender 1<sup>st</sup> Floor at The Centre to SCL, therefore incurring no further leasing costs.</li> </ol>					

**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

Key issues of risk / obstacles to progress:	
More detailed Risk Register prepared – below are the main headings	Red /Amber/ Green
<ul style="list-style-type: none"> <li>• <b>Reliance on Partners</b> – 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.</li> </ul>	Green
<ul style="list-style-type: none"> <li>• <b>Capital Budget Overspend</b> – 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.</li> </ul>	Green
<ul style="list-style-type: none"> <li>• <b>Staff resistance/blockages to changes</b> – 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 &amp; Safety Manager has checked layout plans and Building Control all has confirmed the plans meet requirements.</li> </ul>	Green
<ul style="list-style-type: none"> <li>• <b>Delivery timeline</b> – 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 &amp; electrical and building works, there is a risk of unexpected findings causing delays. A lot of time has been committed in surveying the building and estimating timescales, therefore the risk is low at this stage. The Head of Facilities and Property Engineers have already committed a lot of time to this project and at present time are being well managed between other commitments and this will continue. The Head of Facilities has prepared a detailed schedule, so resources can be allocated in advance enabling other commitments and projects to be scheduled around the timetable for this project. Regular meetings are taking place with contractors and SBC Leads i.e. Facilities, Property, Arvato IT and the Project Executive (Director of CCS), ensuring close monitoring of the project progress and ensuring risks are kept to a minimum or mitigated immediately.</li> </ul>	Green
<ul style="list-style-type: none"> <li>• <b>Legal Delays</b> – Procurement regulations have been followed as required with allocation of time for legal work.</li> </ul>	Green
<ul style="list-style-type: none"> <li>• <b>Decant Space/Children Service</b> – 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</li> </ul>	Green

**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

remainder of the project.

**Recommendations for CMT:**

1. To support the project board with the proposed changes to working practices and promote these within your service areas, including flexible working, clear desk policy, general tidiness etc.
2. Reliance on Partners – Where CMT members have management of partners under their area, support this project by ensuring the provider delivers as required i.e. Arvato, Interserve etc.
3. 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 30<sup>th</sup> September 2015**

<b>Fit for the Future</b>			Project <b>SPONSOR</b>	Ruth Bagley	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Taran Panesar	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	06/11/2015
<i>Previous month</i>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	05/09/2015
Project start date:	08/10/2013		Anticipated Project end date:	31/03/2016	
<p>A horizontal progress bar from 70% to 100%. The section from 70% to approximately 85% is colored blue and labeled 'Completed'. The section from 85% to 100% is colored purple and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>					
Key project deliverables (what are the key deliverables this project intends to produce?)					
The project scope / profile has been refined into the following themes:					
<ol style="list-style-type: none"> <li>1. Organisational Development</li> <li>2. Leadership Development</li> <li>3. Developing Skills</li> <li>4. Recruitment and Retention</li> <li>5. Employee Engagement</li> <li>6. Employee Well Being</li> </ol>					
Project terms for these areas and a full risk analysis to be signed off.					
Key activities completed / milestones <b>achieved</b> in <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. <b>Organisational development</b> <ul style="list-style-type: none"> <li>• Christina Hefferon, Assistant Director Organisational Development &amp; Human Resources, joined 7<sup>th</sup> September.</li> <li>• Transformation workshop on 29<sup>th</sup> September for SLT and senior leaders working on major change projects to consider the future shape of the organisation, culture change and embedding of SBC's values.</li> <li>• 'Fit for Future' project assessed by the programme management office as meeting the criteria for 'Gold' status.</li> </ul> </li> <li>2. <b>Leadership and management development</b> <ul style="list-style-type: none"> <li>• 5 cohorts of Management Development Programme (MDP) completed cohorts 6 and 7 in progress and cohort 8 starting 26<sup>th</sup> November.</li> <li>• Review of MDP completed by SLT and programme facilitators to ensure content remains relevant to the delivery of the five year plan and corporate objectives.</li> </ul> </li> <li>3. <b>Developing skills</b> <ul style="list-style-type: none"> <li>• Functionality being developed for users on e-learning site to provide self service for both e-learning and classroom based courses.</li> <li>• Scheduled further workshops for front line workers up to December 2015 to raise awareness of Prevent (WRAP training).</li> </ul> </li> <li>4. <b>Recruitment and retention</b> <ul style="list-style-type: none"> <li>• Final recruitment campaign for children services launched which included Trust's terms and conditions.</li> <li>• E-recruitment sign off process snagging issues identified and now progressing to resolve.</li> <li>• National Management Trainees (NMT's) new placement agreed.</li> <li>• Refer a friend scheme introduced as part of recruitment and retention in Children's Services.</li> <li>• Plans formulated to update recruitment packs that reflect the new Children's Services packs.</li> </ul> </li> <li>5. <b>Employee engagement</b> <ul style="list-style-type: none"> <li>• Questions from staff conference answered on insite and in Grapevine.</li> <li>• SBC heroes presentation Wed 23<sup>rd</sup> September.</li> <li>• Employee Engagement Forum members attended Corporate Consultative Committee and will continue to do so.</li> <li>• Employee engagement survey completed.</li> </ul> </li> </ol>					

**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

- Staff and managers invited to meet employee engagement forum (5<sup>th</sup> Nov and 3<sup>rd</sup> Dec).
  - Ongoing publicity of SBC values, SBC heroes, SLT visits.
  - Comments box launched for staff.
- 6. Employee Wellbeing**
- Shake Up September including an inter team Rounders Event on 30<sup>th</sup> September 2015.
  - Healthy Hearts Event – 29<sup>th</sup> September 2015 linked to World Heart Day.
  - Invited nominations from employees to participate in Employee Wellbeing Board.
  - Project plan developed to enable SBC to be Smoke Free by April 2016.

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

- 1. Organisational development**
  - Review of *Organisational Development & Workforce Strategy 2014-16* brochure started.
- 2. Leadership and management development**
  - Management development programme dates scheduled for further cohorts in 2016.
  - Managers identified for future cohorts of the MDP programme.
- 3. Developing skills**
  - Programming of corporate training courses for 2015-16 underway to develop staff and management skills.
  - Roll out of further monthly workshops to raise awareness of Prevent (WRAP training) for front line underway.
- 4. Recruitment and retention**
  - Recruitment and Selection Policy to be updated to reflect current good practice.
- 5. Employee engagement**
  - Employee engagement drop-in sessions for staff and managers to take place (5<sup>th</sup> Nov and 3<sup>rd</sup> Dec).
  - Employee engagement plan to be circulated / publicised to staff.
  - Extract headline data from employee engagement survey (NB: it will take a significant length of time to extract and analyse in full, so a full report will be prepared for next year's staff conference).
  - Book 2016 staff conference date.
  - Clarification re future publicity of SBC values which arose from 2014 Staff Conference 2014 and were launched at Staff Conference 2015.
  - Ongoing publicity of SLT visits.
- 6. Employee Wellbeing**
  - Drink Awareness Event scheduled for 18<sup>th</sup> November 2015 to be run by the DAAT.
  - Physical activities – plan for future initiatives being established up to end of March 2016.
  - Health checks scheduled for 20<sup>th</sup> and 27<sup>th</sup> November 2015 for staff that meet the criteria.
  - Flu jabs – drop in sessions been organised for eligible care works on 4<sup>th</sup> and 11<sup>th</sup> November.
  - Smoke free – draft policy to be circulated for consultation.

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

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

**Red / Amber / Green**

<p><b>1. Governance:</b>            1.1 Capacity to support overall project delivery by having sufficient project and programme managers.  <i>Risk mitigation</i></p> <ul style="list-style-type: none"> <li>• A new programme management office has been set up as part of Policy Team – PMO manager in post in October.</li> </ul>		Amber	
<p><b>2. Customer Focus:</b>            2.1 Customer Focus Programme Board disbanded and merged with the Digital Transformation outcome of the five year plan.  <i>Risk mitigation</i></p> <ul style="list-style-type: none"> <li>• Director of Customer and Community Services to steer focus, capacity and targets for achieving savings outcomes.</li> <li>• Customer Focus Programme to be reviewed as part of the digital transformation proposal.</li> </ul> <p>RAG status changed from amber to green.</p>			Green

**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

<p><b>3. Staff sickness:</b> 3.1 Performance figures for sickness absence rates continue to be higher than corporate target in Wellbeing. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> <li>The target for this directorate has been benchmarked and re-profiled and additional support for managing sickness has been put in.</li> <li>A new format for management information on staff sickness absence has been developed and is available to SMTs to assist them in managing absence in their departments.</li> </ul>			Green
<p><b>4. IT infrastructure:</b> 4.1 The IT infrastructure needs to support modern learning methodologies that facilitate interactive e-learning and other online courses. E-learning is supported on POD PCs and desktop PCs but not on current "old" Citrix. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> <li>Sections in the ICT strategy on improving systems to ensure funding allocated to infrastructure requirements for e-learning system upgrades.</li> <li>Pilot of new Citrix in Policy &amp; Comms, Retained IT and several other areas in September 2015 will pilot video and audio capability for e-learning users. Communication is ongoing with each pilot batch of users in advance of upgrading each area.</li> </ul>			Green
<p><b>5. Staff engagement:</b> 5.1 Staff engagement critical for delivering the 5 year plan outcomes and sustaining morale and motivation for commitment, job satisfaction and working across teams and functions. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> <li>Heads of Services offered opportunities to contribute individually and collectively on corporate issues including engagement on 5-year plan challenge sessions.</li> <li>Second round of 5YP managers' briefings to be scheduled.</li> <li>Staff engagement group to develop strategies from the staff conference in April 2015.</li> <li>Focus of Workforce Strategy to ensure the Council is fit for the future; staff are well-organised, well-managed and motivated.</li> <li>Increased visibility of senior managers via service visits et al.</li> </ul>		Amber	
<p><b>Recommendations for CMT:</b> (actions to address the above risks/obstacles):</p>			
<p><b>1. Leadership and management development:</b></p> <ul style="list-style-type: none"> <li>Support development opportunities for MDP participants to take part in corporate projects.</li> <li>Support take up and facilitation of MDP.</li> </ul> <p><b>2. Governance:</b></p> <ul style="list-style-type: none"> <li>Programme management to be operational from October.</li> </ul> <p><b>3. Customer Focus:</b></p> <ul style="list-style-type: none"> <li>SD CCS to steer focus, capacity and targets for achieving savings outcomes.</li> </ul> <p><b>4. Staff sickness:</b></p> <ul style="list-style-type: none"> <li>CMT continue to review scorecards on a quarterly basis.</li> </ul> <p><b>5. IT infrastructure:</b></p> <ul style="list-style-type: none"> <li>CMT to support ICT strategy and delivery to ensure infrastructure supports modern E learning methods including availability of video and audio.</li> </ul> <p><b>6. Staff engagement</b></p> <ul style="list-style-type: none"> <li>All SLT to commit to team visits.</li> <li>Effective communication and to build communication plans into any change programme.</li> </ul>			



**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

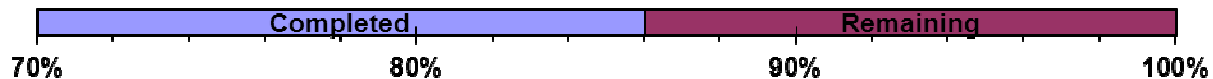
<b>Implementation of an integrated ERP (Enterprise Resource Planning) Solution</b>			<b>Project SPONSOR</b>	Roger Parkin	
<b>Wards affected: ALL</b>			<b>Project MANAGER</b>	Harpal Mattu	
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date of this report</b>
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	29/09/2015
<i>Previous month</i>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	02/09/2015
<b>Project start date:</b>	05/01/2015		<b>Anticipated Project end date:</b>	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"/>					
<b>Key project deliverables (what are the key deliverables this project intends to produce?)</b>					
<ol style="list-style-type: none"> <li>1. Replace current un-supported Finance System.</li> <li>2. Implement a single business system to manage and report upon Finance, Procurement, HR and Payroll Transactions.</li> <li>3. Introduce operational efficiencies and best practice.</li> <li>4. Introduce business efficiencies as a result of best practice implementation and a single enterprise wide business solution.</li> </ol>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ol style="list-style-type: none"> <li>1. Trinity build agreed.</li> <li>2. Communications to continue.</li> <li>3. Testing starting to be arranged.</li> <li>4. Build complete.</li> </ol>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
<ol style="list-style-type: none"> <li>1. Commercial proposal agreed with arvato to commence phase 2 build. Further definition required to support ongoing savings.</li> <li>2. Communications to continue.</li> <li>3. Go Live Readiness for Finance and Procurement.</li> <li>4. Business readiness plan to communicate.</li> </ol>					
<b>Key issues of risk / obstacles to progress:</b>					
<small>(the main headings from the more detailed Risk Register for this project)</small>				<b>Red / Amber / Green</b>	
<b>1. Communications</b> 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
<b>2. Financials</b> 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.  The project is being delivered on a Time and Materials basis, and it is anticipated that actual effort may not be as considerable as re-forecasted against.  We have project management and an advisory board in place that is suitably qualified to challenge costs as they will arise.					Green
<b>3. Capacity</b> There is sufficient capacity within SBC to meet project milestones and deliver current				Amber	

**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

<p>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>			
<p><b>4. Project Timelines</b></p> <p>Ensuring project is delivering the project milestones that have been anticipated. Finance &amp; 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> <p>Children's Trust have not confirmed whether they want an Agresso Template created. The delay in their decision could impact their build and bringing their Agresso build in on time.</p>		Amber	
<p><b>Recommendations for CMT:</b></p>			
<ol style="list-style-type: none"> <li>1. To support the project communications council wide.</li> <li>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.</li> <li>3. To assist in managing strategic stakeholders.</li> </ol>			

**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

<b>Learning Disabilities Change Programme</b>			Project <b>SPONSOR</b>	Alan Sinclair	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Simon Broad	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	30/09/2015
<i>Previous month</i>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	07/09/2015
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

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. ACCOMMODATION**

Lavender Court: 8 Bed residential care home (in house)

Options appraisal being developed for retention or possible outsourcing. Options Paper being prepared for October CMT and November Cabinet Meeting.  
 Staff members have been informed that an options appraisal is taking place.  
 Service users and families were advised of the options appraisal at formal consultation meetings on the 7<sup>th</sup> and 14<sup>th</sup> of September 2015. Decision is due to be communicated to all stakeholders by December 2015.

Supported living Placements:

From the start of the project **20** people have been moved from long term care and out of borough placements. Assessments are taking place of a further 6 people to assess their suitability for supported living.  
**18** placements within residential care have been de-registered to supported living placements.

Therefore a total of **38** people are now in supported living placements following the start of this project.

**2. DAY OPPORTUNITIES: (in house)**

Options appraisal being developed for retention or possible outsourcing for three in house day services which are Elliman Avenue, Priors Close and Phoenix day centre.. Stakeholders and partners within the Council have been invited to a workshop on the 19<sup>th</sup> of October 2015 to begin the work of remodelling the day opportunities offer.

Staff, Service users and parent/carers have been informed of the options appraisal currently taking place through consultation events held on the 7<sup>th</sup> and 14<sup>th</sup> September 2015. A decision is

## Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015

due to be communicated to all stakeholders by March 2016.

### **3. 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 members have been informed that an options appraisal is taking place. Service users and families were advised of the options appraisal at formal consultation meetings on the 7<sup>th</sup> and 14<sup>th</sup> of September 2015.

A decision is due to be communicated to all stakeholders by December 2015.

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

1. Accommodation: Continue work to move service users into supported living placements.
2. Day Opportunities- Stakeholders will be invited to a workshop to shape the potential models of day opportunities In October 2015.
3. Respite Care: Continue work to offer a wider choice of respite services for service users and families.

### **LD Change-Stream 1**

#### **Actual and Projected Savings**

##### **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 £542K with various schemes coming on stream later in 15-16

<b>Date</b>	<b>Provider</b>	<b>No</b>	<b>Savings 15-16</b>
Already achieved			-396,205
	Regard	5	8,671
	Mencap Dove House	3	19,993
De-registration	Dimensions	9	-174,985
<b>Total</b>		17	<b>-542,526</b>
Cleansing of system			-128,000
<b>Total savings achieved</b>			<b>-670,526</b>

<b>Other Savings</b>	
CFC looking at remaining Clients in high cost residential placement	-37,500
Langley House reduction in Psychologist 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
<b>Total Savings Plans</b>	<b>-971,626</b>
	<b>-1,000,000</b>
	28,374

### **LD Change- Stream 2 and 3**

**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

**Actual and projected savings**

**Savings target:**  
**2015/16-£0.35m**  
**2016/17-£0.30 m**

Possible savings at the end of 2015-16 but difficult to quantify at this stage but maximum is £87.5K if the services currently delivered from Lavender Court and Respond (replacement care service) are re-provided by January 2016. The start of this part of the project had been delayed due to ensuring that appropriate and sensitive discussions have been arranged and taken place with the workforce, service users, families and other stakeholders.

In addition a Dynamic Purchasing Framework process has taken place – inviting external organisations to express an interest in providing replacement care, supported living and day opportunities.

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

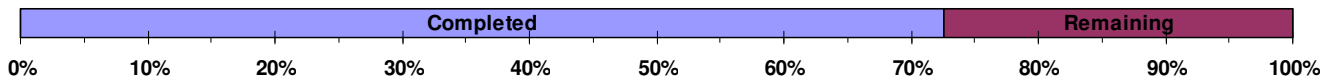
(the main headings from the more detailed Risk Register for this project)	Red / Amber / Green		
<p>1. Risks for Lavender &amp; Respond</p> <ul style="list-style-type: none"> <li>a. New service models fail to meet the savings target.</li> <li>b. Alternative buildings for new service models might not be in place.</li> <li>c. Providers on supported living framework may not wish to invest in purchasing suitable properties given recent increase in Slough housing prices.</li> </ul> <p>Mitigating action:</p> <ul style="list-style-type: none"> <li>• The Head of the CTPLD service will be fully consulted on the new service models.</li> <li>• 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.</li> <li>• Alternative accommodation and support options will continue to be explored that meets the needs of residents whilst also providing value for money. These options include refurbishing the buildings and changing the use of the buildings whilst still ensuring that the needs of both service users and Carers are still met.</li> </ul>		Amber	
<p>2. Supported Living Placements:</p> <ul style="list-style-type: none"> <li>• A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough.</li> <li>• Providers reluctant to reduce the cost of care packages to amounts indicated by Care Funding Calculator</li> </ul> <p>Mitigating action:</p> <ul style="list-style-type: none"> <li>• Care Funding Calculator (CFC) tool to be used as a negotiating tool to bring down high costing placements.</li> <li>• Local Authority will maintain its objective to reduce the cost of care packages where providers are charging for amounts higher than indicated in the CFC.</li> <li>• 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.</li> </ul>			Amber

**Recommendations for CMT:**

CMT to note the report and the progress that is being made to deliver the savings, the potential shortfall in savings in 15/16 and mitigating actions and improved outcomes for people.

