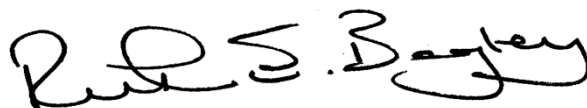


Date of issue: Friday, 29 January 2016

MEETING:	CABINET Councillor Anderson Councillor Carter Councillor Hussain Councillor Mann Councillor Munawar Councillor Parmar Councillor Sharif Councillor Swindlehurst	Leader of the Council - Finance & Strategy Community & Leisure Health & Wellbeing Education & Children Social & Economic Inclusion Environment & Open Spaces Performance and Accountability Neighbourhoods & Renewal
DATE AND TIME:	MONDAY, 8TH FEBRUARY, 2016 AT 6.30 PM	
VENUE:	MEETING ROOMS 1-3, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART I

Apologies for absence.

1. **Declarations of Interest**

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest. All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

2.	Minutes of the Meeting held on 18th January 2016	1 - 8	
3.	Financial & Performance Report - Q3 2015-16	9 - 80	All
4.	Medium Term Financial Strategy 2016-2020	81 - 106	All
5.	Treasury Management Strategy 2016/17	107 - 132	All
6.	Capital Strategy 2016-2022	133 - 150	All
7.	Revenue Budget 2016-17	151 - 232	All
8.	Business Rates Policy Changes	233 - 242	All
9.	Localism Act 2011, Sections 87-108	243 - 248	All
10.	References from Overview & Scrutiny <ul style="list-style-type: none">• <i>Casework Task & Finish Group.</i>	249 - 262	All
11.	Notification of Forthcoming Decisions	263 - 274	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



Cabinet – Meeting held on Monday, 18th January, 2016.

Present:- Councillors Anderson (Chair), Carter, Hussain (from 6.35pm), Mann, Munawar, Parmar (from 6.33pm), Sharif and Swindlehurst

Apologies for Absence:- None

PART 1

74. Declarations of Interest

No declarations were made.

75. Minutes of the Meeting held on 14th December 2015

Resolved – That the minutes of the meeting of the Cabinet held on 14th December 2015 be approved as a correct record.

The Chair varied the order of the agenda to consider Item 6 – ‘Leisure Strategy – Capital Development Programme’ first.

76. Leisure Strategy - Capital Development Programme

The Cabinet received a comprehensive presentation from Officers, Slough Urban Renewal and consultants on the proposals to deliver Phase 2 of the Arbour Park community sports facility (CSF), a new leisure centre at The Centre site on Farnham Road and the major refurbishment of the Ice Arena.

(Councillors Parmar and Hussain joined the meeting)

The proposed investment in the core leisure facilities was an important part of the wider Leisure Strategy to get “more people, more active, more often”. The estimated total cost of the three schemes was £33.4m and Commissioners attention was drawn to the financial implications in terms of funding the capital investment and the indicative revenue costs as detailed fully in the report. The Council’s current leisure contract was due for renewal on 1st June 2017 and it was noted that whilst consideration was being given to the scope of the contract, it was anticipated that the CSF, new leisure centre and refurbished ice arena would sit within the new contract. It was recommended that the Council operate the CSF in house for the period up to June 2017 when the new leisure provider would take over operational management of the facility.

Work on Phase 1 of Arbour Park CSF was underway and was scheduled to be completed by 15th August 2016 to enable Slough Town Football Club to play home matches from the start of the 2016/17 football season. Phase 2 would deliver the first floor accommodation of the main stand to provide covered seating and the hospitality facilities. The design would deliver a high quality facility providing flexible space including a function room with capacity to seat 160 people, suitable for a range of community uses as well as

matchday facilities. The construction of Phase 2 would not interrupt the opening and operation of Phase 1 from August 2016.

The proposals were presented for the new leisure centre on the Farnham Road Centre site to replace the existing Montem Leisure Centre. A masterplan for the site had been undertaken in partnership with Slough Urban Renewal for a phased approach including a new leisure centre with residential development and potentially a health centre at a later stage. The leisure centre was scheduled to be delivered in the autumn of 2018 and was proposed to include an 8 lane swimming pool with separate training pool, 5 court sports hall, 132 station gym, 3 exercise studios, dry and wet side changing facilities, facilities for consultation/treatment rooms, a café and car parking. The total capital funding package for this development was £17.8m. The earliest demolition of Montem Leisure Centre would minimise the cost of essential repairs and maintenance and allow the proposed residential scheme on the site which would generate a significant capital receipt.

The design of the refurbished ice arena would create an extended and more active frontage onto Bath Road. The capital cost of £7.7m included the extension to the building frontage, external cladding, new refrigeration and heating systems, new seating, a new reception and café area as well as major improvements and redecoration to the internal facilities. Full consideration had been given to the future provision of ice in the borough, and it was found that the ice arena served a wide catchment and was a particularly popular facility for young people, including females, whose levels of activity were important priorities in the delivery of the wider leisure strategy.

The Commissioner for Community & Leisure commented that the renewal of core facilities provided a significant opportunity to get more people, more active and highlighted that the costs of physical inactivity were very high in Slough both in terms of the health impacts on residents and the costs to public bodies in term of health, care and community safety. It was felt that the quality and accessibility of the facilities would promote high usage. Commissioners asked a number of questions about the proposals for each of the facilities including the capacity and flexibility of the function room at Arbour Park and whether any contingency arrangements were in place if the timetables for Phase 2 Arbour Park and the Ice Arena slipped, given the potential consequences for the availability of the facilities. It was responded that measures were in place to adhere to the timetable and that Arbour Park would be able to open on completion of Phase 1. In relation to the ice arena, further survey work was required to fully understand the exact refurbishment requirements and this would provide confidence that the planned timetable was realistic.

Several Commissioners suggested additional facilities that could be incorporated into the schemes within the overall financial envelope, such as a sauna and jacuzzi in the leisure centre and mini-gyms at the ice arena and Arbour Park to increase local provision. Commissioners also requested that further consideration be given to alternative design options within the overarching concept of the leisure centre and ice arena. It was therefore

agreed that the design, facility mix and timescale for the leisure centre and ice arena be agreed in principle, and that the finalisation of the design and facility mix be delegated to the Strategic Director for Customer and Community Services following consultation with the lead commissioners. The proposals for Phase 2 of Arbour Park were agreed in line with the recommendations set out in the report, and it was agreed to recommend the development of each of the three schemes to full Council for approval on 26th January 2016.

Recommended –

- (a) Arbour Park community sports facility (CSF)
 - i. That the phased development of the CSF and funding for Phase 2, detailed in Appendix 1 of the report be agreed.
 - ii. That the operating recommendations for the CSF set out in Appendix 1 of the report be noted; taking account of the need to put in place temporary management arrangements up to June 2017.

- (b) New Leisure Centre, Farnham Road (Centre site)
 - i. That the design, facility mix and timescales for delivery of the new leisure centre, detailed in Appendix 2 to the report, be agreed in principle and that the Strategic Director of Customer & Community Services be given delegated authority to finalise the design and facilities mix following consultation with the Leader & Commissioner for Finance & Strategy; Commissioner for Community & Leisure and Commissioner for Neighbourhoods & Renewal.
 - ii. That the funding detailed in Appendix 2 to the report, for the development of the new leisure centre is agreed.
 - iii. That options for the future operation and management of the new leisure centre detailed in Appendix 2 to the report be noted.

- (c) Ice Arena
 - i. That the design, facility mix, funding and timescales for the refurbishment works for the ice arena development be agreed in principle, as detailed in Appendix 3 to the report, and that the Strategic Director of Customer & Community Services be given delegated authority to finalise the design and facilities mix following consultation with the Leader & Commissioner for Finance & Strategy; Commissioner for Community & Leisure and Commissioner for Neighbourhoods & Renewal.

- (d) That the development of Phase 2 of the CSF, permission to commence on the development of the leisure centre and Slough Ice Arena be recommended for approval by Full Council on 26th January 2016.

77. Medium Term Financial Planning Update Including Savings Proposals for the 2016/17 Financial Year

A report was considered that set out the latest medium term financial position and the options for closing the 2016-17 financial gap following the draft Local

Government Finance Settlement. The report also proposed changes to the schools funding formula following consultation with schools.

The Local Government Finance Settlement was announced on 17th December 2015 and the key provisions were summarised in Appendix B to the report. One of the key changes was the timing of funding reductions compared to November's Spending Review with a further £1m of additional loss of grants in 2016-17 putting even further pressure on the savings requirement. The main Government grant had reduced from £40m in 2013-14 to £24m in 2015-16 and would fall to £6m by 2019-20. The Government had announced that it would allow Councils to raise an additional Council Tax precept of 2% to support Adult Social Care which would mean relevant authorities could raise Council Tax by up to 4% without the requirement for a referendum.

The Cabinet had previously identified savings totalling £9.45m for 2016-17 and with the updated financial assumptions the residual savings requirement was £2.59m. The report set out the available options to close the gap and present a balanced budget to Council on 25th February, which included further savings across service areas; increasing Council Tax (noting that the financial models currently assumed a 2.94% increase, including the 2% Adult Social Care precept, and would be determined by Council in February); utilising the new provision to use capital receipts to fund revenue expenditure; and utilising capital receipts to fund restructuring costs.

The Leader reported that a delegation from all six Berkshire authorities had met the Minister to discuss the settlement and they gave a clear view of the implications on services and financial planning of the higher than anticipated funding reductions in the next financial year. The Cabinet noted the options to close the residual gap and were mindful that utilising capital receipts for revenue expenditure was an opportunity in terms of balancing the budget but should be used cautiously and with a clear strategy.

The Cabinet considered the proposed changes to the schools funding formula used to allocate the Dedicated Schools Grant as detailed from paragraph 5.7 of the report. The Cabinet considered the options and the results of the consultation carried out with schools, noting that 64% agreed with the Council's preferred option 3. In relation to paragraph 5.17 of the report, further detail was provided to clarify that some schools could lose more than 1.5% of funding from one year to the next, for example if there was a loss of pupils, and that some funding for schools was outside of the formula. After due consideration, the Cabinet noted the latest financial planning assumptions and approved option 3 for changes to school funding.

Resolved –

- (a) That option 3 for changes to school funding, as detailed in paragraphs 5.7 to 5.17 of the report, be approved.
- (b) That the latest financial planning assumptions contained within the report be noted.

78. 2016/17 Housing Rents & Service Charges

A report was considered on the changes to housing rents and service charges for 2016-17. It was proposed that Council house rents decrease by 1%, in line with current government legislation and guidelines, and that garage rents, service and other charges increase by 0.8% based on the September's inflation figure.

The Council house rent reduction was in compliance with the Welfare Reform and Work Bill which required providers of social housing to reduce rent by 1% each year for the next four years. The impact was a reduction in the average weekly rent from £104.70 in the current year to £103.66 next year. The total estimated loss in potential rental income was £9.7m and an average decrease of 3.9% in weekly rent over the next four years.

Noting that the recommendations were in line with legislative requirements and government guidance, the Cabinet agreed to recommend the proposed changes to housing rents and service charges to Council on 26th January 2016 to enable tenants to receive notification well within statutory timescales.

Recommended –

- (a) That Council house dwelling rents for 2016/17 decrease by 1% over the 2015/16 rent with effect from Monday 4th April 2016, in line with current government guidelines and legislation.
- (b) That garage rents, heating, utility and ancillary charges increase by 0.8% with effect from Monday 4th April 2016, based upon the September RPI figure.
- (c) That service charges increase by 0.8% with effect from Monday 4th April 2016, based upon the September RPI figure.
- (d) That 'Other committee' property rents increase by an average of 0.8% from Monday 4th April 2016 in line with the September RPI figure.

79. Council Tax Support Scheme 2016-17

The Cabinet considered a report on the Council Tax Support Scheme for 2016-17. The scheme main items of the scheme, set out fully in Appendix A to the report, were not recommended to change significantly from previous schemes. A paper was tabled which proposed a number of minor amendments to clarify some of the wording and it was agreed to incorporate these into the scheme.