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<b>Safeguarding Improvement Board</b>			Project <b>SPONSOR</b>	Krutika Pau	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Kitty Ferris	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>GREEN / AMBER</b>	05/10/2015
Previous month	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>GREEN / AMBER</b>	10/09/2015
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:
    - A third national recruitment campaign, which will be lead by the Slough Children's Services Trust, has been prepared and is ready to be launched.
- 2. Quality Assurance**
  - A draft Quality Assurance Protocol has been developed by the Slough Children's Services Trust.
  - The council and SCST have reviewed the planned audit programme for the coming year.
- 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), approved in July, is providing focus for the Partnership to drive forward improvements in outcomes for children and young people in the borough. Detailed action plans are being delivered on how the individual priorities will be delivered over the next 12-18 months.

**Performance Summary**

The council is able to report some positive as a result of its improvement work for children's social care since the last Ofsted inspection in 2013:

- Average social worker caseloads now range from 14 children in Looked After Children and Care Leavers Teams to 21 children in Learning Difficulties and Disabilities Team and Assessment and Child in Need Teams. In particular, there has been a significant reduction for the Assessment and Child in Need Teams, who had average caseloads of 36 children at the time of the 2013 inspection. These caseload calculations are now done on the basis of Consultant Practitioners holding reduced (50%) caseloads.
- Single assessments completed and authorised within timescales have been consistently above 80% in the 12 months to July 2015, and 90% in August 2015.
- Children subject to child protection plans visited within the last two weeks have, again, been between 90% and 100% in the last 12 months (78.9% in November 2013). August Redbook will show that children aged 3 and above who have been visited and seen alone is 81.8%. As flagged at Improvement Steering Group, the previously reported lower performance was a

## Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015

<p>recording issue. This has now been addressed</p> <ul style="list-style-type: none"> <li>• Fewer new looked after children are placed more than 20 miles from home, improving from 24.7% in November 2013 to 9.3% in August 2015.</li> <li>• In November 2013, only 51% of looked after children were seen alone at their statutory visits, this has now risen to 74.3% (August 2015). May to July 2015, over 90% of looked after children were receiving six-weekly visits; this figure fell slightly in August to 84.5%. 6 weekly visits are not a statutory minimum for all looked after children. Children in stable placements are required to be visited every 12 weeks. In Slough we have set a standard of every 6 weeks for all looked after children except where this is contrary to the wishes of the young person – and this reduced frequency must be agreed by the Head of Service. This applies to a small number of children, so 100% compliance will never be achieved.</li> <li>• Long term stability of placements has improved from 50% in November 2013 to 72.3% in July 2015, remaining around 70% in August 2015.</li> </ul>		
<p><b>Key activities / milestones <i>scheduled</i> for <i>next</i> period:</b></p>		
<p>The Slough Children's Service Trust (SCST) will be launched on the 1 October 2015, and the next period of improvement will be driven by their plans.</p> <p>It is proposed that the Safeguarding Improvement Board Gold Project be closed down, and if agreed, the next period will include the completion of a Lessons Learned Report, and proposals for a possible future Gold Project focused on support and monitoring the work of the SCST.</p>		
<p><b>Key issues of <i>risk</i> / <i>obstacles</i> to <i>progress</i>:</b></p>		
<p>(the main headings from the more detailed Risk Register for this project)</p>		<p><b>Red / Amber / Green</b></p>
<p><b>1. Director of Children's Services</b> – DCS returning from long term absence. Phased return in place. Interim remaining in place until phased return completed.</p>		<p>Amber</p>
<p><b>2. Transition</b> – Maintaining improvement whilst working with DfE etc to support transition to new organisation; management capacity within the service to drive improvement.</p> <ul style="list-style-type: none"> <li>• Clarity about the offer that would be most supportive to the next stage of improvement.</li> <li>• CEx and DCS regular dialogue with the Commissioner for Children's Services and DfE.</li> <li>• Integrate and coordinate the timing of governance and reporting arrangements to reduce time impact.</li> <li>• Effective learning from other Council's e.g. Richmond and Kingston.</li> <li>• Transition planning and establishment of Transition board.</li> <li>• Identify additional capacity to support improvement.</li> </ul>		<p>Amber</p>
<p><b>3. Workforce</b> – 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"> <li>• Implementation of Children's Social Care Workforce Strategy 2014-2017.</li> <li>• Implementation of Learning and Development Strategy.</li> <li>• Co-commissioning and/or the development of market management strategies with neighbouring authorities as appropriate.</li> </ul>		<p>Amber</p>
<p><b>5. Placements</b> – 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"> <li>• Sufficiency Strategy.</li> <li>• Market development project.</li> <li>• Clear targets and milestones.</li> <li>• Programme approach – reporting to Board – PM leads for each stream.</li> </ul>		<p>Amber</p>



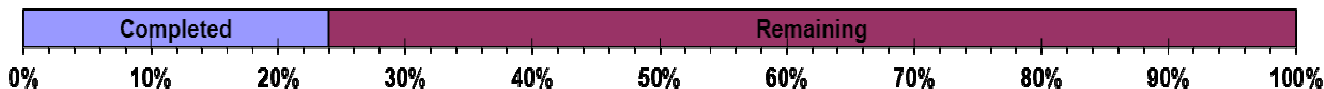
**Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

<ul style="list-style-type: none"> <li>• Review of the permanency decision making process and tighter controls in place</li> <li>• Review of current IFA contacts to understand costs and initiate renegotiation.</li> <li>• Focus on recruiting Tier 2 'in house' foster carers to support children with complex needs.</li> </ul>			
<p><b>5. Budget</b> – Projected budget overspend and impact on 2015/16 delivery and continued improvement</p> <ul style="list-style-type: none"> <li>• Review all looked after packages.</li> <li>• Restrict delegations for first line managers.</li> <li>• Strengthened budget oversight and planning.</li> <li>• Market development project – increased choice, better VFM and quality.</li> <li>• Work to enhance impact of early help.</li> <li>• Speed up permanency decision making.</li> <li>• Reduce reliance on costly agency staff.</li> </ul>		Amber	
<p><b>6. Performance Management</b> – Failure to monitor month on month performance outturn, trends and profiles and respond accordingly, and/or meet the statutory monitoring responsibilities of the LSCB, due to vacant posts in the Council's Performance Team and absence of sufficient performance analyst capacity of the required calibre.</p> <ul style="list-style-type: none"> <li>• Development of a robust suite of KPIs for full service area, which are RAG rated and benchmarked against national and statistical neighbours performance.</li> <li>• Development of new governance arrangements to review KPIs on a monthly basis.</li> <li>• Agree commissioning and contract management capacity to ensure effective performance monitoring.</li> </ul>		Amber	
<p><b>Recommendations for CMT:</b></p>			
<p>CMT to agree that the Safeguarding Improvement Board Gold Project be closed down and consideration be given to establishing a new Gold Project (if requirements are met) for supporting and monitoring improvements in the children's social care provision delivered by the Slough Children's Services Trust.</p>			



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<b>School Places Programme</b>			Project <b>SPONSOR</b>	Ruth Bagley	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Tony Madden	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>RED</b>	<b>RED</b>	29/10/2015
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	06/09/2015
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 (draft)

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

Slough is taking a long term strategic approach to school places to ensure all Slough children and young people secure a school place to 2022. This report is split into strategic and delivery activities.

**Strategic Plan**      Risk rating ████████

1. The risk rating has increased to Red to reflect the unprecedented demand for primary school places arising from inward migration. This has created a shortfall in primary places for all year groups except Reception. Measures to tackle this are set out below. A projection of this new demand on both primary and secondary is being undertaken. The strategy will then be re-based.
2. A school places strategy report was presented to Cabinet on 22<sup>nd</sup> June 2015 to update members on progress and to seek endorsement for the approach being taken.
3. Cabinet approval given on 9<sup>th</sup> 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): both leases are expected to be exchanged in November.
4. Open Free Schools are:
  - Ditton Park Academy – opened September 2014 on temporary site
  - Lynch Hill Enterprise Academy – opened September 2014 on current primary site
  - Langley Academy Primary – opened September 2015 on Langley Academy site
  - Eden Girls' School – a faith school opened September 2015 on a temporary site

Free Schools approved but not yet open:

  - SASH2 – a 4-19 school with the primary element originally due to open 2016 and secondary at least a year later. Site is still to be confirmed.

Other Free Schools:

  - A special Free School for ASD pupils opened in Windsor and Maidenhead for September 2015.
  - A Free School bid is expected to 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 which feeds into the overall strategic plan highlights some short term pressures on places and includes an expansion programme. Findings show that as well as a number of new resourced units, an annex of Arbour Vale and a new special school are 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

## **Appendix E: Council's Gold Project updates as at 30<sup>th</sup> September 2015**

throughout 2014-15. Below is a summary of current projects:

- a) A new classroom block is now complete at Cippenham Primary.
- b) A Year 1 bulge class opened at James Elliman Primary for September 2015.
- c) Works to expand Godolphin Junior are due to complete January 2016.
- d) The 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 have now been submitted.

### **Applications for September 2015**

For September 2015 120 more Reception places were available than were available in the previous year. This has created some surplus places and all applications received to date have been offered a place. Applications will continue to be received throughout the school year, forecasts indicate that a further bulge class may be required by Easter 2016.

Current forecasts show a growth in demand for 2015-16 and 2016-17 before demand drops back to current levels therefore 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.

### **Other Primary Year Groups - Inward Migration:**

Provision for primary places in Years 1 to 6 had been made to match demand in recent years. On average there is a net increase of 28 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. In the summer and continuing there has been an unprecedented increase of demand initially for some year groups and now for all years. This resulted in a shortfall in places at the beginning of term which has continued to grow with new arrivals. Options have been explored with schools through the School Organisation Group to add bulge classes in some years and to increase class size. The latter has been agreed with the DfE. An update on provision can be provided at the meeting. If the current inflow continues there can be no guarantee that all children arriving in the borough can be provided with a primary school place.

The birth rate forecast indicates that demand for Reception will reduce year on year from 2016-17 to 2019-20 so there will be a need to reduce admission numbers at some schools while at the same time opening bulge classes in higher year groups. This could lead to unbalanced schools with the possibility that some Reception classes are unsuitable for creating the bulge classes that are required.

### **Secondary: Risk rating**

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

By the admissions closing date there were 107 more applications this year 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 supply of places is one of the factors that determines how many parents receive an offer of a place at their preferred school. The percentage of Slough applicants offered their first preference has increased this year to 72% compared to 61% last year. The position could change when the surplus disappears.

The strategic risk now, as a result of the opening of new Free Schools is an over supply of secondary places for 2015-16 (estimated over supply of 9 Forms of Entry based on current application data). This year schools within and particularly those outside the Borough which typically provide significant numbers

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of places to Slough pupils have experienced a drop in numbers on roll. 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 first predicted to the Department for Education (DfE) in 2013 and officers continue to lobby the Department to time openings to align with demand.

Wexham Secondary has been given approval to reduce its admission number temporarily for 2015-16 to provide some financial certainty and remove 25 surplus Year 7 places at the school. The admission number of the school has reduced from 165 to 140 for one year.

Cabinet approval has been given 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. Delivery of the expansion programme will be dependent on the ability to secure new sites, likely to be a combination of Council and private sites.

A new secondary resource unit for Complex Needs is set to open at Ditton Park Academy in 2016-17 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 in 2015-16.

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

**Strategic Planning**

- 6. Further develop the Strategic School Places Programme and Additional Needs Review.
- 7. Consider sites for possible location of a new special school building.
- 8. Explore site options for SASH2, including privately owned sites.
- 9. Lobby DfE/EFA and promoters to align school openings to match demand.
- 10. Finalise the new framework for modular suppliers, one for Design and Build contracts.

**Operational Delivery**

- 11. Exchange leases for Ditton Park and Lynch Hill free schools.
- 12. Appoint professional services/architects to work on options appraisals and projects for the SEN and PRU expansion programme.
- 13. Continue to explore contingency bulge classes for January/April/September 2016.
- 14. Complete and follow up consultation with schools on extending class size to 32 where necessary.

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

<b>More detailed Risk Register prepared – below are the main headings</b>	<b>Red / Amber/ Green</b>	
1. <b>Control of Free Schools</b> – Mismatch between the provision of new schools and need as Slough can't control the approval and opening dates of new Free Schools. Mitigation:		

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<ul style="list-style-type: none"> <li>The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see risk 6).</li> <li>Intensify dialogue with DfE/EFA.</li> </ul>			
<p>2. <b>Site Availability</b> – Lack of sites may mean that schools are not ready when required. Mitigation:</p> <ul style="list-style-type: none"> <li>Some expansions on existing school sites are provisionally agreed.</li> <li>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.</li> </ul>	Red		
<p>3. <b>Land ownership</b> – 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"> <li>Ensure a clear picture is held of sites in SBC control to manage negotiation effectively.</li> </ul>	Red		
<p>4. <b>SEN/PRU places</b> – 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"> <li>Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools.</li> <li>Work with schools via SEN School Organisation Group to plan expansion in line with increasing demand.</li> </ul>		Amber	
<p>5. <b>Programme funding</b> – Over £150m will be required to fund the school expansion programme to 2022. This will be unaffordable without new government funding. The statutory duty to ensure sufficient school places rests with the LA. Mitigation:</p> <ul style="list-style-type: none"> <li>Basic Need funding for new places has been confirmed to 2017-18.</li> <li>Free Schools are currently externally funded; a number are already agreed with further applications in the pipeline.</li> <li>Annual capital bids submitted to the DfE.</li> <li>Seek Section 106 developer contributions where relevant.</li> </ul>			Green
<p>6. <b>Delivery timeline</b> – Projects delivered later than required for pupils. Mitigation:</p> <ul style="list-style-type: none"> <li>Forward planning: from approval, large projects are likely to take at least 24 months to complete and open places to pupils.</li> <li>Projects need to start in good time with the possible risk that this provides some overprovision.</li> </ul>	Red		
<p>7. <b>Changing demographics</b> – Demand may rise faster or slower than predicted. Mitigation:</p> <ul style="list-style-type: none"> <li>Latest information is constantly monitored and any significant changes incorporated within the delivery programme.</li> <li>New projects may need to start or others delayed.</li> <li>Dialogue with Free School promoters about phased openings.</li> </ul>	Red		
<p>8. <b>Capacity</b> - Insufficient capacity to deliver such a large expansion programme. Mitigation:</p> <ul style="list-style-type: none"> <li>Project management support now provided.</li> <li>Continue to monitor progress.</li> </ul>		Amber	
<p>9. <b>Delivery risk</b> - Projects do not proceed as planned, for instance schools</p>		Amber	

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<p>choose not to cooperate or do not have the capacity to expand. Mitigation:</p> <ul style="list-style-type: none"> <li>• Work closely with individual schools and heads' groups to ensure buy-in.</li> <li>• Allocate adequate funding for projects to mitigate concerns.</li> </ul>			
<p>10. <b>Legal challenge</b> – Legal challenge impacting delivery and adding to costs. Mitigation:</p> <ul style="list-style-type: none"> <li>• New places will adhere to the School Admissions Code.</li> </ul>			Green
<p>11. <b>School performance</b> – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes. Mitigation:</p> <ol style="list-style-type: none"> <li>a. Expansion projects to be adequately funded and delivered in a way which is responsive to the effective functioning and smooth running of the school</li> <li>b. LA to support Slough schools as they expand or prepare to apply for Free Schools.</li> </ol>		Amber	
<b>Recommendations for CMT:</b>			
<ol style="list-style-type: none"> <li>1. To note the rapid increase of primary school demand and to support the School Places Project Board in identifying school and other sites to satisfy this demand.</li> <li>2. To consider how the demand for school places may evidence risks to the borough's housing service and other services.</li> <li>3. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council.</li> </ol>			

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<b>Slough Children's Services Transition Project</b>		Project <b>SPONSOR</b>		Roger Parkin	
<b>Wards affected: ALL</b>		Project <b>MANAGER</b>		Vijay McGuire	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>No project update received this month</b>				
<i>Previous month</i>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>GREEN /AMBER</b>	10/09/2015
Project start date:	05/01/2015		Anticipated Project end date:	30/09/2015	
<b>This project has now closed. A closing report will be issued shortly.</b>					
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 <b>achieved</b> in <b>this</b> period:					
•					
Key activities / milestones <b>scheduled</b> for <b>next</b> period:					
•					
Key issues of <b>risk / obstacles to progress</b> :					
(the main headings from the more detailed Risk Register for this project)					<b>Red/Amber/Green</b>
•					
•					
Recommendations for CMT:					
•					



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<b>The Curve</b>			<b>Project SPONSOR</b>	Roger Parkin	
<b>Wards affected: All</b>			<b>Project MANAGER</b>	Manager Fin Garvey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current</b> period	<b>RED</b>	<b>AMBER</b>	<b>RED</b>	<b>RED</b>	05/11/2015
<i>Previous month</i>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	05/10/2015
Project start date:	01/10/2013		Anticipated Project end date:	29/01/2016	
<p>80% Completed 90% Remaining 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input type="checkbox"/> No (draft) <input checked="" type="checkbox"/>					
<b>Key project deliverables (what are the key deliverables this project intends to produce?)</b>					
<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> <p>Learning spaces. Adult learning, including all programmes currently provided through the Thomas Gray Centre and opportunities for other learning providers to hire facilities.</p> <p>Cultural and community spaces. A performance venue seating up to 280 people. There will also be space for exhibitions and a café.</p> <p>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.</p> <p>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 multipurpose venue and a ground floor meeting room will be equipped for this.</p> <p>The space is flexible providing opportunities for pop up services, performances within the library, informal meetings and activities throughout the building.</p>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ol style="list-style-type: none"> <li>As of 28 October 2015 it has been announced that the opening of the Curve has been deferred until spring 2016. In a meeting with council directors and commissioners, Pat Boyle, Managing Director Construction for Morgan Sindall plc explained the delay was due to an underestimation of the amount of work still required to hand over the building and the team's commitment to delivering a first class facility, safely. Compensation will be sought from Morgan Sindall for all additional costs incurred by SBC for their failure in performance. There has been a change in management at Morgan Sindall and there will be a much more detailed scrutiny of programming and resources. In addition, we are stepping up progress monitoring.</li> <li>Outstanding compensation events: <ul style="list-style-type: none"> <li>CE0037 Changing Places Compliance</li> <li>CE0042 Additional paving, fencing and lighting to eastern plaza</li> <li>CE0052 External CCTV infrastructure</li> <li>CE0055 Removal of Japanese Knotweed</li> <li>CE0056 Installation of Arvato free issue Wi-Fi APU's</li> <li>CE0057 ICT Telecoms Room G10 (installation of lay-in grid ceiling)</li> <li>CE0058 Leak detection system</li> <li>CE0060 1yr post completion maintenance aftercare package</li> <li>CE0061 Classroom 5 Storeroom ceiling</li> <li>CE0062 Reading Garden (end closure security)</li> </ul> </li> </ol>					

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- CE0064 Additional monitor arms
- 3. Mechanical and electrical works which have been completed in the period are as follows:
  - a. Main CT and supply meter installed
  - b. Cabling from main meter into the LV switch room and upper floors
  - c. All three floors dead tested for electrical.
  - d. Water meter installed
- 4. Installation of 1<sup>st</sup> fix Integrated Panel Systems, vanity units and corean worktops
- 5. Completion of polished concrete floors, screeding to outstanding areas.
- 6. Completion of 1<sup>st</sup> fix metal ceiling work to ground floor.
- 7. Rigitone boarded ceiling applied to first floor ceiling and 1/3 taped.
- 8. Remaining raised flooring to first floor installed.
- 9. Decorative board being installed on the North wall
- 10. Raised access flooring completed to the second floor and all front of house walls. Installation of 1<sup>st</sup> fix metal for ceilings and forming completed for the 9 No. roof lights
- 11. External works and Queensmere Shopping Centre works progressing well and cladding works almost complete.
- 12. Neighbours meetings ongoing.