The scheme had remained unchanged since it was introduced in 2013, other than for annual uprating. Due to a number of changes to welfare benefits that impact on the scheme, a consultation was carried out in October, November and December 2015. The scheme for next year needed to be approved by

the end of January. Commissioners noted that the roll out of the Universal Credit would potentially have a major impact on the scheme and this would be considered in the scheme for future years. The Cabinet approved the scheme for 2016-17 as proposed, including the incorporation of the textual amendments detailed in the tabled paper.

Resolved – That the Council Tax Support scheme be approved, as detailed in appendix A to the report and incorporating the amendments as tabled at the meeting.

80. Five Year Plan 2016-2020

The Cabinet considered a report on the refresh of the Five Year Plan which set out the focus of the Council's work over the next five years. The plan had been in place for a year and it had therefore been a 'light touch' refresh focused on ensuring the actions being taken under the eight outcomes remained the right ones and that forward planning was aligned with the budget and Medium Term Financial Strategy. The eight outcomes had not been changed. The refresh included a summary of the types of success measures used to track progress and Commissioners agreed that these were crucial to enable the council to communicate with residents what was being achieved and why actions were being taken.

The plan was central to setting out the strategic narrative for the Council and prioritising resources and would be reviewed annually. An Annual Report would be produced and be considered by the Cabinet in March and it was proposed that a more extensive refresh of the plan be undertaken in the autumn, which would involve Members. The Overview & Scrutiny Committee and Panels were involved in providing challenge to the progress made against the eight outcomes. Commissioners asked that the Annual Report be easy to read, accessible and supported by evidence to demonstrate the progress made for example in tackling anti-social behaviour. It was responded that a combination of quantitative and qualitative information and case studies would be used. Commissioners requested that they see a draft version before publication and it was suggested communicating the Annual Report in a modern, interactive way including the use of digital technology. It was considered important to design a format which clearly showed progress year by year when future reports were published.

The Cabinet agreed to recommend the refreshed Five Year Plan to full Council on 26th January 2016.

Recommended – That the refresh of the Five Year Plan, as at Appendix 'A' to the report, be agreed.

81. 'Slough Caring for our Carers' - Joint Carers' Commissioning Strategy 2016-21

The Cabinet received a report on the draft Joint Carers Commissioning Strategy – Slough Caring for our Carers – for the Council and the Slough

Clinical Commissioning Group for the period 2016-2021. The new document updated the interim Joint Carers Strategy 2014-15 in light of the implementation of the Care Act 2014 and built on recent progress to support carers. It was estimated there were 11,000 carers in Slough and the Care Act had extended rights and entitlements of carers to the same as those cared for.

The development of the strategy had involved carers, including the Slough Carers Partnership Board, and key stakeholders and the draft had been considered by the Health Scrutiny Panel and Health Priority Delivery Group. The four key priorities of the strategy aligned to the national priorities and were identification and recognition; realising and releasing potential; a life outside caring; and supporting carers to stay healthy.

Commissioners welcomed the new strategy and particularly the role carers had played in developing it. A number of key aspects of the strategy were discussed including the potential to further use technology to improve care and it was noted that this was key part of the transformation programme. After due consideration, the Cabinet approved the strategy.

Resolved – That the Joint Carers Commissioning Strategy 2016-21, including the resource allocation, be approved.

82. References from Overview & Scrutiny

The Cabinet considered reference from the Education & Children's Services Scrutiny Panel from its meeting on 3rd December 2015 in relation to safeguarding audits that had been resolved during consideration of the Local Safeguarding Children Board Annual Report.

The matter of safeguarding audits had been discussed by the Panel and Section 11 of the Children's Act 2003 set out a series of standards by which public bodies, including local authorities, would be assessed. The Cabinet was asked to note that the Panel had endorsed the following policy:

“All contracts with outsourced service providers must stipulate that they conduct a safeguarding audit to Section 11 (Children's Act 2004) standards to underpin SBC's responsibilities in the area.”

The Cabinet recognised the importance of a strong audit and assurance process in relation to safeguarding and therefore agreed that the policy be endorsed.

Resolved – That the ECS Scrutiny Panel's endorsement of the following policy be noted:

“All contracts with outsourced service providers must stipulate that they conduct a safeguarding audit to Section 11 (Children's Act 2004) standards to underpin SBC's responsibilities in the area.”

83. Notification of Forthcoming Decisions

Resolved – That the published Notification of Decisions for the period between January to March 2016 be endorsed.

84. 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.

85. Part II Minutes - 14th December 2015

Resolved – That the minutes of the Part II meeting of the Cabinet held on 14th December 2015 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.31 pm and closed at 7.45 pm)

balanced scorecard and Gold projects reporting, and in delivering the Council's budget in line with the approved budget.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

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

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

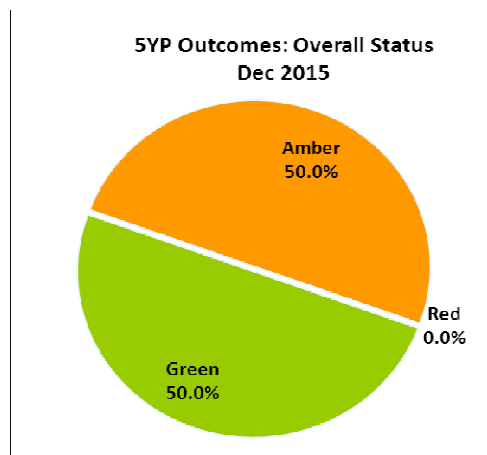
There is no identified need for the completion of an EIA

5 Supporting Information

5.1 The Council is forecasting overspend of **£0.486m** as at month 9. The overall position is significantly better than the month 8 report. The Children and Families service overspend position has now been confirmed, and there has been additional under spends reported in both the Chief Executive and the Customer and Community Services Directorates.

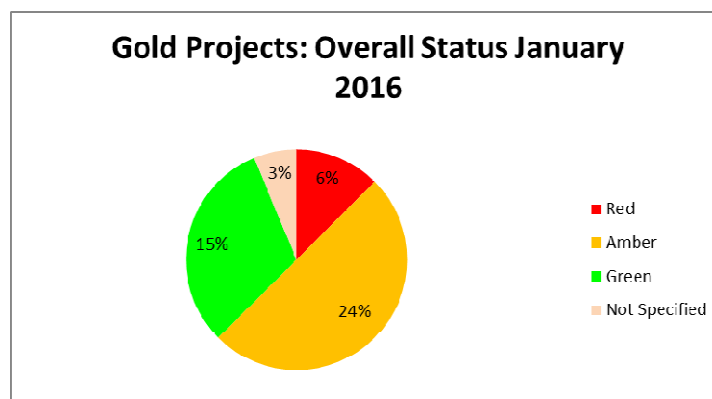
5.2 Service action plans have reduced the underlying overspend. Whilst no additional savings are expected from the Children and Families service the Adult Social Care service remains committed to ensuring all steps are taken to get as close to break-even as possible. The result of these action plans is shown in the summary budget monitor attached as appendix A.

5.3 The summary of the seven 5YP outcome highlight reports submitted as at December 2015 indicates that the overall status of three has been assessed as 'Green', three as 'Amber' and one as 'Amber/Green'.



5.4 The summary of the 16 Gold project updates submitted as of January 2016 indicates that the overall status of five projects have been assessed as 'Green', eight as 'Amber' and two as 'Red'. One status was 'not specified' as this relates to the overall status of the Better Care Fund Project, this is because full reporting is being undertaken for all sub projects in this area.

5.5



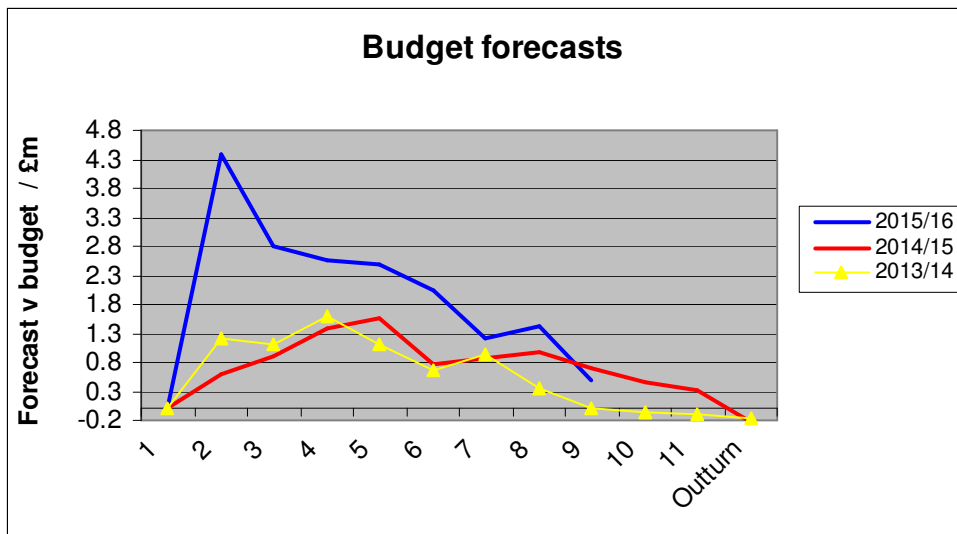
Executive Report

6 Introduction

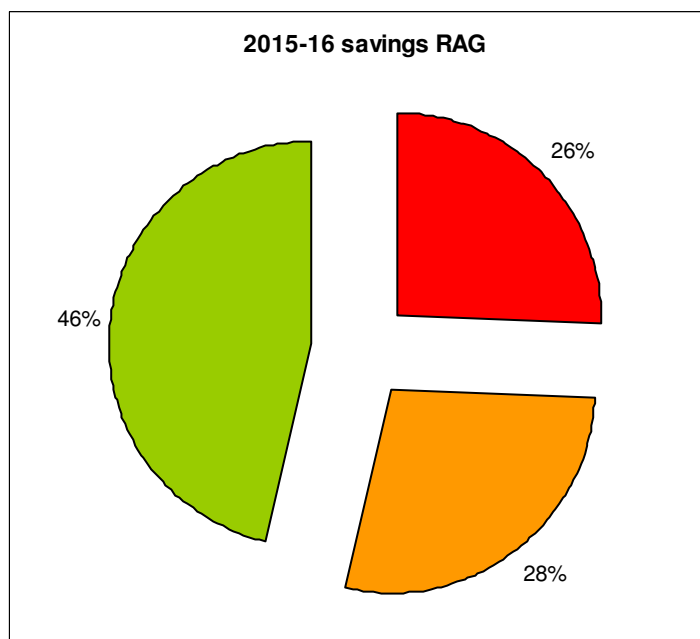
6.1 This is the third quarter report to Cabinet for the 2015-16 financial year in respect of the financial and performance position of the Council

7 Financial Performance

7.1 The Council is forecasting overspend of **£0.486m** as at month 9. The overall position is significantly better than the month 8 report. The Children and Families service overspend position has now been confirmed, and there has been additional under spends reported in both the Chief Executive and the Customer and Community Services Directorates.



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.



8 Five Year Plan (5YP) Balanced Scorecard

8.1 This is the third quarterly review of the Five Year Plan (5YP) Balanced Scorecard. There are 91 indicators in total across the eight main outcomes.

8.2 Due to the timing of this report i.e. two weeks following the end of quarter 3, this update is not finalised. Several of the quarter 3 figures i.e. crime rates, children social care rates, overall unemployment rate etc. are not available to report on until later in the month. In addition the supporting commentary in the 'actions' column have not all been authorised by the Outcome Leads.