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

1. Completion of Second Floor ceiling between gridlines 4 and 10 including painting and 2nd fix MEP with removal of the birdcage scaffold, installation of the sanitary ware. Back of house ceiling – primarily the installation of the grid and service tile. Commencement of the painting and commencement of the tiling and installation of bespoke joinery.
2. Completion of the First Floor ceiling to all areas including installation of the 2nd fix MEP, with completion of the painting to all the walls and ceilings. Progressing the final lining to the straight staircases from first to second floors.
3. Installation of the acoustic battens to the multi-purpose room and feature staircases and oak flooring to the multi-purpose wall. Installation of the retractable seating to the multi-purpose room. Completion of the polished concrete flooring. Closing of the walls to all areas. Commencement of the Ground floor rigitone ceiling to the front of house area and installation of the ceiling to the back of house area.
4. Paving to the eastern & western plazas.
5. Installation of the lighting and CCTV columns.
6. Starting of the works to the bell-mouth in accordance with the minor works agreement.
7. Finalisation of Agreement with the diocese and preparation for the demolition of the Church Hall in the New Year.

**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. Major risk mitigated by allowing an extended period for the completion of works beyond handover from construction.	Amber
3. Church – must resolve occupation of small area of land without agreement and no build zone and finalise solution for the church hall. Final agreement pending revisions to drawings and review of potential removal of a tree to the front of the Church.	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 £578,942. The potential increase to the contract sum if all compensation events are implemented stands at £709,550.	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. Growth bid has been submitted for £391k	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



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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
10. Installation of electrical meter for the shopping centre goods lift.	Amber
<b>Recommendations for CMT:</b>	
<ol style="list-style-type: none"><li>1. Note progress and activity on site.</li><li>2. Note management of risks to project timeline and budget.</li><li>3. Take appropriate action to address risks as indicated above.</li></ol>	

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## Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015

<b>5 YEAR PLAN OUTCOME:</b>	Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay		<b>OUTCOME LEAD:</b>	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	05/10/2015
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	01/09/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ol style="list-style-type: none"> <li>1. Establish a business inward investment and retention function.</li> <li>2. Ensure a fit for business transport infrastructure.</li> <li>3. Enable partners to support residents to develop skills to meet local employers' needs.</li> <li>4. Develop planning policies which will deliver more high value business properties to meet modern needs.</li> <li>5. Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow.</li> <li>6. Develop a more mutually beneficial relationship with Heathrow Airport.</li> <li>7. Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained.</li> </ol>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<p><b>1.1 Establish a business inward investment and retention function</b></p> <ul style="list-style-type: none"> <li>• Economic Partnerships Officer took up post on 3<sup>rd</sup> September.</li> <li>• KP Snacks moved into Slough on 14<sup>th</sup> September (Case study to follow).</li> <li>• On track to submit Smart Cities bid with focus on improving health outcomes for the community. Business partner: ZTE. Academic partner: Henley Business School.</li> </ul> <p><b>1.2 Ensure a fit for business transport infrastructure</b></p> <ul style="list-style-type: none"> <li>• Major scheme evaluation completed Full Business Case submitted awaiting approval the PRB and Capital Strategy Board before awarding the contract.</li> <li>• Stoke Road Regeneration including station forecourt upgrade (north) feasibility study commissioned</li> <li>• Stoke Poges Lane bridge opened.</li> <li>• Leigh Road bridge opens 24<sup>th</sup> September.</li> </ul> <p><b>1.3 Enable partners to support residents to develop skills to meet local employers' needs</b></p> <ul style="list-style-type: none"> <li>• SBC work experience programme for JCP clients aged 16 - 24 resulted in two out of three candidates gaining employment immediately after their placements.</li> <li>• Three long-term unemployed lone parents have now secured employment following the Elevate Slough Gingerbread Marks and Starts programme.</li> </ul> <p><b>1.4 Develop planning policies which will deliver more high value business properties to meet modern needs</b></p> <ul style="list-style-type: none"> <li>• On 15th September the Cabinet approved the "Centre of Slough Strategy". One of the key elements of this is "Attracting More Business". The proposals in the Strategy will be fed into the emerging Planning policies for delivering more high value employment generating development in the centre.</li> </ul> <p><b>1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow</b></p> <ul style="list-style-type: none"> <li>• Station Road closure approved by Cabinet.</li> <li>• Transport Modelling on WRAtH agreed with Network Rail.</li> </ul> <p><b>1.6 Develop a more mutually beneficial relationship with Heathrow Airport</b></p>					

**Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015**

- Traffic surveys agreed with HAL, data to be shared saving SBC approximately £50K.
- 24/7 bus service launched for 7 series.

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

- Specifications for gateways being drafted.
- Gateway cleaning monitoring has commenced.

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

**1.1 Establish a business inward investment and retention function**

- Town Centre Manager to be interviewed and appointed.
- Agency to be appointed for BIG Slough Messaging.
- Promote Slough as a business location at MIPIM UK.

**1.2 Ensure a fit for business transport infrastructure**

- Contract Award for major schemes, works start on site.

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

- Soft skills and traineeship event arranged for 16<sup>th</sup> October.
- Second SBC work experience intake for 16 – 24 year olds – with a maximum of 5 referrals from Job Centre plus.
- Labour Market Information portal including vacancy data and growth sectors to go live on Slough Elevate Me early October using LEP data. This is to be used by employability practitioners and careers services in schools.

**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**

- Station Road closure commences on site.

**1.6 Develop a more mutually beneficial relationship with Heathrow Airport**

- Response to commission on surface access to airports.

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

- Nothing to report.

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

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

**Red / Amber / Green**

(the main headings from the more detailed Risk Register for this 5YP outcome)	Red / Amber / Green

**Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015**

<b>5 YEAR PLAN OUTCOME 2:</b> There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough			<b>OUTCOME LEAD</b>	Neil Aves	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	30/09/2015
<i>Previous month</i>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	31/08/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key actions</b>					
<ul style="list-style-type: none"> <li>Higher quality private sector housing will be a valued housing option and will reduce long term health problems.</li> <li>Make best use of existing local authority housing stock to meet housing need.</li> <li>Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need.</li> <li>Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan.</li> <li>Prevent homelessness where possible through early intervention and using a range of housing options.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>10 under occupiers have moved through the Tenant Incentive Scheme (TIS).</li> <li>8 tenants of Tower &amp; Ashbourne (T&amp;A) re-housed to alternative accommodation.</li> <li>77% of tenants in T&amp;A completed housing register forms to begin relocation process.</li> <li>Consultant (Savills) have 7 leaseholders to buy back RTB units in T&amp;A in progress.</li> <li>Garage report including draft garage strategy &amp; RAG rating submitted to Scrutiny (03/09/15).</li> <li>First draft of 30 year HRA business plan &amp; development strategy currently under review.</li> <li>Small sites development strategy submitted to cabinet (14/09/15).</li> <li>PRS Landlord forum was held at The Centre on the 24/09/15.</li> <li>Comprehensive HRA stock condition survey out to tender (Return Date 23/10/15).</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
<ul style="list-style-type: none"> <li>Final results of TIS review and incentives for downsizing tenants available.</li> <li>95% of tenants in Tower &amp; Ashbourne completed housing register forms to begin relocation process.</li> <li>10 tenants re-housed from Tower &amp; Ashbourne.</li> </ul>					
<b>Key issues of risk / obstacles to progress:</b>					
(the main headings from the more detailed Risk Register for this project)					
	<b>Red / Amber / Green</b>				
Increased PS market rent levels rendering the sector inaccessible to households on benefits.	R	R	A		
Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.	R	R	A		
Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.			A	A	A
Increase in construction costs rendering small and infill site development non-viable.				A	G G
Staff vacancy rate and inability to recruit to undertake housing regulation functions.	R	R	R		
Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.		R	A	A	
Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.			A	A	A
National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.			A	A	A

**Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015**

<b>5 YEAR PLAN OUTCOME:</b>	Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities		<b>OUTCOME LEAD:</b>	Joe Carter	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>GREEN</b>	05/10/2015
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	26/08/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ul style="list-style-type: none"> <li>• Create a VISION for the Centre of the Town.</li> <li>• Define and establish the Centre of the Town as a destination.</li> <li>• Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space.</li> <li>• Understand through consultation and intelligence, the current and future needs and expectations of the High Street.</li> <li>• Cultivate a vibrant town centre.</li> <li>• Expand the evening economy.</li> <li>• Deliver a One Public Estate Strategy.</li> <li>• Ensure the Curve continues to be operationally successful.</li> <li>• Make 'Slough the place of innovation'.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• Cabinet report completed.</li> <li>• Vision and Strategy agreed.</li> <li>• Work stream programmes updated.</li> <li>• Programme updated.</li> <li>• Strategic Acquisitions Policy agreed by Cabinet.</li> <li>• CPO Strategy agreed by Cabinet.</li> <li>• Outcomes Based Budgeting exercise completed.</li> <li>• The Curve opening programme agreed by Task and Finish Group.</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
<ul style="list-style-type: none"> <li>• Work stream leads to establish formal working groups and reporting.</li> <li>• Budgets savings to be confirmed.</li> <li>• Re-visit/wind-up T&amp;F Group.</li> <li>• Confirm budget for opening of the Curve.</li> </ul>					
<b>Key issues of risk / obstacles to progress:</b>					
<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>				<b>Red / Amber / Green</b>	
Resource allocation				AMBER	
Budget identification				AMBER	

**Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015**

<b>5 YEAR PLAN: OUTCOME 4</b> Slough will be one of the safest places in the Thames Valley			<b>OUTCOME LEAD</b>	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current</b> period	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER/GREEN</b>	<b>AMBER/GREEN</b>	06/10/2015
<i>Previous month</i>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER/GREEN</b>	<b>AMBER/GREEN</b>	07/09/2105
Project start date:	April 2015		Anticipated Project end date:		April 2020
<b>Key actions</b>					
<ul style="list-style-type: none"> <li>• Reduce total crime, specifically high volume and serious crimes against the person.</li> <li>• Focus on: alcohol as a contributory factor and Domestic Abuse.</li> <li>• Promote and publicise the safety of Slough, including for businesses in the town.</li> <li>• Focus on Burglary.</li> <li>• Focus on responding to ASB casework and Environmental ASB through enforcement and design.</li> <li>• Deliver the partnership action plan to respond to violent extremism.</li> <li>• Raise awareness of the Channel programme and how to make referrals.</li> </ul> <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"> <li>• Safer Slough Partnership priorities based upon the SSP Strategic Assessment.</li> <li>• ASB Implementation Outcomes.</li> <li>• Community Cohesion Strategy.</li> <li>• Preventing Violent Extremism Action Plan.</li> </ul> <p>Reporting to where possible reflect existing mechanisms e.g. SSP.</p>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• 5YP budget meetings for Outcome 4 continuing &amp; 5YP Outcome 4 prep for presentation to C&amp;D.</li> <li>• Safer Slough Partnership meeting held; Strategic Assessment completed and DA Strategy endorsed, Youth Parliament Reps now included.</li> <li>• Following the VMAP evaluation, the project has now been expanded to cover all of Slough and to include all aspects of violent crime.</li> <li>• Slough DAAT was successful in securing funding and support to conduct a review of Alcohol Pathways in Slough; 3 task and finish groups looking at service and capacity mapping, data collection and information governance and funding flows. This will feed into the Partnerships review.</li> <li>• Prevent Coordinator now in post</li> <li>• Young Leaders Programme (YLP), funded by the Home Office, publicity and recruitment for 25 young people aged 15 to 17 years old to attend this project.</li> <li>• Rogue Trader Day on the 30<sup>th</sup> September – partnership operation with 27 officers from 5 agencies.</li> <li>• Waste Carriers Op held in the east with TVP, Immigration and Parking Enforcement.</li> <li>• Community event held in Moreland Avenue.</li> <li>• ASB Legislative Training for TVP &amp; SBC, Advanced Investigative Training for SBC staff.</li> <li>• Illicit tobacco operation – carried out with tobacco dogs.</li> <li>• Shisha advice gone out to all premises in the borough, further Shisha enforcement visits completed.</li> <li>• Change in e-Cigarettes law – cannot sell to anyone under 18 – press release produced with good coverage.</li> <li>• CSE Coordinator in post.</li> <li>• Draft FGM strategy and pathways prepared.</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					

**Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015**

- LCJB offender health workshop.
- Yew Tree and Herschel park multi-agency task and finish group to meet following a number of ASB issues.
- Thames Valley Police Neighbourhood Policing seminar.
- Progressing the Safer Slough Partnership mapping project.
- Home Office meeting 08/10 - Syria/Iraq & Working with Communities.
- Review of Late Night Refreshment Licenses.
- Licensing Policies on Gambling, No casino, DBS, English Test for driver, Street & House to House collection.
- CSE Licensing Splinter Group – prep for Hotel Watch, Safeguarding Awareness Training and CSE Awareness packs for officers.
- Waste Carriers Op planned.
- Squatter / Rough Sleepers Op planned.
- Loan Shark Week commences and CRED day.
- Press release on Universal Credit and extortionate credit and advising financially vulnerable adults to be distributed.
- Introducing CCTV to Baylis Park to help tackle anti-social behaviour as this has become a hotspot area.

**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; need to maintain momentum.	Amber	
Prevent Co-ordinator in place 1 <sup>st</sup> September.	Green	
CSE Co-ordinator currently being recruited.	Green	



**Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015**

<b>5 YEAR PLAN OUTCOME:</b>	No 5: Children and young people in Slough will be healthy, resilient and have positive life chances		<b>OUTCOME LEAD:</b>	Krutika Pau	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>RED</b>	<b>RED</b>	<b>RED</b>	<b>RED</b>	05/11/2015
<i>Previous month</i>					05/10/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<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>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<p><b>Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.</b></p> <ul style="list-style-type: none"> <li>Action Plans being developed for delivering the Children and Young People’s Plan July 2015 – December 2016 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.</li> <li>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.</li> </ul> <p><b>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.</b></p> <ul style="list-style-type: none"> <li>Children’s social care services transferred into the Slough Children’s Services Trust (SCST).</li> <li>SCST undertaking series of audits and baselining exercise in order to establish exact position in terms of quality of service provision.</li> </ul> <p><b>Ensure vulnerable children and young people are safe and feel safe.</b></p> <ul style="list-style-type: none"> <li>SCST undertaking series of audits and baselining exercise in order to establish exact position in terms of quality of service provision.</li> <li>Launch of MASH delayed until spring 2016.</li> </ul> <p><b>Ensure children and young people are emotionally and physically healthy.</b></p> <ul style="list-style-type: none"> <li>Action Plans developed for delivering the Children and Young People’s Plan July 2015 – December 2016 priorities around: supporting children and young people’s emotional and mental wellbeing; and supporting children and young people’s physical wellbeing.</li> <li>Consultation on draft Child and Adolescent Mental Health Services (CAMHS) Strategy launched.</li> <li>Flu vaccination campaign underway to increase uptake in children.</li> <li>Health visiting service increasing the percentage of women seen antenatally.</li> <li>Teenage pregnancy quarterly figures show eight lowest rates in the country (June 2014).</li> </ul> <p><b>Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve their individual potential.</b></p> <ul style="list-style-type: none"> <li>Action Plans developed for delivering the Children and Young People’s Plan July 2015 – December 2016 priority around: ensuring children and young people are engaged and helped to access opportunities that will enable them to reach their full potential.</li> <li>In October 2013, Slough Borough Council entered into a 3-year contract with Cambridge</li> </ul>					

**Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015**

Education for the provision of Slough's education services. This contract will expire on 30th September 2016. The Council, Cambridge Education and Slough Children's Services Trust will work in partnership over the next twelve months to ensure continuity and security of service provision via current and future contractual arrangements.

**Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood.**

- Provision of SEN Assessments transferred into the Slough Children's Services Trust (SCST).
- Transition to EHCPs for children and young people with SEND completed up to Year 9.

**Secure sufficient school places to meet the needs of Slough residents.**

- Sufficient school places identified and delivered for school year beginning September 2015.
  - Primary places – new primary free school opened on the Langley Academy site in September 2015. Temporary classrooms were installed at St Mary's CE Primary, James Elliman Primary and Claycots Primary for September 2015, while development plans proceed for permanent provision at each site.
  - Secondary places – Eden Girls' School opened on a temporary site.
  - Places identified for all reception and year 7 applicants, and late applicants will be offered places as they apply. There is an emerging pressure in some primary year groups which may affect those who have applied recently.