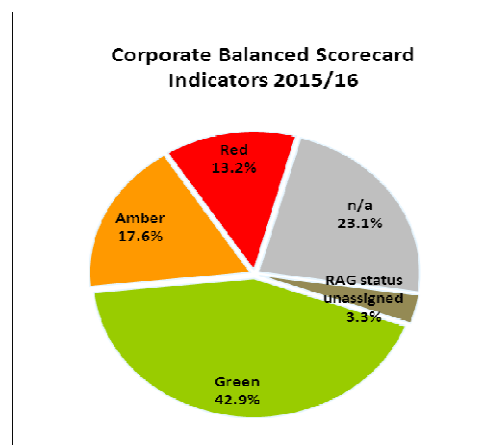
8.3 Indicators that have been updated this quarter are highlighted in yellow in the 'date updated' column. Some of the indicators are updated annually therefore will be updated at the end of financial year 2015/16.

8.4 Currently 67 of the 91 indicators (73.6%) have been assigned a RAG status of either 'Red' (12, 13.2%), 'Amber' (16, 17.6%) or 'Green' (39, 42.9%).

8.5 The remaining 24 indicators are recorded either as:

- "N/A" (21, 23.1%) - not applicable because this is a volume indicator only or the indicator is to be updated later in the year or the value which SBC cannot seek to directly influence or because the issue is complex.
- **RAG status unassigned** (3, 3.3%) This relates to the 3 children social care indicators where a RAG status is currently unassigned.

8.6 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 3 December 2015 the Council's performance is as below:



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

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

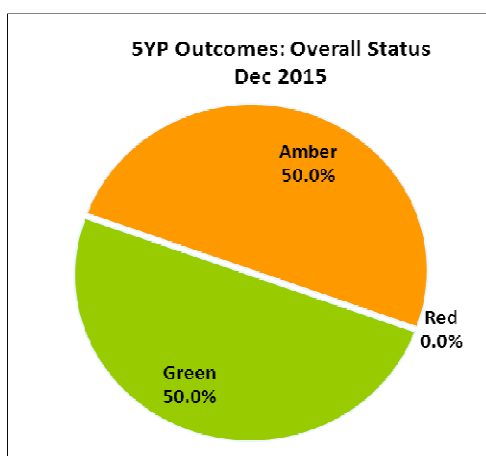
8.9 Cabinet are requested to review the list of 91 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.

8.10 Where performance is below target, details of the correction actions that will be taken need to be added to the supporting commentary.

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

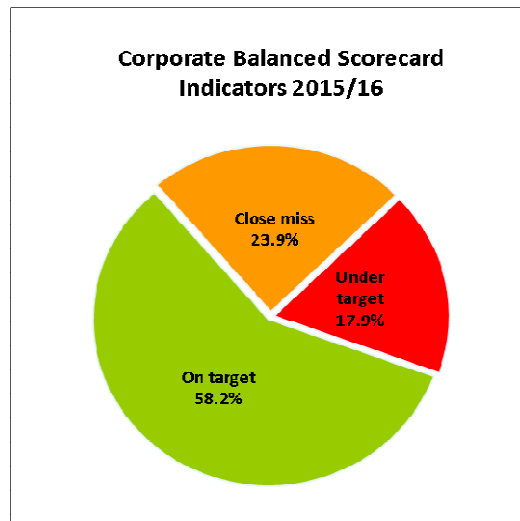
- Business rate debit increase each year
- Number of tenant verification visits completed
- Average turnaround times on Local Authority void properties
- Crime rates per 1,000 population: Violence against the person
- An improved Ofsted inspection rating of good or outstanding
- Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP
- Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2
- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check
- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check
- Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population
- Social Isolation: percentage of adult social care users who have as much social contact as they would like
- Reduction in corporate building space (%)

8.12 The summary of the seven 5YP outcome highlight reports submitted as at December 2015 indicates that the overall status of three has been assessed as 'Green', three as 'Amber' and one as 'Amber/Green'.



9 Council's 5YP Balanced Scorecard update

9.1 This quarter, of the 67 performance indicators that were RAG rated – the majority are rated as 'Green' (39; 58.2%) or 'Amber' (16; 23.9%). Those rated as either 'Green' or 'Amber' - taken together - account for 82.1% of measures. Twelve measures this month (17.9%) are Red rated as being off target by more than 5% in this report.



9.2 Noteworthy Improvements

This quarter, the following indicators which were previously reported with a target level of performance of either **Red** or **Amber** have improved:

- **Statutory homelessness - households in temporary accommodation Rate per 1,000 households** [improved from **Red** to **Amber**]

A target of 190 households in TA at the end of any given quarter is set for 2015/2016 (rate of 3.75 per 1,000 households). This is based on the rate of approaches and cases over the last 9 months (average of 192 households in TA).

In Q2 according to the CIPFA website, Slough's 6 closest comparator groups are; Brent, Ealing, Greenwich, Hounslow, Luton, Redbridge.

Slough was 4th in line for the number agreed as homeless (rate per 1,000 households); it managed the lowest number in TA (rate per 1,000 households).

Slough's Q2 rate per 1,000 households was 3.76 whereas the comparators were as follows; Brent: 27.43, Ealing: 19.53, Greenwich: 4.51, Hounslow: 11.43, Luton: 13.68 and Redbridge: 22.05.

We intend to use the DHP budget to assist more households with moving out of TA. We have Implemented the Home=Work Club which is assisting TA households back into work and therefore making them eligible for Social Housing. Using the Prevention Fund to assists households with suitable accommodation before they are placed in TA.

- **16 to 18 year olds who are not in education, training or employment (NEET)** [improved from **Amber** to **Green**]

Since September 2015, the focus has been on finding the destinations of Slough's young people aged 16 to 18 years. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough. Additionally, resources have been allocated to tracking young people by telephone and email.

This has brought Slough's "not known" rate down from over 30% in September to its current rate of 5.5% meaning that Slough remains on schedule to reach its target rate of 5% (based on average figures for November 2015, December 2015 and January 2016).

Details at:

<https://www.gov.uk/government/publications/neet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training>.

Slough's NEET rate is currently 4.29% which is below the target rate of 5%. However, focused work is ongoing with this group of young people to assist and support them to find suitable employment, education or training opportunities.

- **Number of adults managing their care and support via a direct payment** [improved from **Red** to **Amber**]

The number of service users and carers supported through a Direct Payment continues to increase. We have appointed additional brokers with a primary focus on Direct Payments, have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will be reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.

9.3 **Noteworthy Concerns**

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

- **Business rate debit increase each year**

There has been a 0.09% decrease in the net collectable debit in the third quarter of 2015/16 compared to the beginning of the financial year.

An inward investment strategy and action plan is being developed, although the decrease in business rate debit is a wider issue. We are also waiting on the Valuation Office Agency to bring some other properties into rating.

- **Number of tenant verification visits completed**

The Neighbourhood managers consider the 2,000 target unrealistic. With competing priorities, assessment of risk to the residents, the service and SBC is an important influence on what can be achieved. Third quarter number of verifications were a drop on the two previous quarters, however, overall increase on the whole of 2014-15 therefore, direction of travel is up.

Currently the spend to save is tied up with the stock condition survey, which will allow all properties surveyed to have a basic verification exercise to be carried out. The outcome of these verifications may be identification of tenants/properties which requires a more in depth verification. Additional resource maybe required to support this process, possibly an additional fraud officer. Beyond the condition survey, incorporation of a verification process within the RMI Contract linked to repairs/gas inspections. NHO's will continue to do in depth verification visits based upon findings and known high risk tenants.

Average turnaround times on Local Authority void properties

Average turnaround times based on 26 voids ended in Q1, 25 ended in Q2 and 19 ended in Q3. Each quarter's result is the year to date figure at quarter end (e.g. average of April to December for Q3)

Team of four officers reduced down to one member of staff in January 2016.

Initial request to recruit agency cover have had no luck with Matrix so far.

This will now impact severely on the void turnaround figure until staffing numbers are brought up.

- Crime rates per 1,000 population: Violence against the person**
[This was reported the previous quarter]
 The rolling year to date violence against the person crime rate at Sept 2015 stands at 21.00 which is an increase from 17.2 previously. The increase for this indicator is also reflected nationwide and within our Most Similar Groups (MSG) When comparing Slough's violence against the person crime rate to the national average shows Slough is above that average. However when compared to other towns in the UK that fall into our 'Most Similar Group' (MSG) Slough fares much better is overall ranked 3rd in the MSG table and as such has one of the lowest violence against the person crime rates figures in this group.
 The increase in violent crime overall is nationwide and is anticipated to increase in the following quarter.
- An improved Ofsted inspection rating of good or outstanding.**
 Ofsted inspected Slough Children's Trust in late 2015, and will issue their draft report in February 2016.
 As of 31st December 2015, Ofsted has published the results of 73 inspections of this type:
 No council has yet been rated 'Outstanding'
 23% have been rated 'Good'
 51% have been rated 'Requires Improvement'
 26% have been rated 'Inadequate'
- Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP**
 In 2014/15 the percentage of children of 'healthy weight' at the end of primary school in Slough of 58.9% is below England and SE averages of 65.3% and 68.6%. 13 schools have taken up the Change4life resources and a nationally supported launch is planned locally in w/c 25th Jan.
 We have commissioned a revised Let's Get Going Programme and will pilot this in three schools in the spring term.
- Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2**
[This was reported the previous quarter]
 Provisional achievement in the 2014-15 academic year shows a 1% drop on the previous year of 78% and is 3% under the England and South East average (80%). Slough is ranked 118th nationally out of 152 local authorities placing them in the bottom quartile.
 Analysis of the results highlights weaknesses with mathematics and writing. Consequently, the focus is on selecting the vulnerable schools in these areas and introducing a booster programme for maths in Year 6 as an immediate action, alongside a longer term Key Stage 2 programme in selected schools to consolidate mathematics and build in sustainable improvements.
- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check**
 Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.

- **Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check**

Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.

Competing demands on practices to deliver other improvements has limited the return this quarter. Despite the lower than national offer above, the percentage who did receive the checks was above the national average see below.

- **Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.**

This rate published in the Public Health Outcomes Framework in Dec 2015 reflects 231 deaths - a reduction from 241 total deaths in 2011-12. 66% were in males and the PHOF estimates that 111 were preventable in males and 42 in females.

Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care. A new national diabetes prevention programme is to launch in April 2016 which will help those with diabetes who have risk factors for wider cardiovascular disease. Work is underway to refine the referral pathway into healthy hearts and provide a much more integrated step down community rehabilitation service funded through the Better Care Fund.

- **Social Isolation: percentage of adult social care users who have as much social contact as they would like**

[This was reported the previous quarter]

The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2014/15 255 residents completed and returned the survey which is lower than the previous year of 340 completed and returned.

There was a 2.0% increase between 2013/14 and 2014/15. However the social isolation rate reported locally for 2014/15 was below the England value (44.8%) and South East value (47.1%).

The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.

- **Reduction in corporate building space (%)**

This indicator is linked to Asset Challenge/ Corporate Landlord work streams and seeks to reduce overall property costs by £1.4m by 31/3/19.

To date circa £70k pa has been saved by re-profiling costs at LMP (0.5% of target). Work is ongoing to bring YOT back into SMP (saving of circa £100,000), relocate the Registrar to the Curve (saving TBC, but potentially drawn from savings in centre property costs of £112,000 pa), co-locate a GP practice into Britwell hub (saving £130,000 per annum), co-locating the CDA at Orchard YCC (saving of West Wing property costs of circa £40,000), and disposal of Thomas Grey Centre (circa £30,000 per annum).

Subject to the above, this indicator will come on target within 18 months.

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

10 **Council's Gold Project Update**

10.1 The summary below provides Cabinet with an update on the Council's Gold Projects as of 31st January 2016. The recently formed Programme Management Office has set up a Project Portfolio to monitor all notable projects ongoing at Slough Borough Council. Each project is graded and individual project progress reports have been made by Project Leads.

10.2 Note the introduction of the Portfolio has led to a review and refocus of Gold Projects and has resulted in an increase of Gold Projects from seven to 16. The Portfolio was endorsed by the Transformation Board on 2nd December 2015.