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

**Undertaking full refresh of Outcome 5.**

- 1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.**
  - Establishment of SCST to deliver improved children's social care services in the borough.
- 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.**
  - Establishment of SCST to deliver improved children's social care services in the borough.
- 3. Ensure vulnerable children and young people are safe and feel safe.**
  - Establishment of SCST to deliver improved children's social care services in the borough.
- 4. Ensure children and young people are emotionally and physically healthy.**
  - Complete consultation on draft CAMHS Strategy.
  - Continue development of plans for a holistic 0-19 health offer.
  - Mentalhealth4life resources to be launched nationally on November 11th for roll out in the new year
  - Bids for CAMHS Transformation funding submitted.
  - Oral health and nutrition strategy in development.
  - Planning for ChangeforLife.
- 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.**
  - 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.**
  - Establishment of SCST to deliver improved children's social care services in the borough.
  - 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
Provision of children's social care services outside of local authority control, whilst SBC retains statutory responsibility for provision.	Red
Introduction of fully operational MASH delayed until spring 2016.	Red
Review of services provided by Cambridge Education to include services which will transfer into the SCST following ministerial direction, and services which will need to be re-commissioned.	Amber

**Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015**

School places: <ul style="list-style-type: none"> <li>Higher than expected numbers of school applications years 1-6</li> <li>Possible impact of further inward migration and asylum seeker arrivals.</li> </ul>	Red
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<b>5 YEAR PLAN OUTCOME:</b>	6. More people will take responsibility and manage their own health, care and support needs		<b>OUTCOME LEAD:</b>	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	05/10/2015
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	04/09/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	

Key outcome plan deliverables:
<ul style="list-style-type: none"> <li>Increase adult participation (16+) in sports and activities.</li> <li>Increase the number of vulnerable adults who benefit from a preventative approach/service.</li> <li>Increase the number of people benefiting from reablement/intermediate care services.</li> <li>More vulnerable adults supported at home.</li> <li>Increase the number of people supported by the voluntary and community sector to live independently at home.</li> <li>Increase the number of people managing their care and support needs via a direct payment.</li> <li>Reducing the demand on health and social care services.</li> <li>Reducing the average spend per person in receipt of support from the council.</li> <li>Increasing the percentage of adult social care users who have as much social contact as they would like.</li> <li>Increase the percentage of stated outcomes achieved as part of safeguarding.</li> <li>Increase the proportion of people who feel 'safe' as a result of the safeguarding procedure.</li> </ul>

Key activities completed / milestones <b>achieved</b> in this period:
<ul style="list-style-type: none"> <li>Voluntary and community sector bids received – evaluation underway.</li> <li>Direct payments support services in place.</li> <li>IT systems for care act approved.</li> <li>Social care reform programme – second meeting held – financial challenge.</li> <li>Integration workshop with CCG.</li> <li>Innovation workshops taken place.</li> <li>Advocacy review and workshop taken place.</li> <li>Review of efficiencies/savings to be delivered – savings plan.</li> <li>National minimum data set for workforce completed.</li> <li>Health scrutiny panel – reform programme, carer's strategy, local account.</li> <li>Successful engagement events re LD provider service changes.</li> <li>Supported housing options confirmed.</li> <li>Peer review meeting/challenge with Portsmouth City Council.</li> <li>Review of CHC started.</li> </ul>

Key activities / milestones <b>scheduled</b> for next period:
<ul style="list-style-type: none"> <li>Procurement decision on voluntary sector contracts to support voluntary sector strategy.</li> <li>Savings plans in place for ASC and being monitored.</li> <li>Work on systems and digital options for delivery of Care Act social care reforms.</li> <li>Regional workforce workshop.</li> </ul>

**Appendix F: Five Year Plan Outcome updates as at 30<sup>th</sup> September 2015**

- LD provider service changes – options paper to CMT.
- Deliver supported housing options.
- Interoperability project with CCG.
- Market failure protocol.
- BCF integration workshop 2.
- CHC plan completed.
- Prevention plan development.
- Restructure proposals for care group commissioning.
- Extra care housing proposal agreed.

**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

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<b>5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income</b>			<b>OUTCOME LEAD</b>	Joseph Holmes	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	05/10/2015
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	01/09/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ul style="list-style-type: none"> <li>• Increase the collection rates of Council Tax and Business Rates.</li> <li>• Maximise the use of its capital resources to increase revenue savings &amp; make the capital strategy affordable.</li> <li>• Remove subsidies where appropriate and revenue from fees and charges will be maximised.</li> <li>• Maximise income from investment properties.</li> <li>• Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Regeneration Partnership (SRP).</li> <li>• Rationalise the operational property estate, through disposals and shared use.</li> <li>• Maximise savings from procurement, commissioning and contract management.</li> <li>• Ensure a revolutionised approach to household waste collection is in place.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• Council Tax collection rate close to 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.</li> <li>• Business Rates is above its collection profile (expected collection rate of 96.7% for 2015-16) though the overall net collectable debit is lower than budgeted.</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
<ul style="list-style-type: none"> <li>• Actively seeking mortgage lender / broker arrangements to support the Local Authority Property Purchase scheme approved at Cabinet in September.</li> <li>• Protocol being developed for referring residents to access mortgage scheme.</li> <li>• Options appraisal of first properties for the Strategic Asset Acquisition scheme.</li> <li>• 3<sup>rd</sup> draft of proposals to reduce the cost base of the outcome to 65% of current spend by 2019-20. Highlighting income / cost base reduction of almost 100% of the outcome 7 budget over the MTFs.</li> <li>• Expected proposal on improving Business Rates collection.</li> </ul>					
<b>Key issues of risk / obstacles to progress:</b>					
<small>(the main headings from the more detailed Risk Register for this project)</small>				<b>Red / Amber / Green</b>	
Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.					Green
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 30<sup>th</sup> September 2015**

<b>5 YEAR PLAN OUTCOME:</b>	No 8: The council will be a leading digital transformation organisation		<b>OUTCOME LEAD:</b>	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	02/10/2015
<i>Previous month</i>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	04/09/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ul style="list-style-type: none"> <li>• Use technology to redefine the way customers contact the council.</li> <li>• Streamline customer journeys to deliver savings.</li> <li>• Invest in technology to enable staff to work smartly wherever they are located.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• Transformation Board considered specifics of digital programme and agreed resourcing including workstream leads.</li> <li>• Transformation Board agreed external review of ICT Strategy and action plan.</li> <li>• Pilot of desk top upgrade in progress.</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
<ul style="list-style-type: none"> <li>• Audit of desk space and proposals how to deliver 6:10 desk ratio for SMP to be agreed.</li> <li>• Desk top upgrade pilot to be reviewed and roll out to be agreed from November.</li> <li>• Revised home and mobile working policy to be finalised.</li> <li>• ICT review workshop to be held on 7 October.</li> <li>• Digital Transformation Manager to be recruited.</li> <li>• Digital Transformation workshop to launch programme to be held on 20 November.</li> </ul>					
<b>Key issues of risk / obstacles to progress:</b>					
<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>					<b>Red / Amber / Green</b>
• Capital investment requirements higher than present budget allocation.					<b>Amber</b>
• Lack of in house capacity to deliver transformation.					<b>Amber</b>

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> November 2015

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

**WARD(S):** All

**PORTFOLIO:** Councillor Anderson; Leader and Commissioner for Finance & Strategy

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

**MEDIUM TERM FINANCIAL PLANNING UPDATE INCLUDING SAVINGS PROPOSALS FOR THE 2016-17 FINANCIAL YEAR**

1 **Purpose of Report**

To summarise the latest financial planning assumptions and the proposals for delivering a balanced budget in the 2016-17 financial year.

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

The Cabinet is requested to resolve:

- (a) That the savings set out in Appendix A be included in the Revenue Budget 2016-17 to be approved by Council in February, subject to the final Local Government Finance Settlement, taxbase papers any further adjustments.
- (b) That the latest financial planning assumptions and the impact of these on future service delivery be noted.

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

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

This report sets out the financial planning for the council over the next four years and assists in delivering the objectives of the SJWS. The report cuts across all themes as it is about ensuring sufficient resources to deliver the Council’s strategies going forward.

3b **Five Year Plan Outcomes**

This report delivers against all of the Five Year Plan (5YP) outcomes. The move this year to outcomes based budgeting has enabled a very close link between financial planning for the Council and the deliver of the 5YP.

All financial planning has been based around the 5YP outcomes and budgets have been re-aligned to reflect their contribution to the respective outcomes. Furthermore, the detail below highlights the trajectory of financial resource over the next 4 years.

#### 4 Other Implications

##### (a) Financial

The proposals included within this report have financial implications, once they have final approval from full Council. Before then EIAs need to be considered in advance.

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	n/a	
Property		
Human Rights		
Health and Safety		
Employment Issues	To be determined through savings proposals	
Equalities Issues	EIAs must be completed by full Council	
Community Support		
Communications		Utilisation of the budget simulator
Community Safety		
Financial	Assumed 45% real terms cut on current Government funding. If Government include Business Rates income and put a notional reduction on this funding then the position will worsen for the Council	If reduced reduction in funding then the position will improve.
Timetable for delivery		Approval will allow for better preparation of programmes into future financial years
Project Capacity	Significant programmes of work are included to deliver the savings. These should take into account programme resources. The creation of a programme management office to support major capital and other projects should assist capacity.	
Other		

#### Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

##### (d) Equalities Impact Assessment



Individual savings items will have an EIA completed, where appropriate, in time for the final Council decision on 25<sup>th</sup> February 2016.

(e) Workforce

There will be workforce implications but these will be finalised within final budget proposals.

(f) Property

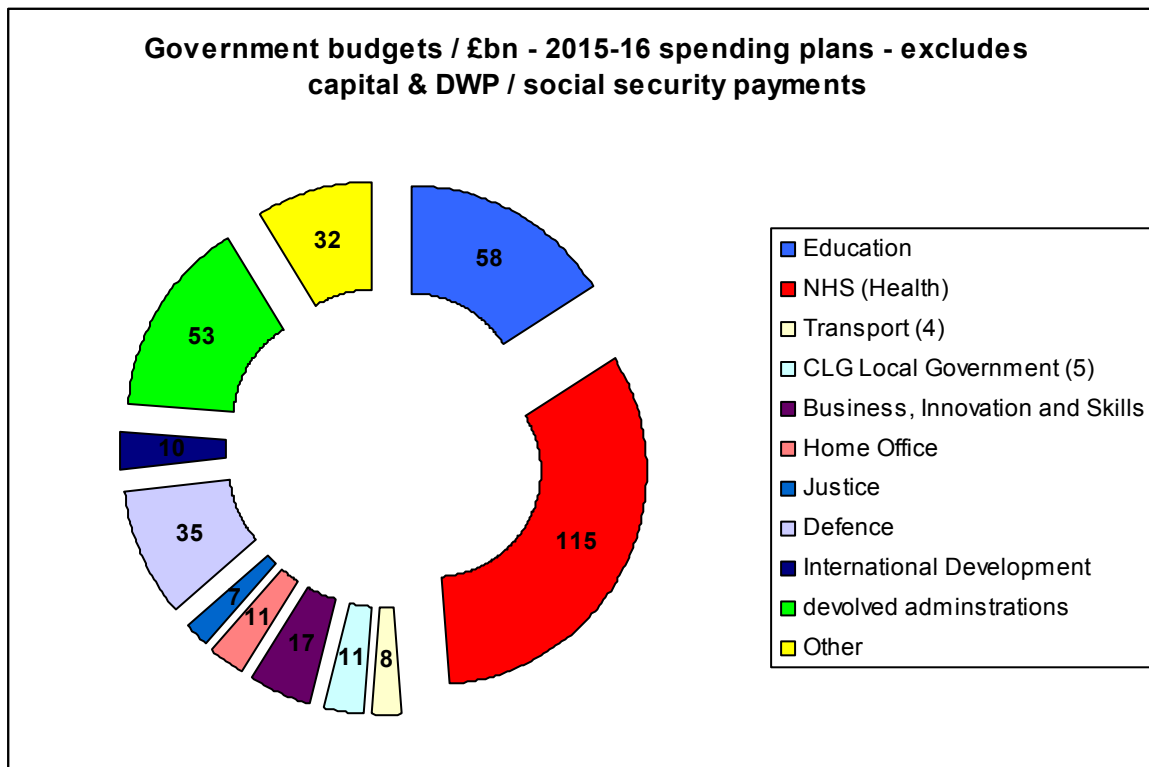
To deliver schemes in line with the strategic asset purchase strategy, the Slough Regeneration Partnership and utilisation of the Asset Challenge process. .

## 5 Supporting Information

### Background

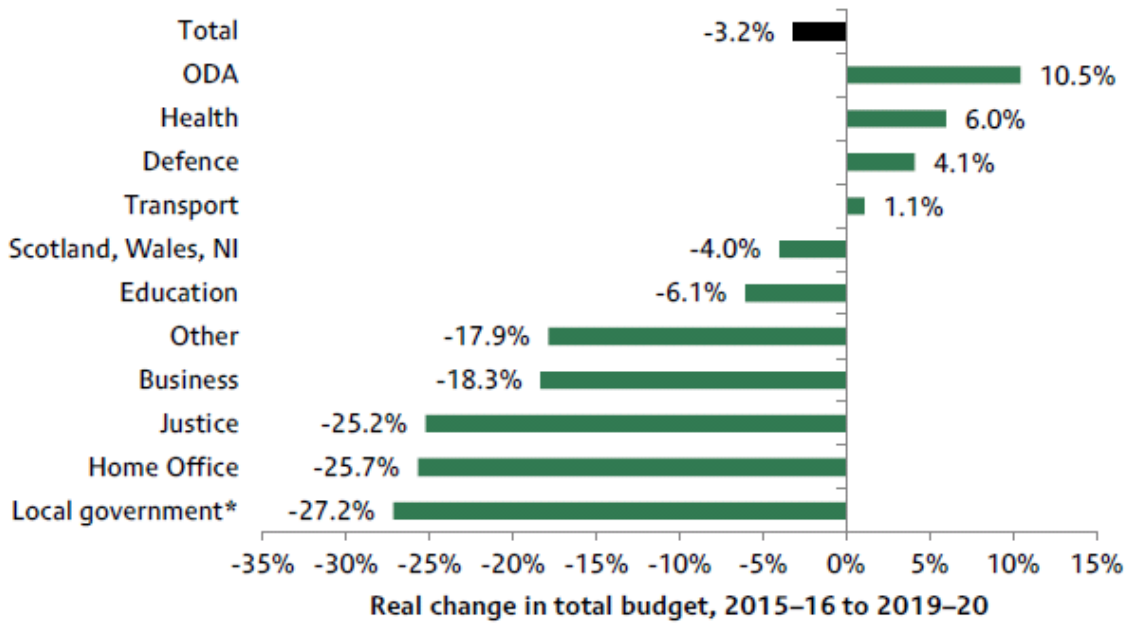
- 5.1 This paper sets out the latest financial planning assumptions over the next four years, 2016 to 2020, and the draft proposals to deliver a balanced budget over this period where these exist.
- 5.2 Since the previous report to the Cabinet, there has been the Government's first budget, in July 2015, as well as a summary of the Comprehensive Spending Review (CSR) which will report on the 25<sup>th</sup> November, and some key announcements at the Conservative Conference in October 2015. The CSR is key to the Council's financial planning going forward. The CSR should detail the level of funding reductions to Local Government in the next four years through to 2020. All Government departments, apart from Education, Health, Overseas Aid and Defence, have been requested to set out the implications of a 25% and a 40% funding reduction over the next four years. Aside from the Department for Work & Pensions savings through welfare reform, the Government has set out that it requires £20bn of savings over the next four years. To put Local Government spend into context, the latest Treasury summary of departmental budget is included below. This represents under half of all Government spend as it excludes annual spend through benefits, pensions, capital etc. Local Government receives £10.5bn of spend. As noted above, Government has already put various protections in place for certain Government departments (and the devolved administrations' funding is in part tied to these decisions) leaving about £84bn of spending on which to make the £20bn reductions.

**Graph 1.1: Government expenditure summary**



- 5.3 The Institute of Fiscal Studies (IFS) have set out what they believe the outcome of the spending review might be based on previous policy announcements.

**Graph 1.2: IFS summary of the Spending Review.**

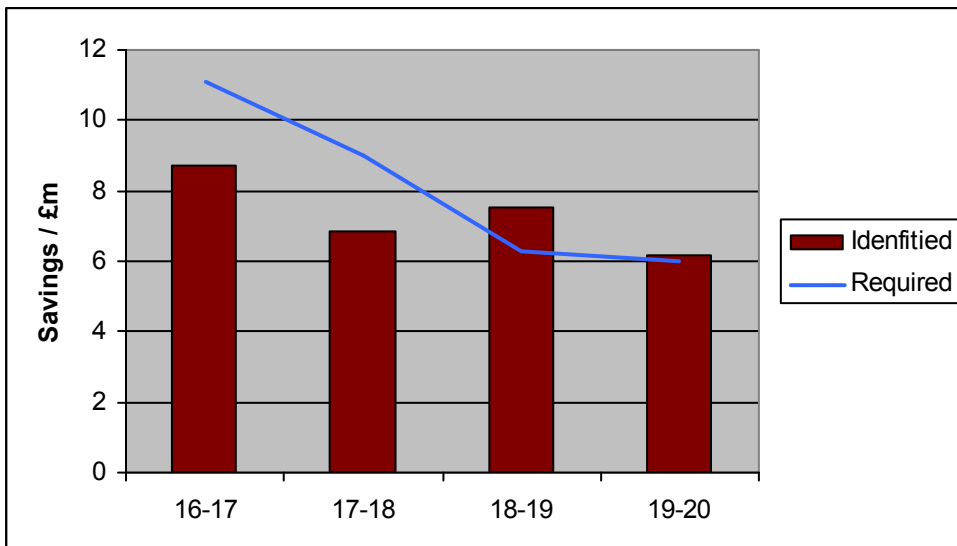


**The Council’s approach to closing the financial gap**

5.4 The Council has changed its approach this year to budgeting to focus on the delivery of the 5 Year Plan (5YP) outcomes. This outcomes based budgeting has enabled the Council to look at more cross cutting budgets that deliver outcomes rather than the same provision of existing services.

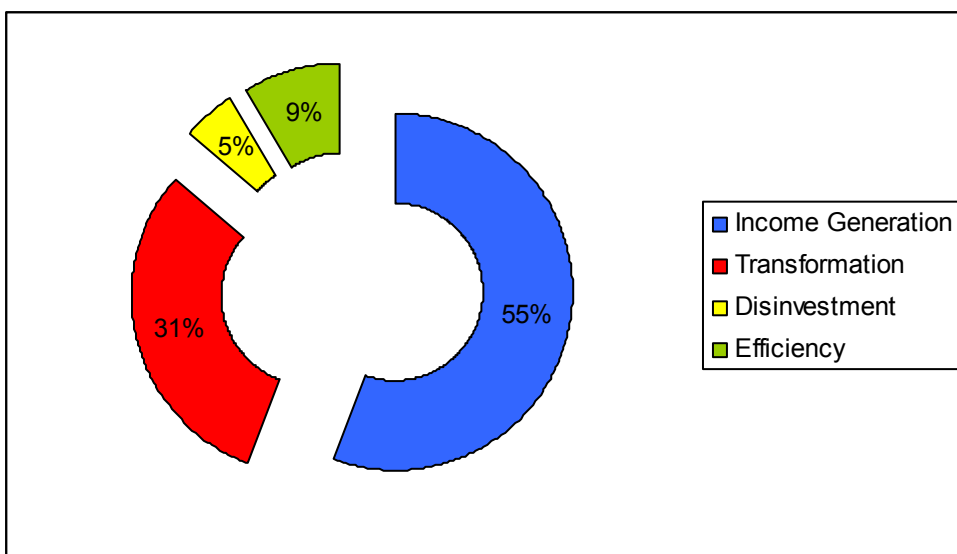
5.5 The outcome of the work undertaken so far has been to identify savings of twenty nine million pounds profiled per the below. A significant amount of these are presented to Cabinet in this paper, with further savings to be presented at future Cabinet meetings. All of these will be subject to review at the February Cabinet and Council, whereby the savings for 2016-17 will be presented for approval, with indicative figures for future financial years.