10.3 **Monthly Period Summary**

- This report covers 16 Gold Projects in total; highlight reports have been received in time for this report.
- Of the 16 project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of the following which are submitted in draft:
 - The Curve
 - Highways and Transport Transformation
 - Cambridge Education/Phase 2 CSC Transfer
 - Families First

The status of Gold Projects is summarised as follows:

Risks and Issues			
Red	Amber	Green	Not Specified
2	11	2	1
6%	33%	6%	3%

On Time			
Red	Amber	Green	Not Specified
1	9	5	1
3%	27%	15%	3%

To Budget			
Red	Amber	Green	Not Specified
0	8	7	1
0%	24%	21%	3%

Fuller details are provided in the table beneath.

**Project Manager / Sponsor assessed status of Gold Projects as of:
31st January 2016**

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
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Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
1 Accommodation Strategy & Flexible Working	Green ↑ (was Red)	Green ↑ (was Red)	Green ↑ (was Red)	Amber ↑ (was Red)	Approved	None
2 Fit for the Future	Amber	Amber	Green	Amber	Approved	<ol style="list-style-type: none"> 1. Leadership and Management Development: <ul style="list-style-type: none"> • Support development opportunities for MDP participants to take part in corporate projects • Support take up and facilitation of MDP 2. Staff Sickness: <ul style="list-style-type: none"> • Review new sickness information on a quarterly basis 3. IT Infrastructure: <ul style="list-style-type: none"> • Support roll out of Agresso and associated staff training 4. Staff Engagement <ul style="list-style-type: none"> • All SLT to commit to team visits • Effective communication and to build communication plans into any change programme
3 School Places Programme	Red	Amber	Green	Red	Approved	<ol style="list-style-type: none"> 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, including a location for SASH2. 2. To consider how the demand for school places may evidence risks to the Borough's housing service and other services. 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. 4. For CMT to register that the increase in school places is an early alert to demographic changes across the community which may impact on service demand in other areas.

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
4 Adults Social Care Reform Programme	Amber	Amber	Amber	Amber	Approved	None Note Learning Disabilities Change Programme is included in the overall Adults Social Care Reform Programme
5 The Curve	Red	Red	Amber	Red	Not Approved	None
6 ERP	Green ↑ (was Amber)	Green	Green	Amber ↓ (was Green)	Approved	None
8 RMI Contact	Green	Green	Green	Amber	Approved	None
15 Highways and Transport Transformation	Green	Green	Green	Green	Not Approved	No report received – Project Manager has recently left SBC and the PMO has not been notified of a replacement
16 17 18 19 20 21 22 Better Care Fund Projects	Amber	Amber	Green	Amber	Approved	Voluntary sector commissioning - Slough Prevention Alliance – Note that the Evaluation has been completed and the contract awarded Telehealth - Note the mid point project evaluation as described in the Key activities completed section of this report Single Point of Access - note that SBC will be shadowing Wokingham Borough Council to help fast track the implementation
26 Cambridge Education/ Phase 2 CSC Transfer	Green	Green	Green	Green	Not Approved	Agree programme plan New project lead in place
27 Families First	Amber	Amber	Amber	Amber	Not Approved	None
28 29 30 31 32 33 Leisure Strategy	Amber	Amber	Amber	Amber	Approved	Cabinet decision required on capital build programme

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 or new Gold Project on the portfolio

A timeline for all Projects in the Portfolio is provided as **Appendix F**

11 Wellbeing Directorate

11.1 The Directorate's net controllable Revenue budget for 2015/16 is **£61,146m**. The budget has been increased to reflect the inclusion of the £1.3m of growth monies approved for the Children & Families Service but this was retained centrally. The current total projected net expenditure is **£64.614m** and therefore the Directorate is presently forecasting a budget pressure of **£3.5m** (6%). This is a slightly worse than last month.

Service	Revised Budget	Outturn	Current Variance	Last Month	Change	%
	£'000	£'000	£'000	£'000	£'000	
Children & Families	27,392	29,895	2,504	2,349	155	9%
Adult Social Care	34,458	35,063	604	604	0	2%
Public Health	-586	-218	368	439	-71	-63%
Central Management	219	210	-9	-1	-7	-4%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	61,146	64,614	3,468	3,391	77	5.7%

11.2 Adult Social Care – The projected outturn above for this service assumes that **£910k** of planned savings will still be realised, this is **£600k** less than the original total savings target of **£1.4m** that was developed earlier this year to deal with the budget pressure, meaning **£600k** of additional savings have been achieved or are on track to being achieved since the Action Plan was formulated.

11.2.1 All of the remaining proposals are now fully underway but some, those with the highest value, are dependant on funding from the Health Authorities. So it is still far from certain that all of these initiatives will be achieved in full. A detailed review of each saving initiative is planned for next month when more should be known about the number of cases and level of funding that will be received.

11.2.2 The service is still committed to ensuring that all steps are taken to get as close to break even as possible.

11.3 Children & Families –indicative savings of **£0.75m** are still assumed in the above forecast.

11.4 CHILDREN, YOUNG PEOPLE & FAMILIES SERVICE

11.4.1 These services are now grouped into 3 distinct areas.

- a) Services previously provided by the council prior to being transferred to the Trust,
- b) Services now being provided by the Trust, and
- c) Other Children & Families Services (including the Cambridge Education Contract and Services to Schools)

11.4.2 With the addition of the growth funds, the underlying budget pressure is now **£3.3m** but this is reduced by **£0.75m** savings expected to be made by the Trust this year.

11.4.3 The reasons for the budget pressure remain as follows:

- a) Looked after Children (**£0.7m**) and
- b) Staffing (**£1.8m**) budgets.

CHILDREN, YOUNG PEOPLE & FAMILIES SERVICES					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Other Children & Families Services	5,725	5,874	149	192	-43
Children, Young People and Families Services	9,566	11,921	2,355	2,157	198
Children's Services Trust	12,100	12,100	0	0	0
Total	27,392	29,895	2,504	2,349	155

11.5 ADULT SOCIAL CARE

11.5.1 This service has an underlying budget pressure of **£1.53m**, slightly lower than last month as more planned savings are achieved. However, the service is still planning to deliver further savings of **£918k** which, if delivered, will reduce the year end outturn to **£0.6m**. The latest best case projected position is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Adult Social Care					
Safeguarding and Governance	241	213	-28	-21	-7
Management & Business Support	819	-678	-1,497	-1,363	-134
Access & Long Term I & S	2,632	2,836	203	212	-8
Re-ablement & Directly Provided	3,906	3,808	-99	-90	-8
Mental Health	4,171	4,029	-141	-145	3
Commissioning Budgets	17,218	19,695	2,477	2,361	117
Commissioning & Contracts	5,471	5,160	-312	-348	37
Total	34,458	35,063	604	604	0

11.5.2 Action Plans

Of the **£2.7m** savings planned for this year the service has delivered just over only **£1.3m** resulting in slippage of **£1.4m**. The latest RAG analysis for the service is shown in the table below:

SAVINGS	Original Savings	Achieved/Projected	Slippage	RAG
Transformation: LD Change Programme	1,000	671	329	Amber
Transformation : Review of MH Day Services, High Cost Packages & Supported Living	100	100	0	Green
Service Reform: Review and reform of Extra Care; Internal Day & Residential Services	350	50	300	Red
Prevention & Early intervention: Community & Voluntary Sector Commissioning & Telecare	275	0	275	Green
Transformation: Reform of social care 1 - Promoting Independence	500	357	143	Amber
Transformation - Reform of Social Care 2 - Front Door, Assessment, Brokerage and Reviewing	300	0	300	Red
Increased Fees and charges	189	141	48	Green
GRAND TOTAL	2,714	1,319	1,395	

Therefore additional recovery plans of **£1.4m** have been created of which **£0.5m** has already been achieved leaving a balance still to be found of **£0.9m**. The latest RAG status for these savings is shown below.

RECOVERY ACTION PLANS				
Savings Area	Description	Actions Plan	Savings Achieved	Savings Outstanding
Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	300	-27.3	272.7
Prevention & Early intervention	Community & Voluntary Sector Commissioning & Telecare	200	-52.6	147.4
Transformation	Reform of social care 1 - Promoting Independence	600	-129.4	470.6
Transformation	Reform of Social Care 2 - Front Door, Assessment, Brokerage	100	-100.0	0
Increased Income	Increased fees and charges	189	-161.0	28
TOTAL		1,389	-470.3	918.7

11.6 PUBLIC HEALTH

11.6.1 This service is now reporting a budget pressure of **£368k** this is an improvement of **£71k** following the latest projection on the Sexual Health contract. The underlying budget pressure is due to the 7% (**£437k**) in year reduction in the level of funding received for the 2015-16 Public Health Grant.

11.6.2 The Service has been unable to get providers to reduce their contract commitments to accommodate this loss of funding.

11.6.3 At this point in time the Regeneration, Housing and Resources Directorate is forecasting a small overspend of £14k, pending the successful delivery of the 2015/16 savings targets.

11.6.4 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	300
Regeneration Partnership	
Additional RSG received just before the budget was approved	197
Additional 's31' monies in respect of Business Rates	350
Insurance	878
MRP Adjustment	719

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

12 Virements

12.1 Virements during the third quarter of the current financial year were as follows

Service Area		Amount £'000	Reason
From	To		
Regeneration, Housing and Resources	Wellbeing	3,600.00	Cleaning materials reversed from Corporate Landlord
Customer and Community Services	Regeneration, Housing and Resources	49,974.00	Correction of residual budget - Haymill
Regeneration, Housing and Resources	Customer and Community Services	549,080.00	Transfer of Community Centre Income to Corporate Lanlord
Customer and Community Services	Regeneration, Housing and Resources	12,100.00	Transfer of Exp F002 to Booking Officer costs
Customer and Community Services	Regeneration, Housing and Resources	28,547.52	Transfer of Budget to Corporate Landlord (The Curve)
Reserves	Customer and Community Services	465,000.00	Release of 2014/15 Carry Forwards
Reserves	Resources, Housing and Regeneration	137,300.00	Release of 2014/15 Carry Forwards
Reserves	Chief Executive	295,000.00	Release of 2014/15 Carry Forwards
Customer and Community Services	Regeneration, Housing and Resources	20,000.00	West Wing Rent
Contingency	Wellbeing	1,293,000.00	Transfer of 15/16 Growth.
Reserves	Chief Executive	46,780.00	Release of reserves

13 Council's 5YP Outcome update

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

14 Monthly Period Summary

14.1 This report covers the Five Year Plan (5YP) 8 outcomes in total; highlight reports for all have been received in time for this report with the exception of:

Outcome 5. Children and young people in Slough will be healthy, resilient and have positive life chances

14.2 Of the seven highlight reports which have been RAG-rated as at December 2015 the overall status of three has been assessed as '**Green**', three as '**Amber**' and one as '**Amber/Green**'.

14.3 For '*Timeline*' five projects have been evaluated at '**Green**' status and two at '**Amber**'.

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

14.5 For '*Issues and Risks*' six have been evaluated at '**Amber**' and one at '**Amber/Green**'.

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

**Outcome Leads assessed status of 5YP 8 Outcomes as at:
31st December 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	Amber	<ul style="list-style-type: none"> • LTB approval not granted for Burnham Station – Business case withdrawn to be submitted for approval for March approval. • Delays to works due to contract for Major schemes – Legal have appointed external solicitors to complete contracts.
2	There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough	AMBER	Green	Amber	Amber	<ul style="list-style-type: none"> • Increased PS market rent levels rendering the sector inaccessible to households on benefits. • Exponential growth in homelessness due to welfare reform and demand for private sector accommodation. • Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction. • Increase in construction costs rendering small and infill site development non-viable. • Staff vacancy rate and inability to recruit to undertake housing regulation functions. • Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing. • Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates. • National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.