**Chart 1.3: Draft savings proposals 2016-20**



5.6 The rationale for outcomes based budgeting was also to drive more innovation in the delivery of Council services and to take a more strategic look over the life of the MTFS to commence schemes that will re-shape services or deliver significant income in future financial years. The chart below highlights the themes of the main savings contained over the next four years as they are currently envisaged. These will need to be approved on an annual basis per the Council revenue budget setting process, but this provides a clear trajectory for where the Council is seeking to make change in the future. As can be seen from the chart, there are significant new income streams that the Council will be pursuing to enable the delivery of the 5YP but also to protect other services areas from even further reductions in budgets due to overall reduction in Government funding.

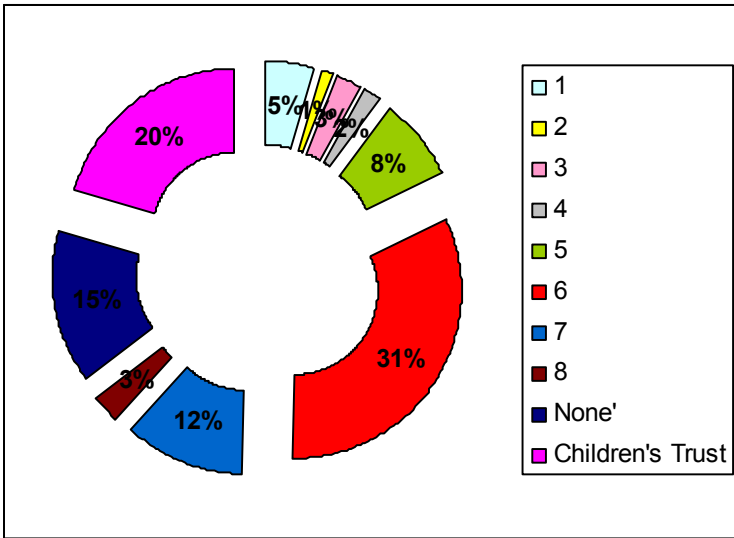
**Chart 1.4: Indicative savings proposals by type 2016-20**



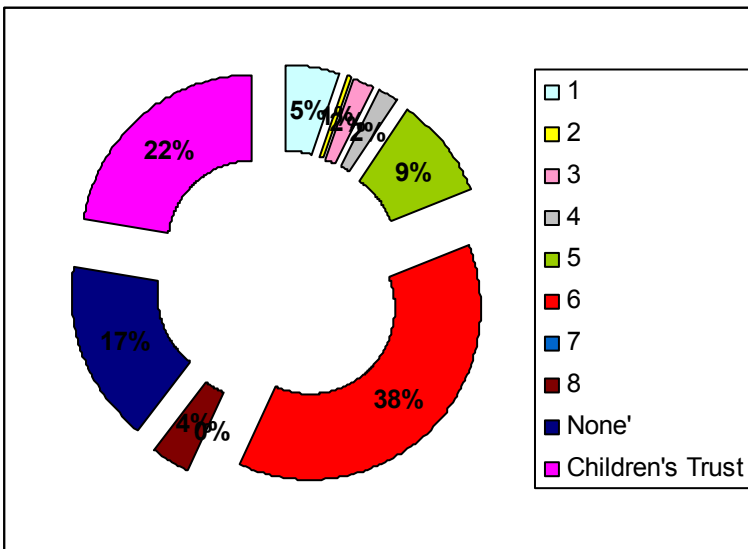
5.7 The chart below highlights where the change will be on the respective outcomes compared to the current position and 2020 (clearly depending on which options members decide to make over the coming 4 years).

**Chart 1.5: Shift in financial resource across outcomes (% change to comparative outcome budget 2015-20)**

**2015-16 Budget by outcomes (% of total budget)**



**2019-20 Indicative budget by outcomes (% of total budget)**



**The current position and financial planning assumptions**

5.8 The Council's Medium Term Financial Planning assumptions are contained within the below:

**Table 2.1: MTFS summary**

<i>CTX assumption</i>		<i>1.00%</i>	<i>1.00%</i>	<i>1.00%</i>	<i>1.00%</i>
<b>2015-16</b>	<b>Funding</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
45.13	Council Tax	47.04	48.22	49.44	50.68
29.13	Retained Business Rates	29.35	29.64	29.94	30.24
24.01	Revenue Support Grant	21.13	18.59	16.36	14.40
1.46	Education Services Grant	1.24	1.05	0.90	0.76
2.36	NHS monies through BCF	2.36	2.36	2.36	2.36
2.6	New Homes Bonus	3.64	3.64	3.64	3.64
1.08	Other non-ringfenced grants	0.80	0.70	0.60	0.50
1.9	Collection Fund	1.11			
<b>107.66</b>	<b>Total Budgeted income</b>	<b>106.67</b>	<b>104.21</b>	<b>103.23</b>	<b>102.58</b>
112.34	Prior year baseline (adj.)	108.94	107.45	104.31	103.33
3.72	Base budget changes	2.90	2.90	2.90	2.90
1.89	Directorate Pressures	5.00	2.00	2.00	2.00
	Revenue impact of Capital investment	0.25	0.25	0.25	0.25
-0.5	Other adjustments	1.01	0.78	0.10	0.10
-9.79	Savings requirement	-11.43	-9.17	-6.33	-6.00
<b>107.66</b>	<b>Net Expenditure</b>	<b>106.67</b>	<b>104.21</b>	<b>103.23</b>	<b>102.58</b>

5.9 The savings lines total approximately £33m over the next four years. This is similar level to that experienced by the Council over the past few years since the previous Coalition Government came to power in 2010.

5.10 The assumptions contained within the specific lines are summarised below

#### *Council Tax*

Assumed a 1% Council Tax rise through the period of the MTFS and on recent experience this would then be funded by the Government through a Council Tax Freeze Grant. Over time, this erodes the Council's tax base in real terms. Assumed collection rates are 98.4% over the four years. Also assumed a 3% Council Tax base growth for 2016-17.

#### *Business Rates*

Assumed a small level of growth based on the latest Business Rates figures on the net collectable debit.

#### *Revenue Support Grant*

Assumed a real terms reduction of @45%. This figure will be clarified further once the Comprehensive Spending review is announced on the 25<sup>th</sup> November and then Slough's final figures are released in mid to late December as part of the Local Government Finance Settlement.

#### *Education Services Grant*

Assumed a continued reduction to this grant as more schools convert to academy status during the period of the MTFS.

### *NHS monies through the BCF*

This figure will be removed in the final MTFs; this is a legacy of income coming through the Better Care Fund to Adult Social Care. This will be subsumed within the overall Adult Social Care budget and the comparative figures changed.

### *New Homes Bonus*

This is monies received in respect of Council's promoting new homes being build and is tied to any increases in the Council Tax Base. As growth has been strong in the past 12 months, this is the estimated figure for Slough.

### *Other non-ringfenced grants*

Residual Council Tax Freeze grant levels from previous years and other smaller non ringfenced grants.

### *Collection Fund*

This is the surplus of Council Tax and Business Rates when comparing the budget that was set for 2015-16 compared to the actual Council Tax and Business Rates received. This figure is only an estimate, but is primarily driven through the increases to the Council Tax base.

### *Baseline*

This is the brought forward budget figure from the previous year adjusted for any one-off amendments made for the 2015-16 budget.

### *Base budget changes*

A forecast of the additional costs through contractual inflation changes, pay award (assumed at 1% and increases to the LGPS employer contributions of 0.5%) and incremental rises.

### *Directorate Pressures*

There are some significant unavoidable pressures required for 2016-17 and these include:

- The additional funds for the Children's Trust per the Cabinet and Council reports in September of circa 2.8m
- Adult Social Care demography
- The on-going revenue costs of the Curve building
- Additional costs through the Government's pensions and NI reforms of circa 1m
- Considerations for members concerning the Local Welfare Provision scheme

### *Revenue Impact of Capital Investment*

As the Capital strategy relies heavily on General Fund internal balances / future borrowing, the Council needs to set aside an increase to the Minimum Revenue Provision to mitigate the future cost pressures of the capital strategy.

### *Other Adjustments*

Movements to / from reserves in respect of the transformation fund and for one-off monies to support the re-commissioning contract works across the Council.

### *Savings requirement outstanding*

This is the level of savings still required assuming all of the above assumptions are correct at the time of the Local Government Finance Settlement

### *Savings identified*

The first tranche of these are detailed in appendix A. Further updates will be brought to Cabinet in its upcoming meetings. The appendix A totals over £4.6m in the 2016-17 with £16m of further savings and income across the four year period.

### **Business Rates**

Until the spending review, the full details of the new scheme are unlikely to be released. Until this point, no further financial benefits have been included in the model.

## **6 Comments of Other Committees**

The Medium Term Financial Strategy and revenue budget 2016-17 are included on the Overview & Scrutiny Work Programme for February 2016 prior to the Cabinet making its final recommendations to full Council on 25<sup>th</sup> February 2015.

## **7 Conclusion**

The Cabinet are requested to approve the savings programmes going forward and to assess whether these are in line with the 5YP. The final decision on these will come through to Cabinet in February 2016 and then full Council for the ultimate decision. However, by detailing the key plans for 2016-17 and beyond, and gaining Cabinet approval, then this enables officers to commence programmes of work to enable these savings to be delivered from April 2016.

## **8 Appendices Attached**

'A' - Savings proposals

## **9 Background Papers**

'1' 2015-16 Full Council Budget papers

'2' HM Treasury – Budget 2015 and Comprehensive Spending Review overview



APPENDIX A

No.	Outcome	Service	Value 2016-17	Value 2017-18	Value 2018-19	Value 2019-20	TOTAL/ £k	Item	Delivery	Risk to not achieving the outcome/service risk	Type	EIA Required
1	1 and 3	Highways and Transport	423	892			1,315	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
2	3	Asset Management (RHR)	150				150	Increased recharges to capital/income from strategic acquisitions	Effective utilisation of income	Low	Efficiency	No
3	6	ASC	300				300	Service reform of internal LD services	There are three types of internal provided LD services - an 8 bed residential unit, an 8 bed respite unit and 3 day services. For the first two services the proposal is to re-provide the residential as a supported living service for 7 people and reduce the number respite beds and increase the use of flexible direct payments instead of respite. These services will be provided from their existing accommodation and capital funding has been set aside to upgrade these buildings to support the new services. Alternative options for the provision for day services will also be put in place and a review of the existing accommodation.	Medium This reform will lead to improved outcomes for people with a learning disability and their families - although some people will perceive this change as a reduction in the usual service they have been receiving but alternative options will be put in their place. Main risk is to any potential delay to delivery within agreed timescales as this project is both property based and options appraisal reliant .	Transformation	Yes
4	7	Finance & Audit	10	5			15	Increased recharges to the SUR (Slough Urban Renewal) company	Requesting the SUR board to pay more to SBC's costs in respect of providing accountancy services. With further schemes coming on board this is more justifiable.	Medium - would require approval from the SUR Board	Income Generation	No
5	7	AIR	1,250				1,250	Asset Purchase Strategy - assume a maximum of £25m investment portfolio with net 5% - per the Cabinet and Council report in September 2015	Requires capital investment of £25m. Asset Management to then identify suitable properties and propose these to the Strategic Asset purchase board.	High. The net yield is an assumption based on best information at the moment, and includes assumed financing costs of 1.5%. This exposes the Council to fluctuations in the commercial market; risks to be reduced where possible by ensure flexibility of asset purchases.	Income Generation	No
6	7	AIR	15	418	1,227	5,671	7,331	Utilisation of the SUR commercial and small sites	To put further sites through the SUR company to build additional properties and the Council receive one-off income in respect of profit and loan notes; and the ancillary benefit of additional properties into the Council Tax Base		Income Generation	No
7	7	AIR	150				150	Asset Challenge - more effective utilisation of Council assets			Transformation	No
8	7	Finance & Audit	60	165	175		400	Assistance with Mortgages deposits being offered with rental (@4%). Assumed 20, then 75 then 133. Per the September Cabinet report.	Scheme whereby the Council puts deposits on mortgages for residents of 30% and receives a rental return on this investment. Council also receives capital appreciation	Medium - exposure to falling house prices and mortgage repossessions. The scheme so far has been with over 100 Councils and £414m of lending and has yet to have repossession. Strict lending criteria are administered through the mortgage lender. The Council refers people to lenders as well	Income Generation	No
9	7	Finance & Audit	718	30			748	One-off interest on loan notes from existing SUR schemes	Through the SUR agreements - we receive a treasury management return on the land value we place into schemes	Low - based on Ledgers and Wexham nursery schemes	Income Generation	No
10	7	AIR		836	2,152		2,988	One-off profit from existing SUR schemes	Through the SUR agreements - we receive a profit share on the land we place into schemes	Medium - amount is dependent on market conditions and contracting costs within SUR schemes	Income Generation	No
11	7	Finance & Audit	300				300	Moving MRP (Minimum Revenue Payments) to a long asset life period (60 years as opposed to 40 years)	If the capital programme is funded by internal reserves, grants, s106 and existing borrowing, then there is no need to pay down MRP as the capital programme is already funded. However, many of the schemes above will mean that we will be likely to be borrowing in the medium term	Medium - already started discussions with external auditors and advisors	Transformation	No
12	None	Facilities	100	10	10	10	130	Additional income - Maximise Use of Office Space	Embed flexible and mobile working to get better use of office space. Develop commercial approach to floor space at SMP through external lettings. Range of options being considered.	Low/medium	Income Generation	No
13	None	Facilities	100	-50	10	10	70	Additional Income - Corporate Landlord & Accommodation Strategy Initiatives	As above	Low - Needs CMT approval	Income Generation	No

No.	Outcome	Service	Value 2016-17	Value 2017-18	Value 2018-19	Value 2019-20	TOTAL/ £k	Item	Delivery	Risk to not achieving the outcome/service risk	Type	EIA Required
14	None	Facilities	20	5	5	5	35	FM Contracts Review	Review all FM Contracts to establish if savings can be made.	Legal restrictions due to contract agreement still being in place.	Efficiency	No
15	None	Facilities	100				100	Additional Charge to the HRA for FM Service and Space Occupation	Reviewed recharge of LMP floor space to HRA as a result of increased space use	Low	Efficiency	No
16	None	Transactional Services	350				350	Additional Business Rates identified through Arvato completing a review of all properties in SBC	Completed - Arvato have completed their review but SBC are waiting for the valuation office to action all of the additional Business Rates	Medium - Business Rates fluctuate and the longer the Valuation Office do not action increases to the valuations the less money SBC can collect	Income Generation	No
18	None	learning & communities	111	80			191	By bringing the library service "in house" from 1st July 2016 there will be a saving in management fees charged by Essex County Council.	There will no change to service delivery	<b>Low</b> - the transition will be managed within the time scale to achieve the saving.	Efficiency	No
19	None	learning & communities	29	21			50	Essex County Council currently charge for payroll and HR, legal, finance support.	There will no change to service delivery	<b>Low</b> - transactional services provider will pick up the additional payroll and related work within the current contract and SBC will need to pick up the HR, finance legal support. The staffing numbers have decreased from 46.8 FTE to 26.7 FTE, a reduction from when the service was previously delivered in house (2009)	Efficiency	No
20	None	learning & communities	10	3			13	Through the library service coming back in house the service will no longer be required to fund any content insurance (assuming the council's own insurance arrangements will cover the library service contents cover.	There will no change to service delivery	<b>Low</b> - assuming the council's own insurance arrangements will pick up this cover.	Efficiency	No
21	None	learning & communities	8				8	Ceasing buying in the libraries Plus survey.	There will no change in service delivery, however the service will not have the benefit of an external user survey to inform future improvements.		Disinvestment	No
22	Children's Trust	Children's Trust	635	1,135	1,570	1,405	4,745	Reduced spending in line with contract and negotiations on the budget - per the Cabinet and Council paper in September.	SCST		Efficiency	No
<b>Total</b>			<b>4,839</b>	<b>3,550</b>	<b>5,149</b>	<b>7,101</b>	<b>20,639</b>					
Ongoing			4,106	2,266	1,770	1,430	9,572					
One-off			733	1,284	3,379	5,671	11,067					
<b>Total</b>			<b>4,839</b>	<b>2,817</b>	<b>3,865</b>	<b>3,722</b>	<b>15,243</b>					

n.b. italics denote one-off income

**SLOUGH BOROUGH COUNCIL**

**REPORT TO** Cabinet **DATE:** 16 November 2015

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

**WARD(S):** Langley Kedermister

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

**PART I**  
**KEY DECISION****TRELAWNEY AVENUE REDEVELOPMENT PLAN - PROGRESS REPORT****1 Purpose of Report**

The purpose of this report is to provide a progress report on the Trelawney Avenue Redevelopment Plan. It will highlight the collaborative approach that has now been adopted between Slough Borough Council (“the Council”) and Slough Clinical Commissioning Group (“SCCG”) to introduce a mixed-use development that will include modern health facilities, community hub and housing.

**2 Recommendation/Proposed Actions**

The Cabinet is requested to resolve:

- (a) That it be noted that following further discussions since February 2015, SCCG supports the relocation of the existing Orchard Surgery located on Willow Parade, High Street, Langley to Trelawney Avenue and has received NHS England support, subject to compliance with SCCG policy.
- (b) That subject to compliance with Housing Revenue Account (“HRA”) guidance, agree in principle to the General Fund (“GF”) appropriating the area of land required from the HRA to develop the hub, with the remainder of the site retained by the HRA and used to build affordable housing for rent.
- (c) That it be noted that the potential for the hub to be jointly owned and managed between Raw Investments Limited (“RIL”) and the Council. RIL would have ownership of the health-led area, with the remainder owned by the Council (GF) and used to provide local services, including the potential relocation of Langley Library.
- (d) That subject to the relocation of Thames Valley Police (“TVP”), the scope of the plan will increase to include the redevelopment of the police station into affordable housing for rent.
- (e) That following its discussions with New Langley Community Group (“NLCG”) an agreement has been reached on their relocation to alternative premises to enable the redevelopment of the site.