3	The centre of Slough will be vibrant, providing business, living, and cultural opportunities	GREEN	Green	Amber	Amber	<ul style="list-style-type: none"> Resource allocation. Budget identification.
4	Slough will be one of the safest places in the Thames Valley	AMBER/GREEN	Green	Amber	Amber/Green	<ul style="list-style-type: none"> Permanent CS Partnership manager in post. Vacancies in Neighbourhood Services and capacity to deliver. Staff attendance at WRAP training session; need to maintain momentum. Prevent Co-ordinator in place 1st September. CSE Co-ordinator post in place and based in Slough Children's Trust.
5	Children and young people in Slough will be healthy, resilient and have positive life chances	No update this month due to Ofsted Inspection.				
6	More people will take responsibility and manage their own health, care and support needs	AMBER	Amber	Amber	Amber	<ul style="list-style-type: none"> Timescale for delivery of all actions not achieved. Ability to deliver the revenue savings. Impact on key performance targets. Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. Lack of agreement of use of contingency funding in BCF from CCG. Management of lots of change at same time – capacity and change fatigue. Management information and data.
7	The council's income and the value of its assets will be maximised	GREEN	Green	Green	Amber	<ul style="list-style-type: none"> Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.

						<ul style="list-style-type: none"> Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value. Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning & ensuring an effective link to Outcome Based Budgeting.
8	The council will be a leading digital transformation organisation	AMBER	Amber	Red	Amber	<ul style="list-style-type: none"> Capital investment requirements higher than present budget allocation. Lack of in house capacity to deliver transformation.

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

15 Capital

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

	Revised 15-16 Budget	Actual DEC 2015	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	
Resources	26,688	8,988	20,186	24.36%
Wellbeing	15,101	7,939	13,281	12.05%
Customer & Community	14,331	2,532	6,648	53.61%
Housing Revenue Account	11,018	6,041	7,674	30.35%
Affordable Housing	9,765	1,355	3,344	65.75%
Total	76,902	26,855	51,133	33.51%

15.2 The Council expects to spend 66% of the total programme by the end of the 2015/16 financial year. A more detailed directorate narrative is attached as Appendix B.

16 Write Offs

16.1 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	NDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Benefits	Total
	Value £	Value £	Value £	Value £	Value £	Value £
Unable to trace / Absconded	65,498.62	14,788.66		3,095.00		83,382.28
Vulnerable persons					2,003.55	2,003.55
Deceased		0.12	819.38	1,809.80		2,629.30
Statute Barred / Unable to Enforce	34,067.29	336.71	28,960.86	30,719.41		94,084.27
Bankruptcy		1,356.86				1,356.86
Instruction from Client				4,067.88		4,067.88
Nulla Bona (Returned from Bailiff)				5,355.15		5,355.15
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	42,384.37			879.45		43,263.82
Misc. (incl uneconomical to pursue)		3,034.34	660.31	1,524.22	2.99	5,221.86
Credit Balances	(75.60)	(120,819.23)	(7,052.88)			(127,947.71)
	<u>141,874.68</u>	<u>(101,302.54)</u>	<u>23,387.67</u>	<u>47,450.91</u>	<u>2,006.54</u>	<u>113,417.26</u>
Pre April 2012	11,472.29	(103,003.67)	22,369.43	34,909.58	1,849.90	(32,402.47)
Post April 2012	130,402.39	1,701.13	1,018.24	12,541.33	156.64	145,819.73
	<u>141,874.68</u>	<u>(101,302.54)</u>	<u>23,387.67</u>	<u>47,450.91</u>	<u>2,006.54</u>	<u>113,417.26</u>

17 Conclusion

- 17.1 The Council overspend continues to is currently estimated to be of **£0.486m** at year end although work is ongoing to reduce this and the council remains hopeful that it will be able to take appropriate action to ensure that this position is mitigated at least in part by the end of the financial year.
- 17.2 Of the seven highlight reports which have been RAG-rated as at December 2015 the overall status of three has been assessed as '**Green**', three as '**Amber**' and one as '**Amber/Green**'.

18 Appendices Attached

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

19 Background Papers

- '1' - Supporting working papers held in finance

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SLOUGH BOROUGH COUNCIL
2015/16 BUDGET MONITORING
PERIOD 9- DECEMBER 2015

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	34.458	35.062	0.604
Children, Young People and Families Services (1st Half 15/16)	27.392	29.896	2.504
Central Management	0.219	0.210	(0.009)
Public Health	(0.586)	(0.218)	0.368
Total Wellbeing	61.483	64.950	3.467
Total Schools	(0.337)	(0.337)	0.000
Total Wellbeing and Schools	61.146	64.613	3.467
<u>Customer and Community Services</u>			
Transition	0.000	0.000	0.000
Customer Services & IT	0.279	0.209	(0.070)
Learning & Community	2.764	2.726	(0.038)
Wellbeing & Community	3.336	3.231	(0.105)
Public Protection	1.219	1.279	0.060
Planning & Building Control	0.642	0.426	(0.216)
Strategic Management	0.366	0.401	0.035
Transactional Services	8.308	8.408	0.100
Commissioning & Procurement	0.569	0.503	(0.066)
Legal Services	0.461	0.361	(0.100)
Total Customer and Community Services	17.944	17.544	(0.400)
<u>Regeneration, Housing and Resources</u>			
Strategic Management	(0.039)	(0.019)	0.020
Corporate Resources	2.104	2.079	(0.025)
Housing and Environment	14.111	14.308	0.197
Estates and Regeneration	9.972	9.803	(0.169)
Total Regeneration, Housing and Resources	26.149	26.172	0.023
<u>Chief Executive</u>			
Chief Executive	0.347	0.337	(0.010)
Strategic Policy & Communication	2.489	2.449	(0.040)
Professional Services	1.194	1.084	(0.110)
Total Chief Executive	4.030	3.870	(0.160)
Total Corporate	(0.139)	(2.583)	(2.444)
Total General Fund	109.129	109.615	0.486
% of revenue budget over/(under) spent by Services			0.4%
Total Non Departmental Costs	(1.274)	(1.274)	0.000
Total General Fund	107.855	108.341	0.486
% of revenue budget over/(under) spent in total			0.5%

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	Revised 15-16 Budget	Actual DEC 2015	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	
Resources	26,688	8,988	20,186	24.36%
Wellbeing	15,101	7,939	13,281	12.05%
Customer & Community Services	14,331	2,532	6,648	53.61%
Housing Revenue Account	11,018	6,041	7,674	30.35%
Affordable Housing	9,765	1,355	3,344	65.75%
Total	76,902	26,855	51,133	33.51%

Cost Centre	Project	Lead Officer	Expected Completion Date	Underspend/(Overspend)	15-16	Re-profile	Revised	Dec-15	Q4	Projected Outturn	Slippage %	Reason for Slippage
	Education Services											
P051	Primary Expansions (Phase 2 for 2011)	Tony M	Ongoing	1,135	7,109	(2,244)	6,000	4,306	1,694	6,000	0.00%	£1,651K moved into 2016-17. Less will be spent on St Mary's and James Elliman in this year than expected.
P076	Town Hall Conversion	Tony M	01-Apr-17	(35)	650	(40)	575	433	104	537	6.66%	£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.
P090	Expand Littledown School	Tony M	COMPLETE	4			4			0	100.00%	
P093	Schools Modernisation Programme	Tony M	01-Jan-16	(333)	3,401		3,068	1,488	1,580	3,068	0.00%	Anticipating overspend once tenders for Montem, Piipins and Wexham Primary roof projects are received. Will fund with Basic Need.
P101	SEN Resources Expansion	Tony M	Ongoing	0	700	(500)	200		200	200	-0.03%	£300k moved from 2015-16 to 2016-17. The project is agreed but larger projects unlikely to start until 15-16.
P749	Children's Centres Refurbishments	Kate A	01-Sep-15	40	45		85	46	39	85	0.00%	
P783	Schools Devolved Capital	G Grant	01-Sep-15		142		142	616		616	-333.80%	
P856	Haymill/Haybrook College Project	Tony M	01-Sep-15	27			27	22	10	32	-18.83%	
P887	Willow School Expansion	Tony M	01-Sep-15	13			13	15	6	21	-66.86%	Further funding allocated under P051.
P673	DDA/SENDA access Works	Tony M	Ongoing	(15)	90		75	10		10	86.67%	Provisional sum to meet our duties around DDA for particular pupils
	Youth/Community Centres Upgrade	A Lakhan	01-Oct-15	75	25		100			0	100.00%	

Cost Centre	Project	Lead Officer	Expected Completion Date	Underspend/(Overspend)	15-16	Re-profile	Revised	Dec-15	Q4	Projected Outturn	Slippage %	Reason for Slippage
P123	2 Year Old Expansion Programme	Kate A	Ongoing	31	615		646	331		331	48.76%	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.
P894/P896	Penn Rd & Chalvey Grove Children's Centre	Kate A	01-Jan-17	88			88	1		1	98.87%	
P140	Lea Nursery Heat Pump	Tony M	COMPLETE	10			10			0	100.00%	
P153	Special School Expansion-Primary,Secondary & Post 16	Tony M	01-Jan-22	50	1,080	(730)	400		400	400	0.00%	£730K moved into following year.Larger projects unlikely to start on site in this financial year.
P142	Children's Centres IT	Kate A		15	45		60			0	100.00%	
P131	School Meals Provision	Tony M	01-Oct-15	100	55		155	20	35	55	64.62%	
P095	Secondary School Expansions	Tony M	Ongoing	0	500	(400)	100		100	100	0.00%	Unlikely to get beyond design stage in 15-16
P146	Arbour Park	Tony M	01-Jan-17	163	650		1,322	580	742	1,322	0.00%	Full council approval
	PRU Expansion	Tony M					100		100			
	Total Education Services			1,368	15,107	(3,914)	13,170	7,868	5,010	12,778	2.98%	
	Customer & Community Services											
P083	Cemetery Extension	Ketan G	31/03/16	492	1,007		1,499	(23)	1,022	999	33.35%	Based on planning permission being granted by Bucks CC
P103	Slough Play Strategy	Ketan G		3			3		3	3	0.00%	
P107	Repairs to Montem & Ice	Aliso H		343	80		423	82	20	102	75.91%	Reactive budget
P383	Herschel Park	Ketan G		86			86		10	10	88.37%	
P873	Crematorium Project	Ketan G		947	1,134		2,460	73		73	97.03%	Building works currently out to tender
P141	Leisure Capital Improvements-Langley, Ten Pin, The Centre	Ketan G		379	913		1,292		50	50	96.13%	Works commence March 2016
P145	ERP Financial System Upgrades	J Holmes	01/04/16	1,384			1,384	490	754	1,244	10.09%	Project expected to complete in early 2016
P088	Baylis Park Restoration	Ollie K	31/03/16	376	150		526	22	504	526	-0.06%	
P089	Upton Court Park Remediation	Ollie K	30/09/15	10			10	7		7	30.00%	
P124	Salt Hill Park	Ketan G		(12)	100		88	32	56	88	-0.31%	