- (f) That it be noted that the February 2015 authority to proceed to develop housing on part of the site will be undertaken by Slough Urban Renewal via the Small Sites Strategy.
- (g) That a follow-up report including financial options and a business case will be presented to Cabinet in February 2016 or sooner if key decisions are required.
- (h) That Asset Management will continue to explore the feasibility of relocating the football teams currently based at the Merry Makers PH to Kedermister Park.

### **3 Slough Joint Wellbeing Strategy, The JNA and the Five Year Plan**

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

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

#### **3b Five Year Plan Outcomes**

Cabinet approved the 5 Year Plan in February 2015. The Trelawney Avenue Redevelopment Plan has the potential to make the following contributions to corporate objectives:

##### **Changing, retaining & growing**

Providing new homes would increase quality, improve choice and stimulate the local economy.

**Enabling & Preventing** The delivery of a new surgery/dental practice/community space will contribute to the outcome of making children and young people healthy, resilient and with better life chances.

The delivery of a new surgery/dental practice/community space will contribute to the outcome of enabling more people to take responsibility for and manage their own health, care and support needs by giving them better access to facilities that support residents in this.

##### **Using resources wisely**

The Trelawney Avenue Development Plan will provide for a community/health hub and housing on a site that is currently not being fully utilised or seen as making significant contribution to enhancing community cohesion.

### **4. Other Implications**

#### **(a) Financial**

There are no immediate financial implications as a direct consequence of this report. However, should the Cabinet agree to the recommendations contained in section 2, the follow-up report will need to be supported by a robust business case, providing detailed information on capital costs, income and expenditure. It will need to demonstrate that the introduction of the hub will be revenue neutral and will not have a detrimental impact on achieving the financial targets set out in the HRA business plan.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Community</b> The New Langley Community Group operate from the facility attached to the Merrymakers public house which will be lost to the community during duration of works.	Discussions commenced some time ago with the Community Group. A new location has been found and the group will relocate in early 2016.	
<b>Financial</b> Acquisition or development of new housing stalls due to insufficient HRA funding.	A detailed business case will be developed and presented to the Capital Strategy Board prior to any commitment to fund the project.	
<b>Financial/Legal</b> Health providers or other public/commercial tenants do not occupy space, resulting in significant revenue losses..	Subject to complying with CCG policy, the proposal is to relocate an existing GP practice and transfer the budget. RIL is already the landlord of Willow Parade and will relocate these services to provide a guaranteed rental stream.	
<b>Human Rights</b>	None	
<b>Employment</b>	None	
<b>Planning</b> The proposed development does not meet planning policy requirements.	Consultation has been undertaken with Planners and will remain ongoing.	
<b>Public Consultation</b> Poor resident consultation leading to a negative reaction to the proposed development and/or services provided.	Feedback received from public consultation demonstrated support for a mix of community provision and new housing. Residents will be involved in developing the proposals.	In the consultation process there was local support for a community hub on Trelawney Avenue.

(c) Human Rights Act and Other Legal Implications

It is understood that the land proposed to be disposed of is presently held for housing purposes under Part II of the Housing Act 1985. If any part of this land is subject to any secure tenancies, any disposal to a private sector landlord could only be effected following consultation with the secure tenants under Section 106A of and Schedule 3A of the Housing Act 1985. Under Section 106A the Secretary of State is to have regard to the views of these secure tenants when considering whether to grant consent to such disposal. Furthermore, the land disposed of would be subject to a “preserved right to buy” in favour of the former secure tenants under Section 171A of the Housing Act 1985. It is presumed, therefore, that any secure tenancies will be terminated before the proposed disposal and any dwellings will be demolished.

Whilst the disposal of land held for housing purposes under part II of the Housing Act 1985 requires the consent of the Secretary of State, the Secretary of State has issued some general consents, The General Housing Consents 2013, which prescribe circumstances in which such land may be disposed of without the need for his specific consent.

Under The General Consents 2013 Councils may dispose of any land held for housing purposes which is no longer subject to any secure tenancies for a consideration equal to its market value (as defined by the consent) provided such disposal is not to a body in which the Council owns an interest, unless it is a Council which has no housing revenue account or, if it has such an account, provided no more than 5 such disposals have been made in the particular financial year concerned.

Under the General Consents 2013, Councils may also dispose of “vacant land” for a consideration determined by the Council. “Vacant Land” for this purpose is defined by The General Consent 2013 as land upon which no dwellings have been built or, where such dwellings have been built, they have been demolished or are unfit for human habitation and are due to be demolished.

(d) Equalities Impact Assessment

The Trelawney Avenue Redevelopment Plan will have a positive impact on the local community. Since the benefits will not be identified until agreement is reached on the scope of the hub, the EIA will be carried out at this juncture.

(f) Land and Property Implications

If developed exclusively for residential use, the redevelopment of sites A, B and C would have the potential to provide up to 40 properties for rent (with the inclusion of flats) that would meet local need and contribute to the HRA Business Plan. Whilst the introduction of a mixed-use community facility will meet the strategic needs of SBC and SCCG, the introduction of the proposed hub reduces the land available for housing use. The inclusion of the existing Police Station at Trelawney Avenue/Langley High Street will offset this loss.

The timing of this report coincides with the ongoing Asset Challenge process, which seeks to reduce the Councils ongoing property costs through a combination of shared use, investment and rationalisation. The introduction of the hub, which combines services and releases assets for alternative use is consistent with the aims of this process. However

**5. Supporting Information**

- 5.1 The Council is the freeholder of the Merrymakers Public House and the Housing Revenue Account (“HRA”) acquired the leasehold in 2012 to assemble a site to provide affordable housing for rent. Whilst the site is designated for residential use, the Council is keen to see a mixed use development that would introduce housing and community use and has raised the potential of introducing a community hub that includes health care and community services.
- 5.2 Cabinet last considered a report on the Trelawney Avenue Strategy in February 2015. At this meeting it was recommended that further discussions take place with SCCG to elicit support to incorporate a GP practice and related health-led services. In this report it was noted that a follow-up would be presented in June 2015. Since this time several meetings have taken place, which have resulted in a collaborative approach that reflects the strategic requirements of both organisation and will enhance community cohesion. Whilst overdue, considerable progress has been made.
- 5.3 The NHS England strategy, which is supported by SCCG, is for new premises to be built to a size and scale that is consistent with the needs of geographically spread

populations. SCCG has confirmed that whilst its strategy would not support the introduction of a new practice in Langley, the potential exists to transfer an existing practice (and budget) and supports the relocation of a local practice into the proposed hub at Trelawney Avenue.

- 5.4 The GP practice previously operating from 324 Trelawney Avenue moved to Willow Parade in 2012. Whilst keen to move back, it is tied into a long-term lease with 20 years until expiry. Consequently the relocation of this practice will be subject to SBC, SCCG and the landlord working collaboratively to develop a proposal that meets mutual objectives.
- 5.5 The landlord has been working with the Council and SCCG to develop a proposal that would allow the practice to return to Trelawney Avenue and has developed indicative plans for a hub that includes a GP practice, pharmacy and dental practice. The indicative plan reflects the Council's requirement to balance health care with community use and allows for co-location with Housing and/or Community Services, a library service and Community Police. The concept also includes space to allow groups and activities already operating from the hall to continue to do so.
- 5.6 The business plan being developed by RIL assumes that it will relocate the existing tenants (GP Practice, Pharmacy and Dental Practice) from Willow Parade. It also assumes that RIL will build the entire hub, own and lease the health-led space and sell the remainder of the completed building to the Council, which will be managed by the Corporate Landlord.
- 5.7 The business plan submitted by RIL will be subject to interrogation by Asset Management to ensure that the proposal is in the best interests of the Council in terms of the land deal and provision of a health led community hub.
- 5.7 To facilitate the introduction of the hub the Council has three possible options. As follows:
  - a) RIL could purchase the vacant land directly from the HRA that is required to build the health element of the hub with the Council entering into a 'building contract' which would see RIL construct the community element of the hub on behalf of the Council. This will result in community element of hub resting with the HRA, or
  - b) The GF could appropriate the total area required for the health and community hub from the HRA, sell the land required for the health related element to RIL and enter into a 'building contract' with RIL to build the community element of the hub. This will result in community element of hub resting with the GF, or
  - c) As above but with the HRA/GF entering into a long lease (999 years) with RIL and retaining the freehold as opposed to selling the land.

Upon agreeing the space requirements of each element and identifying the preferred option, the Council will appoint the District Valuer (or equivalent) to undertake an independent valuation of the site. This would be at a sum that reflects the full market value and would be subject to an independent valuation to ensure there is no detriment to the HRA.

- 5.8 The proposals described above require the agreement of SCCG and NHS England to transfer the existing facilities and budget from Willow Parade to the proposed hub. SCCG has obtained outline approval from NHS England for this project providing it is revenue neutral. A full business case is now being developed and will be submitted to NHS England for approval. To support this it requires RIL to release the Orchard Surgery

(Willow Parade) from its current lease and enter into a new lease at Trelawney Avenue with the terms and conditions as per SCCG current guidance.

- 5.9 Thames Valley Police (“TVP”) has previously expressed an interest in co-location should the hub become a viable option. Whilst the requirements of the police are currently under review and have yet to be determined, it appears unlikely at this stage that TVP will require a significant property presence in Langley but TVP have not ruled out the potential to occupy part of The Hub.

The Langley Police Station site is owned by the HRA and is subject to an 80 year ground lease to (TVP). The lease, which does not include any break provisions, expires in March 2042. As mentioned above, the Council is awaiting the results of an internal TVP asset review. The TVP site along with the HRA garage compound to the rear is ideally situated for a residential development. The site could comfortably accommodate 10-14 terrace properties. There is also the potential to carryout an office to residential conversion of the existing building leaving the garage compound to be developed in isolation. This project could be included within the Small Sites Development Strategy approved by Cabinet in September 2015.

- 5.10 Langley library is leased by the Council from A2 Dominion. A long 997 year lease which commenced on the 1<sup>st</sup> October 2015 is in place with an annual rent of £1 per annum. The building is currently restricted to Library use; however the Landlord cannot unreasonably withhold consent for an application for another use. Likewise the lease allows the council to sublet part with Landlord’s consent.

### **Actions going forward**

- 5.11 Asset Management have commenced work to ensure the Trelawney Avenue site has vacant possession. This will involve temporarily relocating NLCG, terminating the Tenancy at Will at the Merrymakers public house, bringing an end to garage use on the site and working with colleagues in Housing to relocate the tenants at 313-323 Trelawney Avenue.
- 5.12 Following discussions with Housing, NLCG has been offered 27 Harrow Road which is a HRA property located within a complex of single person bungalows. The site is of interest to the Group as it meets their space and location requirements. Discussions are underway with regards the Groups requirements for the site and moving them across. It is envisaged that the Group will relocate to 27 Harrow Road in January 2016.
- 5.13 During previous public meetings there were mixed views about the potential to retain the public house within the immediate vicinity. The potential exists for the public house to apply for a new licence and relocate to a suitably sized vacant unit within the retail parade. The application would be considered by the Council’s Licensing Section; however any application is likely to be determined by feedback from local residents via consultation.
- 5.14 Around 7 football teams operate from the Merry Makers public house including youth teams. Discussions have commenced with the teams the option of using Kedermister Park Changing Rooms as a clubhouse which would bring in a new income stream to this building.



- 5.15 Upon agreeing the layout of the hub and confirming all space requirements, the Council will appoint the District Valuer (or equivalent) to undertake an independent valuation of the site.

**6. Conclusion**

- 6.1 Considerable progress has been made since February 2015. The potential exists to align the Council's aspirations with the strategy developed by SCCG to reintroduce health care provision in Trelawney Avenue. This would co-locate health care services with housing, public, commercial and community use in a project that is consistent with the 5 Year Plan outcome of delivering One Public Estate objectives.

**7. Appendices Attached**

None.

**8. Background Papers**

None.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16 November 2015

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

**WARD(S):** All

**PORTFOLIO:** Councillor Sabia Hussain-Health and Wellbeing

**PART I**  
**KEY DECISION****LEARNING DISABILITIES CHANGE PROGRAMME-REMODELLING OF IN-HOUSE RESIDENTIAL AND REPLACEMENT CARE SERVICES****1 Purpose of Report**

The Learning Disabilities Change programme (LDCP) has been reviewing the borough's learning disabilities in-house residential and replacement care (respite) care services. The services are known locally as Lavender Court (the residential care service) and Respond (the replacement care service). The review has been examining how these services can be remodelled in order to:

- Improve the outcomes delivered to service users with learning disabilities
- Contribute to the savings target of £0.65m set against in-house services to be delivered between 2015 and 2017
- Ensure the Local Authority complies with the requirements of the Care Act 2014 of service users having choice and control over the services they receive.

A separate report will be submitted to Cabinet at a later date regarding the review into the Elliman, Priors and Phoenix day services which are also part of the borough's in-house services.

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

The Cabinet is requested to resolve:

- (a) That the care market be tested for alternative models of support for service users with Learning Disabilities and to assess the potential savings that could be made.
- (b) That implementation of alternative models of support be delegated to the Director of Adult Social Services, following consultation with the Commissioner for Health and Wellbeing if these are proven to deliver positive outcomes for service users and deliver savings.

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

The services will support priority 6.1 Enhancing positive health and wellbeing throughout life and priority and 6.3- Better housing standards including efficiency and more choice and affordability.

### **Key Needs Assessment Data:**

The number of adults with learning disabilities known to Slough's Adult Social Care is 356.

A population prediction study <sup>1</sup>found that numbers of people with learning disabilities are increasing as a result of the future size and composition of the English population.

If, as predicted in this study, the population will rise from 50.9 million in 2007 to 53.5 million in 2017 (+5%) and 56.0 million in 2027 (+10% from 2007), then the increase in population will result in equivalent changes in the population of people with learning disabilities and people with complex needs. In Slough, there were 2,153 adults with learning disabilities in 2007. This number is predicted to increase to 2,644 in 2017 and to 2943 by 2027.

There are three significant factors, highlighted in the study, cited as the reason for this predicted increase.

- The increase in proportion of younger adults who belong to South Asian minority ethnic communities.
- Increased survival rates among young people with severe and complex disabilities.
- Reduced mortality among older adults with learning disabilities.

The first of the above factors is of particular significance because of the ethnic makeup of Slough. 39.7% of Slough's population is Asian or Asian British followed by White British at 35.7 % (Census 2011 data).

The key areas of inequalities for people with Learning Disabilities are in housing, health and employment. Historically, people with Learning Disabilities have been placed in residential care outside the borough of Slough. The LDGP has enabled service users to return to the borough into supported living placements created in partnership with housing providers. Service users living in supported living placements have benefitted from a care and support service tailored to individual needs. Service users have also had the opportunity to regain regular links with their families.

Supported Living placements have proven to be value for money and flexible as they are able to respond to the changing levels of need of service users and the current and future accommodation needs of the borough. This is an important consideration in view of the predicted rises in the number of people with Learning Disabilities.

The predicted rises in the number of people with Learning Disabilities mean that more Carers will need breaks from their caring role. Carers are an integral part of the Borough's Prevention strategy as they care for family members within the home who may otherwise need to enter residential, nursing or hospital care. Replacement (respite) care services and activities delivered to service users through day centres

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<sup>1</sup> People with Learning Disabilities in England, 2008

currently provide Carers with breaks from their caring role. There is a need to develop with service users, Carers and partners a range of innovative alternative support options.

### 3b **Five Year Plan Outcomes**

Services delivered will support the following outcome in the Five Year Plan

- *More people will take responsibility and manage their own health, care and support needs*

### 4 **Other Implications**

#### (a) Financial

This report requests Cabinet to approve a testing of the care market to assess the potential savings that could be made from alternative models of support. The LDCP Board have estimated that there may be potential savings to be made in the region of £300,000 - £400,000 a year if the care service to the current residential and replacement care services are delivered differently for e.g. by outsourcing it. The market needs to be tested to see whether these potential savings could be actually realised. A detailed analysis of the potential savings that could be made would be completed after providers have submitted their bids to deliver the care service.

The preferred option requires the refurbishment of 1 and 3 Priors Close from which the in-house residential and replacement care services are delivered. The cost of refurbishing the buildings would be £500,000. A request for this sum of money would be made to the Capital Strategy Board against the allocation of £600,000 for the LDCP.

#### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	
Property	None	The in-house residential care and replacement (respite) care services are delivered from nos 1 and 3 Priors Close respectively. The buildings were built circa 1989. Included in this report is a request that Cabinet agree with the recommendation to refurbish the properties.
Human Rights	None	
Health and Safety	None	
Employment Issues- Staff could leave whilst uncertainty remains about the future of the in-	Staff will be kept informed about the review of in-house services, its	

house services. Vacancies would need to be filled by agency staff which would increase the staffing costs.	recommendations and potential implications for them.	
Equalities Issues	None	
Community Support	None	
Communications-  The need to remodel services are not understood/ not accepted by staff, service users and families.	Engagement with staff, service users and families, about the review of in-house services have included letters, presentations, meetings and the offer of 1:1 meetings. These communications will be repeated to advise staff, service users and families once the future model of services has been decided	
Community Safety	None	
Financial – Subject to cabinet approval opportunities may be given to the market to tender for the in-house care service. The quotes given by providers may be higher than the current cost of the services to the Local Authority therefore no savings would be made.  Impact of national living wage on delivery costs	The Local Authority would continue to deliver the care service.  If the care service is outsourced, the Local Authority will work closely with the provider to monitor and assess impact.	To change the model of residential care to supported living. One provider could then deliver the care service to both services on one site.
Timetable for delivery  That the recommended refurbishment of 1 and 3 Priors Close is not completed within set timescales	Property services would be overseeing the refurbishment of the buildings. A project plan would be formulated outlining when stages of the refurbishment work must be completed.	
Project Capacity	None	

(c) Human Rights Act and Other Legal Implications

It is not envisaged that the recommendations of this report will infringe either Article 3 or Article 8 of the Human Rights Act

(d) Equalities Impact Assessment

The intention of the LDCP has been to further develop models of support which will continue to meet the needs of service users and their families. This would not have a detrimental impact on the protected characteristics.

The preferred option requires the refurbishment of 1 and 3 Priors Close from which the current residential and replacement care services are delivered. There may be a short term impact on service users, some of whom have complex needs, during the refurbishment of the buildings. Council officers would work closely with service users and their families to ensure the work has a minimal impact on the service people receive.

(e) Workforce

The preferred option is to de-register the residential care service to a supported living service. This would provide an opportunity for one provider to manage both the supported living service and replacement (respite) care service from one site. This provider could either continue to be the Local Authority or would be an external provider.

The preferred option represents significant workforce implications which will affect all staff currently employed within the current residential care and replacement (respite) care services. If an external provider delivered the care service this would constitute a TUPE situation. Staff transferring under TUPE Regulations would retain their existing Slough Borough Council terms and conditions. There would not be any detrimental impact as a result of the transfer (unless specific measures were listed by the external provider). All staff and recognised Trade Unions would be fully consulted on the statutory TUPE process and any measures once a new provider has been confirmed.