Cost Centre	Project	Lead Officer	Expected Completion Date	Underspend/(Overspend)	15-16	Re-profile	Revised	Dec-15	Q4	Projected Outturn	Slippage %	Reason for Slippage
P105	Civica E-Payment Upgrade	R Parkin	31/03/16	20			20		20	20	0.00%	
P784	Accommodation Strategy	R Parkin	01/10/15	1,130	200		1,330	947	383	1,330	-0.02%	
	Expansion of DIP Servers	S Pallet		150			150		17	17	88.67%	
	IT Disaster Recovery	S Pallet		821			821		93	93	88.67%	
	Cippenham Green	S Gibson		0	500		500			0	100.00%	Slip into 16.17
	Hub Development	S Gibson		200			200			0	100.00%	Slip into 16.17
P084	IT Infrastructure Refresh	S Pallet		745	350		1,095	639	124	763	30.31%	
P084	Replacement of SAN	S Pallet		148			148		17	17	88.51%	
P871	Community Investment Fund	Various		397	650		1,047	245		245	76.59%	
P875	CCTV Relocation	P Webster	31/03/16	99			99	18	43	61	38.63%	
	Community Leisure Facilities	Philip Wright		0	150		150			0	100.00%	
P146	Arbour Park	A Hibbert					1,000		1,000	1,000	0%	
	Total Customer & Community Services			7,717	5,234	0	14,331	2,532	4,116	6,648	53.61%	
	Community and Wellbeing											
P331	Social Care IT Developments	Alan S	31/03/16	52			52		52	52	0.00%	
	Supported Living	Alan S	31/03/16	100	500		600		100	100	83.33%	
P133	Extra Care Housing	Alan S	31/03/17	499	500		999	71		71	92.90%	
	Care Act	Alan S	31/03/16		280		280		280	280	0.00%	
	Total Community and Wellbeing			651	1,280		1,931	71	432	503	73.96%	
	Resources, Housing and Regeneration											
P006	Disabled Facilities Grant	N Aves	Ongoing		406		406	145	261	406	0%	
P068	Street Lighting Improvement Phase 2	A Deans	31/03/16	55	200		255	151	104	255	0%	
P069	Highway & Land Drainage Improvements	A Deans	Ongoing	14	70		84	57	27	84	0%	
P079	Catalyst Equity Loan Scheme	N Aves	31/03/16	27			27		27	27	0%	
P066	The Curve	Fin Garvey	31/03/16	4,273	5,170		9,443	6,728	2,715	9,443	0%	
P128	Corporate Property Asset Management	S Gibson	Ongoing	241	250		491	247	154	401	18%	
P111	Major Highways Programmes	A Deans	Ongoing	(62)	765		703	280	423	703	0%	
P728	Highway Reconfigure & Resurface	A Deans	Ongoing	76	500		576	519	57	576	0%	
P779	Britwell Regeneration			114			114	136		136	-19%	

Cost Centre	Project	Lead Officer	Expected Completion Date	Underspend/(Overspend)	15-16	Re-profile	Revised	Dec-15	Q4	Projected Outturn	Slippage %	Reason for Slippage
P869	Chalvey Hub	S Gibson		170			170	25		25	85%	Project complete £25k retention
P881	Colnbrook By-pass	A Deans	31/03/17	0	131		131			0	100%	Waiting for outcome of public enquiry. Unable to commence until 16/17
P117	Garage Sites Stage 7	N Aves	31/03/16	79	32		111	89	22	111	0%	
P127	Demolitions	S Gibson		217	100		317	107	210	317	0%	
P104	Stoke Poges Footbridge	A Deans	31/03/16	0	410		410		410	410	0%	
P116	Windsor Road Widening Scheme	S Gibson		412			412	73	351	424	-3%	
	Purchase 81-83 High Street	S Gibson	10				555		555	555	0%	
P149/P098	A332 Windsor Road Widening LEP	S De Cruz		(138)	4,511		4,609	19	1,999	2,018	56%	Will be clarified Oct
P148	A335 Tuns Lane LEP Transport Scheme	S De Cruz		(189)	2,800		2,611	56	1,149	1,205	54%	Will be clarified Oct
P144	Slough MRT	S De Cruz		(393)	3,993		3,600	239	2,092	2,331	35%	Will be clarified Oct
	Flood Defence Measures SBC/EA Partnership	A Deans		100			100			0	100%	Not required until 16/17
P135	Plymouth Road (dilapidation works)	S Gibson		77	120		197		50	50	75%	
P137	Relocation of Age Concern	S Gibson		27			27	4		4	85%	No further spend expected
P155	Air Quality Grant	J Newman	31/03/16	67			67		33	33	51%	
P147	DEFRA Air Quality	J Newman	31/03/16	0	42		42	18	24	42	0%	
P118	Replacement of Art Feature	A Deans		12			12		12	12	0%	
P661	Local Safety Scheme Programme	S Decruz		143			143	83	60	143	0%	
P060	Station Forecourt	A Deans	31/03/16	20			20			0	100%	Relinquish budget
P064	Infrastructure	A Deans	31/03/16	155			155	12	143	155	0%	
	Bath Road Redevelopment	S Gibson		0	300		300		100	100	67%	Access land to be acquired
	Northborough Park	S Gibson		0	250		250			0	100%	Subject condition survey
	Redevelopment of Thomas Grey Centre	S Gibson		0	50		50		50	50	0%	subject reloc registrars
	Installation of 3 Electric Vehicle Rapid Chargers	J Newman	31/03/16	0	200		200		100	100	50%	Subject to OLEV approving new fund bid in Autumn carry forward likely into 16/17 before completion

Cost Centre	Project	Lead Officer	Expected Completion Date	Underspend/(Overspend)	15-16	Re-profile	Revised	Dec-15	Q4	Projected Outturn	Slippage %	Reason for Slippage
	Carbon Management	J Newman	31/03/16	0	100		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
	Total RHR (including Heart of Slough)			5,497	20,400		26,688	8,988	11,198	20,186	24.36%	
	TOTAL GENERAL FUND			15,233	42,021		56,120	19,459	20,756	40,115	28.52%	

Cost Centre	Project	Lead Officer	Expected Completion Date	Revised Completion Date	2014-15 Carry Forward £000s	Approved 2015-16 Budget £'000	Revised 15-16 Budget £'000	Actual Expend DEC 2015	Q4	Projected Outturn	Slippage %	Reason for Slippage
P544	Affordable Warmth/Central Heating	J Griffiths/Adrian T			(779)					0		
P544 (4601)	Boiler Replacement	J Griffiths/Adrian T				1,001	0			0		
P544 (4602)	Heating / Hot Water Systems	J Griffiths/Adrian T				320	0			0		
P544 (4603)	Insulation programmes	J Griffiths/Adrian T				788	1,330	2,076	253	2,329	-75.11%	
P552	Window Replacement	J Griffiths/Adrian T			(3)					0		
P552(4613)	Front / Rear Door replacement	J Griffiths/Adrian T				359	356	439	106	545	-53.09%	Comined Window & Door Scheme
P558	Internal Decent Homes Work	J Griffiths/Adrian T			686					0		
P558(4604)	Kitchen Replacement	J Griffiths/Adrian T				1,402	2,088	251	35	286	86.30%	Property advised by Housing currently on hold
P558(4605)	Bathroom replacement	J Griffiths/Adrian T				692	692		10	10	98.55%	Property advised by Housing currently on hold
P558(4606)	Electrical Systems	J Griffiths/Adrian T				263	263		30	30	88.59%	Property advised by Housing currently on hold
P559	External Decent Homes Work	J Griffiths/Adrian T			(38)					0		Property advised by Housing currently on hold
P559(4607)	Roof Replacement	J Griffiths/Adrian T				187	149			0	100.00%	
P559(4608)	Structural	J Griffiths/Adrian T				598	598	655	292	947	-58.36%	
	Decent Homes				(134)	5,610	5,476	3,421	726	4,147	24.27%	
P516	Winvale Refurbishment	J Griffiths/Adrian T			17		17	0		0	100.00%	
P541	Garage Improvements	J Griffiths/Adrian T			120	170	290	151	76	227	21.76%	Continued programme of garage refurbishments
P548	Mechanical Systems /Lifts	J Griffiths/Adrian T			150	69	219	351		351	-60.27%	
	Lifts	J Griffiths/Adrian T			0					0		
P545	Capitalised Repairs	J Griffiths/Adrian T								0		
	Parlaunt Shops-Flat Roof Replacement	J Griffiths/Adrian T			0					0		
P551	Security & Controlled Entry Modernisation	J Griffiths/Adrian T			50	44	94	0	44	44	53.19%	programme developed for Q4
P564	Darvills Lane - External Refurbs	J Griffiths/Adrian T								0		Programme to be reinstaed as asset management advise no plans for new development
P565	Estate Improvements/Environmental Works	J Griffiths/Adrian T			50	150	200	169	23	192	4.00%	Fully committed
P569	Replace Fascias, Soffits, Gutters & Down Pipes	J Griffiths/Adrian T			(34)	668	634	708	101	809	-27.58%	increased High volume of faulty and leaking gutters

P573	Upgrade Lighting/Communal Areas	J Griffiths/Adrian T			622	250	872	402	504	906	-3.94%	Programme now fully developed and increased outputs
P573(4609)	Communal doors	J Griffiths/Adrian T				47	47		47	47	0.00%	programme developed for Q4
P573(4610)	Balcony / Stairs / Walkways areas	J Griffiths/Adrian T				81	81		5	5	93.83%	Fully committed
P573(4611)	Paths	J Griffiths/Adrian T				65	65		10	10	84.62%	low demand
P573(4612)	Store areas	J Griffiths/Adrian T				57	57		20	20	64.91%	linked to non compliance with FRA
	Sheltered / supported upgrades	J Griffiths/Adrian T				250	250			0	100.00%	
	Planned Maintenance - Capital				975	1,851	2,826	1,781	830	2,611		
P546	Environmental Improvements (Allocated Forum)	J Griffiths/Adrian T			100	100	200	2		2	99.00%	
										0		
P407	Commissioning of Repairs Manitenance and Investment Contract	A Grant					945	190		190	79.89%	
P405	Tower and Ashbourne	J Griffiths/Adrian T			488	633	1,121	336	77	413	63.16%	Internal works scheduled for Feb to March 2016
										0		
P547	Major Aids & Adaptations	J Griffiths/Adrian T			100	350	450	311		311	30.89%	
										0		
P575	Affordable Homes	S Gibson/S Jetta			5,436	3,000	8,436	1,155	1,989	3,144	62.73%	
P779	Britwell Regeneration	Fin Garvey			1,329		1,329	200		200	84.95%	
					8,294	11,544	20,782	7,396	3,622	11,018	46.98%	

Community Investment Fund (Capital Only)	2014-15 Actual £'000	Underspend/(Overspend)	2015-16 Budget £'000	2015-16 Revised Budget £'000	2015-16 Actual £'000	Responsible Officer	Budget Codes
Description							
MUGA's - floodlit to all community hubs / priority associated areas	344	156		156	25	K Ghandi	S.P871.4030.4041
Replace street bins and increase numbers in high litter areas	8	(8)				Ian C	S.P871.4030.4042
Replacement street signs - 2 year programme	65	0	50	50		Alex D	S.P871.4030.4048
CCTV - purchase of moveable cameras	24	26	30	56	31	G De Haan	S.P871.4030.4708
Neighbourhood Enhancements/Walkabouts	360	(219)	375	300	86	Ian C	S.P871.4030.4040
Pavement Parking Policy	27	373		373	47	Joe C	S.P871.4030.4045
Alley gating works		30	25	55		G De Haan	S.P871.4030.4714
Member Bids	26	39		39	16	Ian C	S.P871.4030.4698
Wexham Road Crossing			35	35	1	Savio De Cruz	S.P871.4030.4712
Parks Buildings Invest to Save			20	20		K Ghandi	S.P871.4030.4715
Chalvey Recreation			20	20		K Ghandi	S.P871.4030.4716
Salt Hill Park			20	20		K Ghandi	S.P871.4030.4717

New Bike Hire Stands			10	10		Savio De Cruz	S.P871.4030.4718
Electronic 30 mph signs			10	10		Savio De Cruz	S.P871.4030.4719
Montem Streamside Walk			5	5		Ollie K	S.P871.4030.4720
Land clearance Derwent Drive			10	10		Ian C	S.P871.4030.4721
Borough Gateway Signs			40	40	39	Kate Pratt	S.P871.4030.4713
TOTAL	854	397	650	1,198	245		

WELLBEING DIRECTORATE
2015-16 Budget Summary
December 2015 – Month 8

- 1.0 OVERVIEW:** The Directorate's net controllable Revenue budget for 2015/16 is **£61,146m**. The budget has been increased to reflect the inclusion of the £1.3m of growth monies approved for the Children & Families Service but this was retained centrally. The current total projected net expenditure is **£64.614m** and therefore the Directorate is presently forecasting a budget pressure of **£3.5m** (6%). This is a slightly worse than last month.