If the care service is retained in-house, a restructure of the service would be required which could result in delivering the service in a different way under a different staffing structure which could result in redundancies. If the service is delivered by another Provider, they may choose to restructure the service post transfer which may also result in potential redundancies. Any potential redundancies will be based on Slough Borough Council's redundancy scheme.

Any restructure of the service will require a full consultation process with staff and recognised Trade Unions irrespective of whether the care service is retained in house or outsourced. As part of the restructuring process, suitable alternative work will be considered and redeployment opportunities sought based on staff's qualifications and transferrable skills.

Informal staff briefings will continue to be undertaken to advise all employees of the current status of the review.

(f) Property

The intention is for Slough Borough Council to retain and manage the buildings at 1 and 3 Priors Close.

(g) Carbon Emissions and Energy Costs

The carbon emissions from all four buildings at the Priors Close site are 55.259 tonnes of CO<sub>2</sub>. The annual energy cost for 1 and 3 Priors Close is £19,440.00. Upgrading the metering system for all four buildings would allow for accurate figures to be given for each building.

It is envisaged that a refurbishment of 1 and 3 Priors Close which would include replacing the lights with energy efficient LED lighting, replacing the current single glazed windows with double glazing and the upgrading of the heating system, would reduce energy and heat loss. This would contribute to a reduction in the carbon emissions and energy costs of the buildings.

**5. Supporting Information**

The LDCCP Board considered the following options of future alternative models as part of its review into its in-house services. The residential care service is delivered from 1 Priors Close and currently supports seven service users. The replacement care service is delivered from 3 Priors Close and can support a maximum of eight service users at one time. A review of the borough's three day services is also currently underway. The three day centres are accessed by one hundred and thirty-two services users some of whom are also accessing activities and services within the community. A separate report outlining the options of how day activities may be delivered using both community based and building based services will be submitted to Cabinet at a later date.

**5.1. No change to the current residential and replacement care services:**

The current services are highly thought of by service users and their families. The services are required to be registered with the Care Quality Commission (CQC). Both the residential care service and the replacement care service were deemed to be meeting CQC standards when inspected on the 24<sup>th</sup> of January 2014 and 11<sup>th</sup> of March 2014 respectively. Part of this registration requires that both services have separate management and staff teams despite the similarity in the job and skills requirements and the buildings location on one site. A savings target of £0.65m has been set against in-house services to support the Council's financial strategy. The savings target is unlikely be achieved by the services continuing in their current form. The buildings also require refurbishment to raise the accommodation standards.  
*This is not the preferred option.*

**5.2. Relocate the current residential and replacement care services to another site within the Borough:**

The LDCCP Board explored the option of relocating the residential and replacement care services to another site within the borough. External providers were asked to source suitable properties for service users with complex needs. This unfortunately proved to be difficult mainly because of the recent increase in the price of both land and houses within Slough. Providers also cited the difficulties posed by meeting the costs of not only purchasing suitable properties but also of the adaptations that would be required in order to meet the needs of the service users.



Vacancies within existing supported living placements unfortunately could not be filled by service users from the residential care service because of their high level of need.

*This option has now been disregarded by the Programme Board.*

### **5.3. Remodel the current services and refurbish 1 and 3 Priors Close:**

The LDCCP has developed a series of supported living placements in partnership with housing providers. Twenty service users who previously were living outside of the borough or in high cost residential care placements have been moved into local supported living placements. Some residential care homes have also de-registered from CQC and remodelled their services into supported living placements for service users with a learning disability. These combined activities have resulted in a saving of £542,546.00 since 2014.

Service users have benefitted from having their own tenancies, a higher standard of accommodation and from having individually tailored care and support packages. Carers, who have developed serious health conditions or who recognise the need for their family member to live more independently, have seen their caring responsibilities decrease as a result of their family member moving into a supported living placement.

In a recent consultation with service users and families during the review of the in-house services, a clear message was the importance of Carers receiving breaks from their caring roles and service users accessing services that helped them plan for the future. Concern was expressed at scheduled stays in the current replacement care service having to be cancelled because of emergency stays by service users. There is a need to develop more innovative support options. Whilst some families were hesitant, others (including service users themselves) expressed an interest in exploring other options.

'I'd like to live in a flat on my own to try it out for the future'- quote from one service user.

The LDCCP Board is therefore considering the following options:

- a) To de-register the in-house eight bed residential care service to a seven unit supported living service. To refurbish the building from which the service is delivered.
- b) To continue and enhance the replacement (respite) care service with the additional provision of two training flats to support service users with learning disabilities to learn independent living skills. There would be three replacement care beds. The two training flats would serve as additional replacement care beds when not in use by service users in transition. To refurbish the building from which the service is delivered.
- c) For one provider to manage both services from the one site.

In addition:

- d) To continue promoting the use of direct payments and personal assistants. Service users are able to commission their own choice of care and support services.

- e) To encourage service users and families to use shared lives schemes as an alternative replacement care service (families within the local community with a spare bedroom accommodate service users with a learning disability for a short period of time).

***The preferred option of the Programme Board therefore is:***

- To deregister the residential care service from CQC and remodel it as a supported living service
- To continue but enhance the replacement (respite) care service
- For one provider to manage both services on the one site
- To confirm the achievable savings from outsourcing the care service.
- If savings can be achieved by outsourcing to then enter into a signed and sealed contract with the successful provider.
- If savings cannot be achieved by outsourcing to retain the care service in-house and restructure to a more cost effective model.
- To refurbish 1 and 3 Priors Close
- To develop innovative support options which allow Carers a break from their caring duties and allow service users the same opportunities as their peers.
- To support service users to access more activities that are based within the community; service users with more complex needs will continue to access activities within a building based service.

**7 Conclusion**

Population projections indicate that the numbers of service users with learning disabilities and their Carers will continue to increase. This report emphasises the need for services to be remodelled in order to improve the delivery of positive outcomes for service users and deliver savings. The Cabinet is therefore requested to approve a testing of the care market for alternative support models. Permission is also sought from Cabinet to delegate the decision to implement alternative models of support to the Director of Adult Social Care following consultation with the Commissioner for Health and Wellbeing if these are proven to deliver savings and deliver positive outcomes for service users.

**8 Appendices Attached**

'A' Site map showing the location of the current residential and replacement care service.

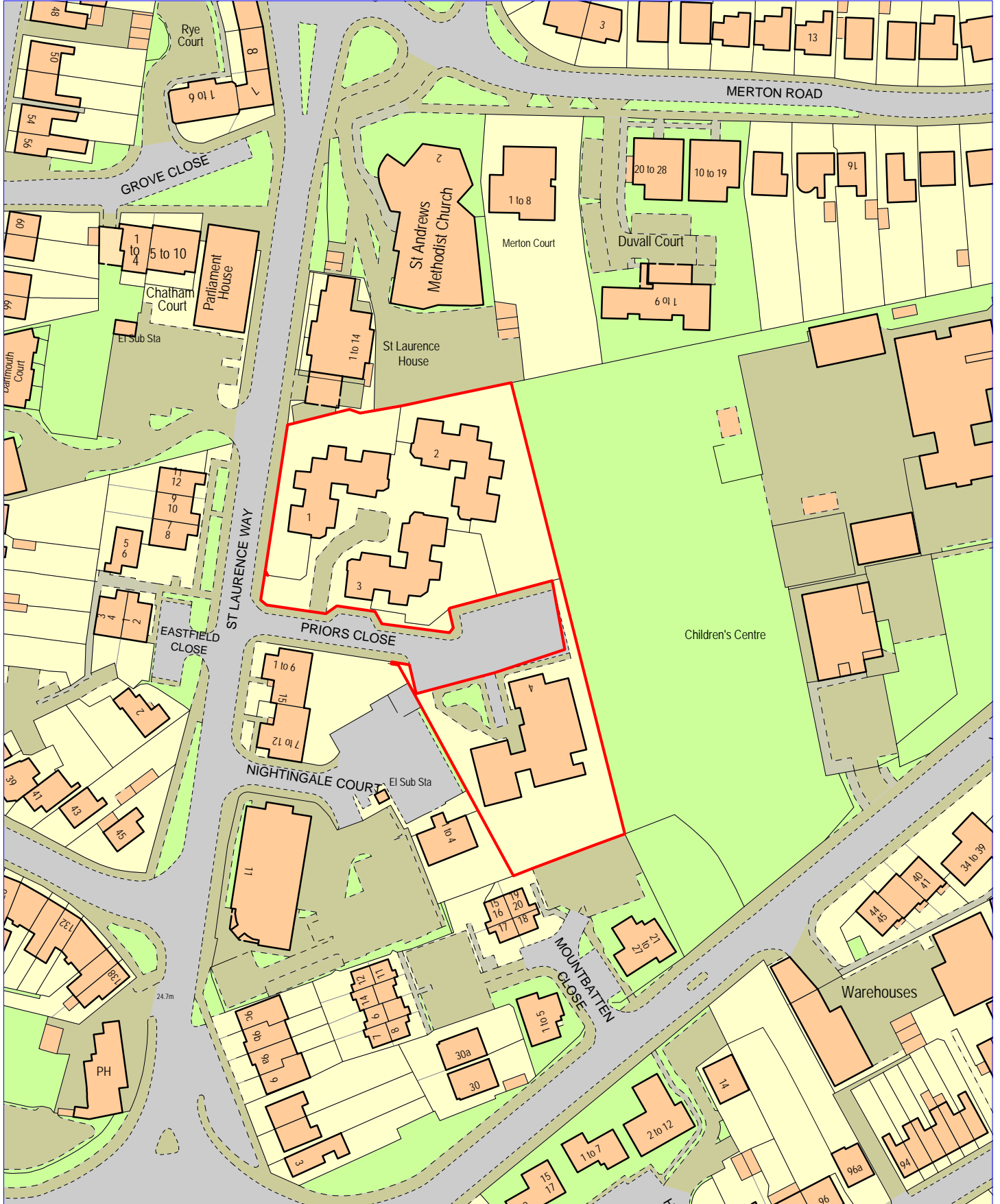
**9 Background Papers**

None



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## 1-4 Priors Close



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**SLOUGH BOROUGH COUNCIL****REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> November 2015**CONTACT OFFICER:** Roger Parkin  
Strategic Director Customer & Community Services  
Philip Wright  
Head of Learning and Community Services**(For all enquiries)** (01753) 875741**WARD(S):** ALL**PORTFOLIO:** Community and Leisure – Councillor Carter**PART I**  
**KEY DECISION****LIBRARIES CONTRACT REVIEW****1 Purpose of Report**

- 1.1 The report briefly outlines the rationale for both extending the current operational responsibility and in the longer term the advantages of bringing back the library services to be managed by Slough Borough Council.

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

The Cabinet is requested to resolve:

- (a) That the library service be transferred back in house from 1<sup>st</sup> July 2016.
- (b) That the existing contract with Library Services (Slough) Ltd, a commercial arm of Essex County Council be extended by six months from its current end date (31<sup>st</sup> December 2015) to 30<sup>th</sup> June 2016.

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

Slough libraries play an important role in the delivery of the five priorities identified within the Slough Joint Wellbeing strategy.

In particular library services actively support improved wellbeing through the 'Reading Well Books on Prescription' scheme which offers high quality self-help books, eBooks and audio CDs. They are available to borrow from libraries. The self-help books, recommended by health professionals, help with a range of commonly experienced mental health issues, such as depression, anxiety and stress. They have an annual health fair to promote health and related services and provide space for services including smoking cessation, debt management and citizens' advice. They offer books to be delivered to those unable to visit the library either through friends and family or through volunteers. There is an extensive stock of health and medical

books and a range of activities is provided to support wellbeing including reading groups.

Libraries are seen as safe places at the heart of the community where individuals and communities can meet to socialise, to study, to do homework, listen to stories, read and discuss books, attend events and activities and access key services and books and information. This positive interaction across communities actively supports social cohesion.

The regeneration of Britwell included the opening of the Britwell Centre, a neighbourhood hub, which incorporates a library and brings together a number of community facing services. In regenerating Chalvey community centre a satellite library was an important aspect of the design, and through a successful lottery bid Cippenham library has been extended and refurbished offering a range of services. Satellite libraries at Colnbrook and Wexham were incorporated within the redevelopment of Children Centre provision. Langley library was built as part of a new housing development. The Curve is a key element of the Council's work to regenerate the 'Heart of Slough'.

Library Services support residents in improving their skills through providing a range of books and other resources including material for background reading to support formal learning. The service also offers free online courses to help improve your English, your grammar, learn a new language and much more. Libraries provide job clubs and free Internet access to help residents get back to work.

### 3b **Five Year Plan Outcomes**

#### **The centre of Slough will be vibrant, providing business, living, and cultural opportunities –**

The Curve, due to open in the spring of 2016, will replace Slough library. The Curve with its range of services, including Exhibition, multipurpose space, learning spaces and library presents an opportunity to develop a cultural offer in the town centre. To bring the library service back in-house at the same time the Curve opens would prove difficult and may impact on staff morale at an important time for the council.

#### **The Council's income and the value of its assets will be maximised –**

Bringing the library service in-house will achieve savings for the council in 2016/17 and 2017/18.

## 4 **Other Implications**

### **a. Financial**

The current arrangement with Library Services (Slough) Ltd has already secured on going revenue savings for the period 2011/12 to 2015/16 to the value of £214,134

The council will also achieve further annual ongoing revenue savings of £191,000, including the current management fee, through bringing the service in house from 1<sup>st</sup> July 2016; this is reflected in Five Year Plan under the "None" Review.

There will also be opportunities for further savings to be achieved through service redesign and better service integration, once the service is brought back in-house.

**b. Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Legal</b> – the current legal contract will expire on 31 December 2015. The provisions in the contract only provide for further extensions of periods of one year at a time whereas the Council intends to bring back the service “in house” by 1 June 2016.	Legal advice and support to manage the contract exit provisions to ensure a smooth transfer	
<b>Property</b> – the freehold title of the libraries remained with the Council’s ownership but were to be leased to the service provider.	Legal advice and support to ensure all property rights are terminated I.	There is potential to make better use of the council’s physical assets
Human Rights	None	
Health and Safety	None	
<b>Employment and Pensions Issues</b> - Staff will be TUPE’D to SBC as part of the process  Lack of consultation with staff who are to be TUPED	A project plan will be developed and agreed by both the Council and Essex County Council to ensure timely transfer of staff and Pension arrangements. An officer transition group has been formed which will closely monitor the project plan. Essex County Council will be responsible for ensuring there is a full consultation process with all staff who will be TUPE’D over.	Slough officers will support Essex in ensuring staff are fully informed of the TUPE arrangements and ensure the staff understand the implications of the transfer.
Equalities Issues	None	
Community Support	None	
<b>Communications.</b> Staff not kept fully informed of the transition programme.	Essex County council will ensure that staff are regularly communicated with regarding the transition process.	
Community Safety	None	
<b>Financial</b> There are a number of areas	AVARTO (payroll) and SBC’s finance services will	Potential for further savings following transfer

including transferring payroll, and in year proportioning of budgets that will require additional support	be involved at an early stage to ensure that provision is made to transfer payment of salaries.	and greater integration of services. This is reflected in the Five Year Plan under the "None" Review.
<b>Timetable for delivery.</b> There is a critical time line to be followed to ensure that TUPE arrangements are adhered to.	Planned timetable to be agreed with Essex to ensure timely transfer of staff.	
<b>Project Capacity.</b> To ensure that there is adequate support from finance, legal, HR and within the service to manage and implement the transition.	A S.B.C. project group will seek representatives from each support service to manage the transition process and will seek external support when needed. A transition group has been formed, a transition plan written which will be closely monitored by the group.	
Other		

**c. Human Rights Act and Other Legal Implications**

There are no Human rights implications in regard to this report.

The contract with Essex County Council expires on 31 December 2015. The contract provides for the co-operation of the service provider to ensure a smooth transfer of responsibility back to the Council. The operation of these provisions was designed to ensure a safe and smooth transfer of the services on expiry of the Contract.

**d. Equalities Impact Assessment**

The way the services are delivered to the public will not change and as such the transfer back of the services to the Council will not require an EIA. Should the Council review the way it delivers those services at any time in the future, and need for an EIA will change.

**e Workforce**

Although there are no workforce implications in relation to the proposed six month contract extension, there are significant implications relating to bringing the service back in house.

Staff are currently engaged in delivering the Library Service to the Slough Community will be deemed to be in scope of transferring once the process of bringing back the service starts. Essex will need to comply with the TUPE regulations and supply Slough with information to enable the Council to undertake due diligence work to identify any measures that may exist for the staff that are coming over to the Council.



The project plan will address all the legal requirements surrounding this process. This will enable all the due diligence of information to be available to allow for the timely supply of, and the setting up briefing sessions with staff.

## **f Property**

All libraries' premises related costs are now part of the corporate landlord initiative, maintained through corporate facilities. There will be greater potential to explore greater integration of services and use of assets once the service is managed directly by the council.

## **5 Supporting Information**

- 5.1 In 2009 a strategic review of the library service was undertaken and it was agreed to test the potential to enter into a strategic partnership with another provider to deliver Slough's library service.
- 5.2. Following this review it was agreed in 2010 to proceed with a formal procurement of a strategic partner for the library service. The Council then agreed to enter into a contract to Essex County Council to deliver the council's library service from 1<sup>st</sup> January 2011 for a period of 5 years until 31<sup>st</sup> December 2015.
- 5.3. In anticipation of the expiry of the contract, the Council has considered a number of options relating to the future delivery models of the library service which have been considered with the current contractor.
- 5.4. The review found four options and they have all been considered:

### **a. Retender the contract**

The retendering of the contract was rejected; the market for outsourcing library services is currently not conducive with local authorities exploring greater emphasis in combining a wide range of services within a trust model. Essex confirmed that they do not see a growing market to provide library services under contract and it was not certain, or likely that they would tender for a future contract.

### **b. Extend year on year until 2018**

The extension to 2018 was acceptable to Essex and they confirmed that they would be able to make additional efficiencies, but there would be a need to review the PI's and that they would still expect to make some profit from the contract. From the council's perspective this option this would limit the ability to further integrate services within a broader climate of service redesign.

### **c. Extend 1 – 2 year**

Essex would not be interested in extending the contract for a further one to two years as it would not be a viable and would create financial uncertainty.

### **d. Bring the service in-house**

This was the preferred and recommended option, providing the greatest flexibility at a time when the council is considering new models of working and enabling the council

to have control of outcomes, delivery and resources. This option also allows the council to consider different models of delivery and also enables the council to make some immediate savings.