Service	Revised Budget	Outturn	Current Variance	Last Month	Change	%
	£'000	£'000	£'000	£'000	£'000	
Children & Families	27,392	29,895	2,504	2,349	155	9%
Adult Social Care	34,458	35,063	604	604	0	2%
Public Health	-586	-218	368	439	-71	-63%
Central Management	219	210	-9	-1	-7	-4%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	61,146	64,614	3,468	3,391	77	5.7%

1.1 ACTION PLAN UPDATE:

Adult Social Care – The projected outturn above for this service assumes that **£910k** of planned savings will still be realised, this is **£600k** less than the original total savings target of **£1.4m** that was developed earlier this year to deal with the budget pressure, meaning £600k of additional savings have been achieved or are on track to being achieved since the Action Plan was formulated.

All of the remaining proposals are now fully underway but some, those with the highest value, are dependant on funding from the Health Authorities. So it is still far from certain that all of these initiatives will be achieved in full. A detailed review of each saving initiative is planned for next month when more should be known about the number of cases and level of funding that will be received.

The service is still committed to ensuring that all steps are taken to get as close to break even as possible.

Children & Families –indicative savings of **£0.75m** are still assumed in the above forecast.

2.0 CHILDREN, YOUNG PEOPLE & FAMILIES SERVICE

- 2.1** These services are now grouped into 3 distinct areas.

- a) Services previously provided by the council prior to being transferred to the Trust,
- b) Services now being provided by the Trust, and

- c) Other Children & Families Services (including the Cambridge Education Contract and Services to Schools)

With the addition of the growth funds, the underlying budget pressure is now **£3.3m** but this is reduced by **£0.75m** savings expected to be made by the Trust this year.

The reasons for the budget pressure remain as follows:

- a) Looked after Children (**£0.7m**) and
- b) Staffing (**£1.8m**) budgets.

CHILDREN, YOUNG PEOPLE & FAMILIES SERVICES					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Other Children & Families Services	5,725	5,874	149	192	-43
Children, Young People and Families Services	9,566	11,921	2,355	2,157	198
Children's Services Trust	12,100	12,100	0	0	0
Total	27,392	29,895	2,504	2,349	155

3.0 ADULT SOCIAL CARE

- 3.1 This service has an underlying budget pressure of **£1.53m**, slightly lower than last month as more planned savings are achieved. However, the service is still planning to deliver further savings of **£918k** which, if delivered, will reduce the year end outturn to **£0.6m**. The latest best case projected position is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Adult Social Care					
Safeguarding and Governance	241	213	-28	-21	-7
Management & Business Support	819	-678	-1,497	-1,363	-134
Access & Long Term I & S	2,632	2,836	203	212	-8
Re-ablement & Directly Provided	3,906	3,808	-99	-90	-8
Mental Health	4,171	4,029	-141	-145	3
Commissioning Budgets	17,218	19,695	2,477	2,361	117
Commissioning & Contracts	5,471	5,160	-312	-348	37
Total	34,458	35,063	604	604	0

3.2 Action Plans

Of the **£2.7m** savings planned for this year the service has delivered just over only **£1.3m** resulting in slippage of **£1.4m**. The latest RAG analysis for the service is shown in the table below.

SAVINGS	Original Savings	Achieved/Projected	Slippage	RAG
Transformation: LD Change Programme	1,000	671	329	Amber
Transformation : Review of MH Day Services, High Cost Packages & Supported Living	100	100	0	Green
Service Reform: Review and reform of Extra Care; Internal Day & Residential Services	350	50	300	Red
Prevention & Early intervention: Community & Voluntary Sector Commissioning & Telecare	275	0	275	Green
Transformation: Reform of social care 1 - Promoting Independence	500	357	143	Amber
Transformation - Reform of Social Care 2 - Front Door, Assessment, Brokerage and Reviewing	300	0	300	Red
Increased Fees and charges	189	141	48	Green
GRAND TOTAL	2,714	1,319	1,395	

Therefore additional recovery plans of **£1.4m** have been created of which **£0.5m** has already been achieved leaving a balance still to be found of **£0.9m**. The latest RAG status for these savings is shown below.

RECOVERY ACTION PLANS				
Savings Area	Description	Actions Plan	Savings Achieved	Savings Outstanding
Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	300	-27.3	272.7
Prevention & Early intervention	Community & Voluntary Sector Commissioning & Telecare	200	-52.6	147.4
Transformation	Reform of social care 1 - Promoting Independence	600	-129.4	470.6
Transformation	Reform of Social Care 2 - Front Door, Assessment, Brokerage	100	-100.0	0
Increased Income	Increased fees and charges	189	-161.0	28
TOTAL		1,389	-470.3	918.7

4.0 PUBLIC HEALTH

This service is now reporting a budget pressure of **£368k** this is an improvement of **£71k** following the latest projection on the Sexual Health contract. The underlying budget pressure is due to the 7% (**£437k**) in year reduction in the level of funding received for the 2015-16 Public Health Grant.

The Service has been unable to get providers to reduce their contract commitments to accommodate this loss of funding.

Customer and Community Services:
Revised Budget £17.944m, Forecast Outturn £17.430m underspend £514k
(2.9% of the budget)

Customer and Community Services: Departmental Summary

Department	Rev'd Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	279	239	(40)	(14.3%)	10
Learning & Community Services	2,764	2,605	(159)	(5.7%)	(121)
Wellbeing & Community Services	3,336	3,213	(123)	(3.7%)	(68)
Public Protection	1,219	1,279	60	4.9%	0
Planning & Building Control	642	411	(231)	(35.9%)	(15)
Strategic Management	366	411	45	12.3%	10
Commissioning & Procurement	569	503	(66)	(11.6%)	0
Legal Services	461	361	(100)	(21.7%)	0
Transactional Services	8,308	8,408	100	1.2%	0
TOTAL	17,944	17,430	(514)	(2.9%)	(184)

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 £514k, largely due to staffing vacancies and planning income offset by the income shortfall from CCTV/Careline.

Service: Customer Services, IT and Information Governance

Explanation of variation from budget:

The £40k projected underspend is from staffing vacancies and lower blue badge costs offset by projected overspend for Local Welfare Provision.

Progress against the 2015-16 Savings targets:

On target.

Service: Learning and Community Services

Explanation of variation from budget:

This service is now projecting an underspend of £159k arising from staffing vacancies, unrealised accrual (actual cost lower than estimated cost), additional grant monies, slower apprentice take up and projected underspends on services and supplies.

Explanation of variation from month on month of greater than £50k:

Unrealised accrual (actual cost lower than estimated cost), additional grant monies, slower apprentice take up and projected underspends on services and supplies

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

Service: Wellbeing and Community Services

Explanation of variation from budget:

A £123k underspend is now projected which is a £86k underspend in leisure arising from a business rates revaluation (SCL contract) and staffing vacancies, a £29k underspend in Parks & Open Spaces (staffing vacancy and lower utility costs) and a £87k underspend in Young Peoples' service arising from staffing vacancies, offset by a projected £79k overspend in the cemeteries and crematorium service arising from a recent legal challenge, mercury abatement fees whilst the new crematorium works are being completed, additional pension contributions and redundancy costs.

Explanation of variation from month on month of greater than £50k:

Staffing vacancies and lower utility costs.

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

Service: Public Protection

Explanation of variation from budget:

The £60k overspend is the updated projected £50k shortfall in the budgeted income to support the CCTV/Careline services (business plan now prepared and in action), £40k pressure from a retained post originally earmarked for deletion in the recent restructure and £30k underspend in the Domestic Abuse service.

Impact of any emerging pressures in 2015-16 into future budgets:

Funding of the CCTV/Careline service.

Identification of any income pressures:

See above.

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

Service: Planning & Building Control

Explanation of variation from budget:

The projected £231k underspend is from additional planning applications and advice, a salary underspend, underspending on consultant/project work and New Burdens grant funding.

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

Service: Strategic Management

Explanation of variation from budget:

It is expected that the majority of the savings targets will be achieved but an overspend of £45k is a pragmatic forecast at the present time, including some preliminary costs associated with the digital outcome workshops.

Service: Commissioning And Procurement Team

Explanation of variation from budget:

An underspend of £66k from staffing vacancies is projected for period 9 mainly due to recruitment difficulties.

Service: Legal Services

Explanation of variation from budget:

An underspend of £100k from staffing vacancies is projected for period 9 mainly due to recruitment difficulties.

Service: Transactional Services

Explanation of variation from budget:

The current forecast is for an overspend of £100k 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.

Impact of any emerging pressures in 2015-16 into future budgets:

Staffing and later phasing of inbuilt savings target.

Progress against the 2015-16 Savings targets:

See above.

**Regeneration, Housing and Resources Directorate:
Revised Budget £26.148m, Forecast Outturn £26.162m, projected variance
of £14k.**

Overview: P9 – December 2015

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %	Change in month £k
Strategic Management	(39)	41	80	179.5%	60
Corporate Resources	2,104	2,124	20	0.9%	45
Housing and Environment	14,111	14,238	127	0.9%	(70)
AIR (Estates Regeneration)	9,972	9,759	(213)	(2.1%)	(44)
Total Regeneration, Housing and Resources	26,148	26,162	14	0.09%	(9)

Directorate summary for the 2015-16 year to date

At this point in time the Regeneration, Housing and Resources Directorate is forecasting a small overspend of £14k, pending the successful delivery of the 2015/16 savings targets.

Service: Strategic Management

Explanation of variation from budget:

At the present time, an overspend of £80k is forecast reflecting the pressure of achieving this year's savings of £589k.

Explanation of variation from month on month of greater than £50k:

Savings targets.

Impact of any emerging pressures in 2015-16 into future budgets:

If the savings are not achieved, this will emerge as a pressure in future years.

Service: Corporate ResourceExplanation of variation from budget:

The projected outturn is for a £20k overspend – overspend on the internal audit contract and additional ICT costs (Agresso) offset by vacancy savings.

Service: Housing and EnvironmentExplanation of variation from budget:

£140k 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 £62k 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.

These costs are offset by staffing vacancies and an updated estimate of the profit share from the Amey contract

Explanation of variation from month on month of greater than £50k:

Revised profit share from the Amey contract.

Impact of any emerging pressures in 2015-16 into future budgets:

Homelessness.

Service: AIR (Estates and Regeneration)

Service	Budget	Forecast Outturn	Variance	Variance / %
Property Services Facilities & Corporate Landlord Highways Engineering Asset Management Transport	£514,870	£499,870	(£15,000)	(2.9%)
	£2,679,414	£2,392,414	(£287,000)	(10.7%)
	£3,181,020	£3,101,020	(80,000)	(2.5%)
	(£12,970)	(£130,970)	(£118,000)	(909%)
	£3,609,850	£3,896,850	£287,000	7.9%
Total	£9,972,184	£9,759,184	(£213,000)	(2.1%)

Explanation of variation from budget:

Property Service

A projected underspend of £15k is now forecast after a thorough review of the demands and contractual commitments for this year.

Facilities & Corporate Landlords

An underspend of £287k is currently forecast (this includes business rates rebate for SMP and staffing vacancies offset by backdated service charges for LMP) based upon a review of utility and other premises costs and community centres, plus additional accommodation recharges to the HRA for increased occupation of LMP.

Highways Engineering

There is a projected £80k underspend at the present time due to staffing vacancies and underspend on maintenance; 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 £128k saving from the ending of joint arrangements, bus station income, capitalisation of salaries and income from the recent acquisition of strategic assets, offset by £10k legal fees for Plymouth Road.

Transport Services

The projected £287k 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, an unmet savings target in community transport, loss of income from Amazon relocating and backdate business rates offset by additional income 'released' by prompter and more effective collection methods and underspend in concessionary fares. 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.

Impact of any emerging pressures in 2015-16 into future budgets:

Car Parks.

Identification of any income pressures:

Car parks.

Progress against the 2015-16 Savings targets:

The Highways and Transformation project has various workstreams in progress to address the current and future savings targets.

**Regeneration, Housing and Resources: Housing Revenue Account:
Revised Budget (£0.917m), Forecast Outturn (£1.417m).**

Resources, Housing and Regeneration: Housing Revenue Account Summary

HRA	Rev'd Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Expenditure	36,163	35,663	(500)	(1.4%)	0
Income	(37,080)	(37,080)	0	0%	0
Total	(917)	(1,417)	(500)	(54.5%)	0

Service: Housing Revenue Account

Explanation of variation from budget:

For period 9, a £500k underspend is projected due to lower anticipated expenditure on repairs and maintenance.