5.5. In addition to considering the most appropriate model of delivery, the timing of any transfer was also viewed as a significant consideration. The availability of the Curve coincides with the expiry of the current arrangements. It was therefore felt essential to the efficiency of any change process, that the Council addressed both the expiry of the contract as well as the availability to the new Curve building. All the parties therefore agreed that a six month extension to the existing libraries contact would enable an effective an efficient transfer for the service.

5.6. It is therefore recommended that

- (a) The contract be extended 6 months from its end (31<sup>st</sup> December 2015) to 30<sup>th</sup> June 2016.
- (b) The library service is transferred in house from 1<sup>st</sup> July 2016 to achieve full year revenue savings of £191,000 and enable better service integration and re-design and potential further efficiencies.

## **6 Comments of Other Committees**

6.1 None

## **7 Conclusion**

7.1 This report outlines the preferred model to deliver future library services from 1<sup>st</sup> July 2016. The bringing of the library service in-house will give the council greater flexibility to reconfigure services to support the delivery of the priorities within five year plan. The timing of the transfer allows library services within the Curve to be established and give sufficient time for staff consultation prior to the transfer.

## **8 Background Papers**

1. Cabinet report "Strategic Review of Slough's Public Library Service – 22<sup>nd</sup> September 2009.
2. Cabinet report "Libraries Strategic Partner" – 8<sup>th</sup> February 2010.
3. Procurement board "Libraries Contract Review" - 26<sup>th</sup> November 2014.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> November 2015

**CONTACT OFFICER:** Stephen Gibson – Head of Asset Management (ex 5852)  
**(For all enquiries)** Savio DeCruz – Acting Head of Transport (ex 5640)

**WARD(S):** All

**PORTFOLIO:** Councillor Sohail Munawar commissioner for Social and Economic Inclusion.

**PART I**  
**KEY DECISION****SLOUGH MASS RAPID TRANSIT SCHEME (SMaRT) COMPULSORY PURCHASE ORDER UPDATE****1 Purpose of Report**

The purpose of this report is to seek:

- Permission to use Compulsory Purchase Order (CPO) powers to purchase the last remaining property required to deliver the SMaRT scheme,
- Permission to use Compulsory Purchase Order (CPO) powers to purchase land to the west of 150-160 Bath Road on regeneration grounds; and
- A reduction in the associated risk of challenge should the appropriate government minister confirm the compulsory purchase order.

**2 Recommendations/ Proposed Action**

The Cabinet is requested to resolve:

- (a) That the offer of the Berkshire Local Transport Body to provide £5.6m towards the cost of the SMaRT major transport scheme be welcomed;
- (b) That the terms of the offer, including the need for the remainder of the scheme cost approximately £2.5-3m to be met by local funding contributions, be noted;
- (c) That the local funding contribution (outlined in the capital strategy business case) required from Council revenue and capital resources be agreed;
- (d) That the design of the scheme submitted for planning consent under reference S/00713/000;
- (e) That land negotiations around 142 Bath Road and land south of Tintagel House proceed via the compulsory purchase order process;
- (f) That the Strategic Director, Regeneration, Housing and Resources be authorised to take all necessary steps to secure the making, submission, confirmation and implementation of the CPO of the third party land required to deliver the SMaRT Scheme (following statutory process set down in the

Highway Act 1980 and the Acquisition of Land Act 1981, as amended by the Planning and Compulsory Purchase Act 2004.)

- (g) That Officers will investigate further the opportunity to utilise the bus lane to reduce congestion and improve air quality by promoting cleaner vehicles and multiple occupancy vehicles.

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

#### 3a. **Slough Joint Wellbeing Strategy (SJWS) Priorities**

##### **Health**

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

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

- 3.4. SMaRT links with three SJWS priorities: helping facilitate the regeneration of the town centre and Slough Trading Estate; improving public transport; and encouraging private sector investment to create employment and economic activity.
- 3.5. The A4 provides a strategic route between Slough Trading Estate, the town centre and Heathrow and traffic congestion is a barrier to local economic growth. SMaRT will enhance connectivity and accessibility between these key trip attractors and generators, through junction improvements and bus service enhancements.
- 3.6. SMaRT will mitigate existing and forecast levels of congestion and make a significant contribution to enabling the creation of at least 4,750 new direct full time jobs in Slough and over 2,000 further indirect full-time jobs. It will improve accessibility between areas of higher unemployment or social deprivation and areas of job growth in Slough.
- 3.7. Redevelopment of the land left over at 150 – 160 Bath Road will provide much needed private homes.

##### **Housing**

- 3.8. SMaRT links with the SJWS priorities of developing a mix of housing to meet existing and future needs and providing more choice for home-seekers. The scheme will help facilitate the sustainable development of new housing.

## **Safer Communities**

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

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

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

## **3b Five Year Plan Outcomes**

The SMaRT scheme complies with the Five Year Plan's outcomes and will help to deliver:

- Improved public transport links between the mainline station and the Slough Trading Estate will help ensure businesses of all sizes locate, grow, and stay in Slough,
- Re-developing the land left over will create quality private tenure homes in the borough,
- Improving access to the centre of Slough will ensure it remains vibrant, living, and the cultural facilities are well used,
- The installation of traffic signals provided by the scheme will provide a higher level of road safety for drivers, cyclists and pedestrians,
- Provision of high quality public transport will encourage more people to manage their own health through reducing their reliance on cars; and
- Improving public transport services will enable children and young people in Slough access facilities and organisations that could contribute towards positive life chances.

## **4 Other Implications**

### **a) Financial**

The proposed action will have a financial implication. At this moment the costs for the purchase of the land and associated fees can be retained within the budget, however it may be necessary to return to Cabinet and Council if these costs increase beyond the budget envelope. The council submitted a separate business case to the LEP in July 2014 which identified the scheme would generate £336m GVA by delivering this scheme as a result of the analysis undertaken by the LEP's

independent assessor the funding for this scheme has been approved by the Berkshire LTB.

Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal  Risk of challenge to land acquisitions.	Council has appointed Savills and DJB Law to followed due process and this updated report is part of reducing the risk of challenge.	
Property  Unable to obtain vehicle access to the remaining land at 150 -160 Bath Road	The purpose of including the access land into the CPO resolution, on regeneration grounds, it to ensure that it can be obtained at a fair value.	
Human Rights	See below.	
Health and Safety  Road safety hazards during construction	Traffic management measures to be introduced to minimise hazards	
Employment Issues	No risk identified	
Equalities Issues  Compliance with Equality Act 2010	A4 rapid transit proposals are an integral part of Slough's LTP3 which was subject to an EqIA in 2010	
Community Support		
Communications		
Community Safety	No risks identified	
Financial  Damage to statutory utility apparatus	The ground will be scanned prior to excavation with SBC transferring financial risk onto contractor via the form of contract.	
Timetable for delivery  Sections of required land still in third party ownership	This paper will reduce the risk of challenge if a compulsory purchase order can be obtained from the relevant minister.	
Project Capacity		

Delays during construction	Continually review programme to ensure sufficient time allowance made to address potential delays. Continue to liaise with consultant contractor to seek advice on construction issues. Liaison with external bodies to assist in development and acceptance of scheme design.	
Other		
Impact on local residents, businesses and the general public in the immediate vicinity of the construction works	A Construction Management Plan will be developed to protect their interests by minimising impacts, such as noise, vibration and traffic, during the period of construction.	
Traffic congestion resulting from construction phase	Coordinate construction works with other planned highway schemes. Plan construction elements which have most impact on traffic to coincide with school holidays.	

b) Human Rights Act and Other Legal Implications

In deciding to take compulsory purchase action, the Council has to weigh the Human Rights interests of public need against private property rights and consider that sufficient justification exists for making a CPO.

Account must be taken of Circular 2/97 'Notes on the Preparation, Drafting and Submission of a Compulsory Purchase Order for Highways Schemes' and Circular 06/2004, 'Compulsory Purchase and the Crichel Down Rules', including the need to demonstrate that impediments to the implementation (including planning impediments) can or have been overcome, the SMaRT Scheme is capable of delivery within a reasonable period of time and there is a compelling case in the public interest to proceed with the acquisition

c) Equalities Impact Assessment

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

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

- **Accessibility** - The impact on vulnerable groups was appraised as slightly beneficial because the scheme demonstrates an improved bus service frequency.

(d) Workforce

No issues.

(e) Property

Most of the land required for the scheme is already within the existing boundaries of the highway or has been acquired by negotiation over the last 12 months. The remaining land required at 142 Bath Road is covered in the supporting information.

(f) Carbon Emissions and Energy Costs

There will be no overall net increase in carbon emissions or energy running cost associated with this project.

## 5 Supporting Information

- 5.1 Cabinet resolved in September 2014 to grant the use of CPO powers to obtain the land associated in delivering the SMaRT scheme and the future redevelopment opportunities.
- 5.2 The specific purpose for the land acquisition is to facilitate a new bus lane provided through the SMaRT scheme, however at this stage the council is also looking into the possibilities of providing exemptions for other vehicles such as full electric or multiple occupancy vehicles (car-sharing), this process will be managed through the Significant Decision process.
- 5.3 In January 2015 Cabinet further resolved following the consultation results to proceed with designing and implementing the SMaRT scheme.
- 5.4 In line with the resolutions officers have undertaken the following tasks to secure the necessary land to deliver regeneration along the A4.
- land to the front of 172-184 Bath Road - which has now been set aside for SMaRT as part of the s106 agreement for the planning application granted in March 2015 (Planning Ref: P/01766/022),
  - transfer of a strip of land to the front of 150-160 Bath Road which is already cleared and owned by the Council,
  - the privately owned land, currently used as car parking, to the front of Kingsmead House and Tintagel House on Bath Road have agreed terms via negotiation,
  - the land required for the junction improvements at the Three Tuns Pub Junction comprises forecourt land in front of the Ford garage (128 Bath Road) and amenity space in front of the Three Tuns Pub (124 Bath Road) both of which have been designed out of the scheme due to the prohibitively high compensation levels that would be payable to the operational businesses (in excess of £3m); and



- land to the south of the house at 142 Bath Road – a land swap proposal was negotiated but considered unsatisfactory by the Capital Strategy Board in August '15 and the land will be now be obtained by securing a formal Compulsory Purchase Order from the relevant minister with this section of the SMaRT scheme being delivered separately once the land is secured via the Upper Tribunal (Lands Chamber).

- 5.5 Further to the refusal of the land swap option Savills are now brokering the acquisition of land to the west of the site which will enable highways access, facilitating re-development of the 150-160 Bath Road site.
- 5.6 This report seeks resolution to acquire the highways access land via Compulsory Purchase on regeneration grounds if it cannot be acquired via negotiation at a fair price.
- 5.7 Asset Management considered the acquisition of the whole of 142 Bath Road. When combined with 150-160 Bath Road it generated a scheme of circa 24 units but the residual land value of the combined sites did not generate sufficient value to justify the acquisition of the whole of this property.
- 5.8 Without a robust economic case for acquiring 142 Bath Road a Compulsory Purchase Order on regeneration grounds cannot be granted. Acquisition by negotiation for the whole of 142 Bath Road is not an option as the owner expectations of the properties value is irrationally high.
- 5.9 142 Bath Road is currently let as a home in multiple occupation (“HMO”), so not withstanding the issue around financial viability, attempting to increase the CPO to the whole site also generates additional human rights issues associated with each of the tenants and significantly increases the risk of the order, if confirmed, being challenged or refused.

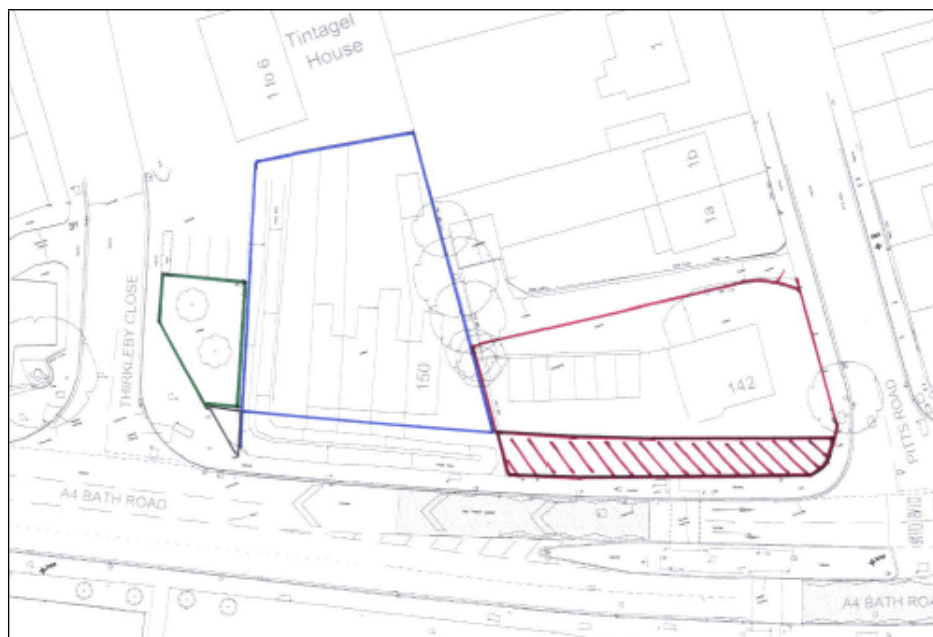


Image 1: Land Parcels – Western Access Land (Green), 150-160 Bath Road Retained Land (Blue), 142 Bath Road (Red), SMaRT land still required (Hatched Red)

- 5.10 We have also consider wider schemes incorporating properties on Pitts Lane (1a, 1b, 1 and 3) but again the existing use value of the properties is significantly higher than the residual land value generated from redevelopment.
- 5.11 It is envisaged that the remaining land at 140-150 Bath Road can be developed as a scheme of 4 houses (subject to the acquisition of the vehicular access land).



Image 2: Potential scheme on retained land

## 6 Comments of Other Committees

None

## 7 Conclusion

There are clear and significant social and economic benefits to the SMaRT scheme and it is in best interest of borough residents and society in general for the remaining land to the south of 142 Bath Road to be acquired via the Lands Chamber of the Upper Tribunal (formerly the Land Tribunal). There are also clear benefits of efficiently utilising the left over land at 150 -160 Bath Road that justify the use of acquisition of the access land by CPO if necessary.

## 8 Background Papers

None

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> November 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 NOVEMBER 2015 TO 31 JANUARY 2016

## **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 138  
This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email [catherine.meek@slough.gov.uk](mailto:catherine.meek@slough.gov.uk) (no later than 15 calendar days before the meeting date listed).

#### **What will you find in the Notice?**

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

## **What is a Key Decision?**

An executive decision which is likely either:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

## **Who will make the Decision?**

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

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

## **Where can you find a copy of the Notification of Decisions?**

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at St Martin's Place, 51 Bath Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: [catherine.meek@slough.gov.uk](mailto:catherine.meek@slough.gov.uk). Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

### **How can you have your say on Cabinet reports?**

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

### **What about the Papers considered when the decision is made?**

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

### **Can you attend the meeting at which the decision will be taken?**

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

### **When will the decision come into force?**

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

### **What about key decisions taken by officers?**

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

### **Are there exceptions to the above arrangements?**

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda. Urgent Notices are published on the Council's [website](#).

For further information, contact Democratic Services as detailed above.



## Cabinet - 16 November 2015

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>Finance &amp; Performance Report: 2nd Quarter 2015/16</u></b></p> <p>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.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><b><u>Medium Term Financial Strategy Update</u></b></p> <p>To consider a report on the latest position with regards to the Medium Term Financial Strategy.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><b><u>Trelawney Avenue Redevelopment Plan</u></b></p> <p>To receive an update on the progress of the Trelawney Avenue Redevelopment Plan.</p>	N&R	Langley Kedernister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		

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

<p><b><u>Learning Disabilities Change Programme</u></b></p> <p>The Learning Disabilities Change Board has been reviewing the learning disabilities in-house services. The review has been examining how these services can be remodelled in order to comply with the requirements of the Care Act 2014 and contribute to the savings target. The review has concluded a change in approach and Cabinet approval is sought to test the market for new support models and assess the potential savings that could be made.</p>	H&W	All	All	Simon Broad, Head of Safeguarding and Adult Learning Disabilities Tel: 01753 875202	-	None	√	Yes, p3 LGA
<p><b><u>Library Services Contract</u></b></p> <p>To consider a report on the future options for the contract to provide library services in Slough.</p>	C&L	All	All	Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207	-	None	√	
<p><b><u>Slough Mass Rapid Transit Scheme (SMaRT) Compulsory Purchase Order</u></b></p> <p>To see permission use Compulsory Purchase Order (CPO) powers to purchase the last remaining property required to deliver the SMaRT scheme and land to the west of 150-160 Bath Road on regeneration grounds.</p>	S&E	Central; Chalvey; Cippenham Green; Cippenham Meadows; Farnham; Foxborough; Langley; Kedermister; Upton	Economy & Skills	Stephen Gibson, Head of Asset Management, Savio DeCruz, Head of Transport Tel: 01753 875852, Tel: 01753 875640	-	None	√	
<p><b><u>Land North of Norway Drive</u></b></p> <p>To consider a report on Land North of Norway Drive.</p>	N&R	Wexham Lea	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA

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<u>References from Overview &amp; Scrutiny</u>  <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<u>Notification of Forthcoming Decisions</u>  <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

## Cabinet - 14 December 2015

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>Council Taxbases</u></b>  To present information on the properties in Slough and their categories of occupation for the purpose of determining the Council Taxbase for the borough for the 2016/17 financial year.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<b><u>Council Tax Support Scheme 2016-17</u></b>  To consider a report on the future options for the Council Tax Support Scheme 2016-17.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<b><u>Business Rates &amp; Council Tax Policies</u></b>  To consider a report on the Council's Business Rates and Council Tax policies.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		

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

<b><u>Review of DHP Policy 2016-17</u></b> To consider a report on the policy for Discretionary Housing Payments for 2016/17.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<b><u>Asset Challenge Update</u></b> Further to the Cabinet report of 14 <sup>th</sup> September 2015, to receive an update on the Asset Challenge process including a list of assets recommended for disposal.	F&S, N&R	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	Report, 14/09/2015 Cabinet	√	Yes, p3 LGA
<b><u>References from Overview &amp; Scrutiny</u></b> <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<b><u>Notification of Forthcoming Decisions</u></b> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

## Cabinet - 18th January 2016

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>Treasury Management Strategy 2016/17</u></b> To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2016/17.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	

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<b>Capital Strategy 2016-2021</b>  To consider, and if agreed, to recommend to Council the Capital Strategy for the period 2016 to 2021.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<b>Leisure Strategy</b>  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>References from Overview &amp; Scrutiny</u>  <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<u>Notification of Forthcoming Decisions</u>  <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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