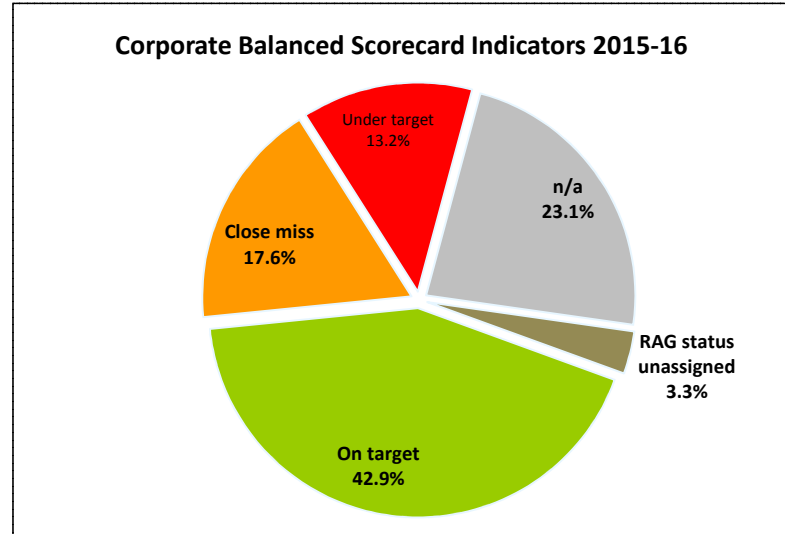
On the capital programme, there are currently forecast underspends of £1.62m on the Decent Homes and Planned Maintenance elements of the HRA capital programme, £5.94m on the Affordable Homes programme, £0.7m on the Britwell regeneration project, and £0.19m on Environmental Improvements.

**Appendix D: Slough Borough Council - Corporate Balanced Scorecard
2015-16: to end of quarter 3 - December 2015**

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

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

Performance against target is recorded as either **RED** (more than 5% off target), **AMBER** (between 0% and 5% off target), **GREEN** (on target or better) or **n/a** (not applicable, because this is a volume indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex).



Direction of travel indicates whether performance has improved (↑), deteriorated (↓) or remained unchanged (↔) compared to previous performance.

Changing, Retaining and Growing									
Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Establish a business inward investment and retention function	Business rate debit increase each year	Jan-16	April-Sept 2015 0.70% decrease April- June 2015 0.93% decrease	1.50%	April-Dec 2015 0.09% decrease	↑	Red	There has been a 0.09% decrease in the net collectable debit in the third quarter of 2015/16 compared to the beginning of the financial year. An inward investment strategy and action plan is being developed, although the decrease in business rate debit is a wider issue. We are also waiting on the Valuation Office Agency to bring some other properties into rating.
		Number of new businesses investing in the town	Jul-15		4	As at June 2015 2	n/a	Green	Recent arrival of KP Snacks in April 2015 and ZTE in June 2015.
1.2	Ensure a fit for business transport infrastructure	Improve bus punctuality: Non-frequent bus services running on time	Oct-15	90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2014/15] Slough 89.0% SE 83.2% England 82.9%	↓	Green	Data is collated and reported annually by Department for Transport. There was an 8% improvement between 2011/12 and 2012/13, but a 1% reduction in 2013/14 and 2014/15. Local punctuality is above the England value (82.9%) and South East value (83.2%) for 2014/15.
		Deliver SMaRT A355 and A332 scheme	Jan-16		60% completion against budget and programme in 15/16, 100% in 16/17		↑	Green	Balfour Beatty appointed as principal contractor. BB have started to mobilise and full traffic management will be initiated on the A355 at the end of January.
		Value of bids submitted by partners against Local Enterprise Partnership allocations approved	Oct-15		20%		↔	Green	8 bids submitted to the Local Enterprise Partnership (LEP), notice of approval due in Q4. There will be a call for new bids from November so SBC will be resubmitting the schemes from earlier this year.
1.3	Enable partners to support residents to develop skills to meet local employers' needs	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)	Jan-16	Mar 2015 1,605 people Slough 1.7; SE 1.2; GB 2.0. Mar 2014 2,620 people Slough 2.8; SE 1.8; GB 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Nov-15: 1,165 people Slough 1.2 SE: 0.9 GB: 1.5	↑	Green	JSA claimant rate in November reduced by 0.2 from 1.4 in Sept-15 to 1.2 in Nov-15, comprising of 1,165 people. Slough's rate is lower (better) than the GB average of 1.5 but higher than the South East average of 0.9. The council and partners are seeking to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council has expanded its work with partners, broadening its range of activities in order to reflect local business and local priorities. Work with Job Centre Plus and Children Centres targeting lone parents, working with local businesses and ASPIRE to deliver career path way programmes, e.g.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
									construction, and skills development workshops targeting specific areas of the labour market, incorporating soft skills. Through 'Aspire for You' the council continues to hold community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. Through City Deal (Elevate Slough) the council is focusing its work in supporting the 16 to 24 year olds NEETS into employment.
1.4	Develop planning policies which will deliver more high value business properties to meet modern needs	New business planning applications applied for each year			Increase			n/a	This is an annual indicator which will be updated at the end of the financial year.
		Amount of commercial floor space applied for each year			Increase			n/a	This is an annual indicator which will be updated at the end of the financial year.
1.5	Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow	Progress against project plan milestones for station developments (Burnham, Langley, Slough)	Jan-16		Completions Burnham 16/17, Langley 17/18 Slough 18/19		↑	Green	Experimental scheme now underway and initial report on consultation to go to Jan O&S. BLTB to approve allocation of funding in March. Langley site design underway.
1.6	Develop a more mutually beneficial relationship with Heathrow Airport	No net loss of business rates as a result of Heathrow displacement	Jan-16				↔	Amber	Initial outputs from the Heads of Terms working group has produced funding for business start-up and Air Quality monitoring. Further work on bids to fund additional docking stations and improvements to Sloughs gateway.
1.7	Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained	Adherence to Environmental Protection Act cleaning through the street cleaning monitoring scorecard.	Oct-15		Grade A	Draft monitoring programme currently being undertaken	n/a	n/a	This is a new indicator. Data is being collated and will be reported on later in the year.
Outcome 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Higher quality private sector housing will be a valued housing option and will reduce long term health problems	Number of private rented bed spaces regulated, licenced or otherwise made safe for occupation.	Jan-16	Q2 2015/16 132 bed spaces regulated 0 HMO bed spaces licenced Q1 2015/16 47 bed spaces regulated 6 HMO bed spaces licenced	250 bed spaces per year	Apr-Dec 2015 365 bed spaces regulated 38 HMO bed spaces licenced Q3 2015/16 186 bed spaces regulated 32 HMO bed spaces licenced	↑	Green	Q1 figures are skewed as coding for bedspaces was only fully introduced from June/July. New objectives and codes have been embedded within the team to support delivery throughout Q2. During Q3 a focus on licensing has increased the numbers of HMO bedspaces licenced, this will continue in Q4.
2.2	Make best use of existing local authority housing stock to meet housing need	Number of bedrooms freed up by rehousing existing tenants into smaller accommodation which meets their needs and financial circumstances.	Jan-16	14 Q2 2015/16 10 Q1 2015/16	50 bedrooms	Apr-Dec 2015 31 Q3 2015/16 7	↓	Amber	The Tenant's Incentive Scheme (money to move) has been changed from July to remove age and size of property criteria, and increasing grant given. Take-up is steady however priority for re-lets is given to decanting Tower and Ashborne tenants and figures will increase correspondingly once the two blocks have been emptied.
	All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need	Number of tenant verification visits completed	Jan-16	222 Q2 2015-16 217 Q1 2015-16 508 (2014-15) 719 (2013-14) 449 (2012-13)	2,000 stretch target if invest to save bid is supported	Apr-Dec 2015 628 Q3 2015-16 189	↑	Red	The Neighbourhood managers consider the 2,000 target unrealistic. With competing priorities, assessment of risk to the residents, the service and SBC is an important influence on what can be achieved. Third quarter number of verifications were a drop on two previous quarters, however, overall increase on the whole of 2014-15 therefore, direction of travel is up. Currently the spend to save is tied up with the stock condition survey, which will allow all properties surveyed to have a basic verification exercise to be carried out. The outcome of these verifications may be identification of tenants/properties which requires a more in depth verification. Additional resource maybe required to support this process, possibly an additional fraud officer. Beyond the condition survey, incorporation of a verification process within the RMI Contract linked to repairs/gas inspections. NHO's will continue to do in depth verification visits based upon findings and known high risk tenants.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
	All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need	Number of SBC homes reclaimed through fraud investigations.	Jan-16	4 Q2 2015-16 5 Q1 2015-16 13 [2014/15]	15	Apr-Dec 2015 12 Q3 2015-16 3	↓	Green	Slough is one of the few Local Authorities to take a robust and proactive approach to Housing Fraud. Other Authorities in the area seem to take an approach of 'wilful blindness' to the subject. The bottom line is that every property recovered saves the Council £20,000 pa, every year. In one case the tenant was granted a property because they were leaving the Army, they re-joined the Army a short time later and were posted to Germany where they were given Forces accommodation, and the property in Slough they sub-let to relatives. We have recovered this property. By liaising with Housing Officers the Rent Recovery team and property maintenance staff at Interserve, potential sublet properties are identified and then subject to investigation.
	Make best use of existing local authority housing stock to meet housing need	Average turnaround times on Local Authority void properties	Jan-16	39.45 days [Apr-Sept 2015] 36.92 days [Apr-Jun 2015] 31.94 days [2014/15]	28 days	Apr-Dec 2015 37.58 days 19 voids	↑	Red	Average turnaround times based on 26 voids ended in Q1, 25 ended in Q2 and 19 ended in Q3. Each quarter's result is the year to date figure at quarter end (e.g. average of April to December for Q3). Team of four officers reduced down to one member of staff in January 2016. Initial request to recruit agency cover have had no luck with Matrix so far. This will now impact severely on the void turnaround figure until staffing numbers are brought up.
	Social housing will be improved through comprehensive regeneration schemes improving the quality of life and enjoyment for tenants	Number of homes 'signed off' following comprehensive estate improvement schemes.	Oct-15		new indicator with full effect from 16-17			n/a	The Outcome measure for this indicator needs to be reviewed as the current measure does not make sense. Suggested wording: Number of Properties benefiting from completed Neighbourhood Environment Improvement Programmes.
2.3	Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need	Number of affordable homes delivered (PSA 20)	Jan-16	32 Q2 2015/16 69 Q1 2015/16 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An average of 100 affordable houses will be provided each year through the planning system	Apr-Dec 2015 127 Q3 2015/16 26	↔	Green	Number of new build dwellings is not entirely within the control of the Housing Development Team as some schemes are proactive on SBC land while others are reactive on private land, however this quarter has seen a good programme of delivery. The annual 'target' of 100 has been achieved.
		Number of properties locally that are sold under "right to buy"	Jan-16	12 units Q2 2015/16 10 units Q1 2015/16 64 [2014/15]	not a target but a monitor to compare to rate of new supply	Apr-Dec 2015 35 units £4,578,270 income Q3 2015/16 13 units	n/a	n/a	The Right to Buy is a statutory obligation therefore, there is no target or RAG rating for this figure. However, there has been a noticeable reduction in the number properties sold compared to the previous financial year 2014/15 i.e. Apr-Dec 2014, there were 46 sold under the RTB; specifically the 3rd quarter. There are currently 10 RTB applications on hold with the District Valuer (for challenges with our valuations). This is reflective of the sharp rise in property prices since mid-summer indicating the cost of the RTB for property (even with full discount) is less affordable for the Councils Tenants as the repeated comment is "unable to secure mortgages for the discounted offer price". This is in contrast to 141 applications received from Apr-Dec 2015 compared to only 69 applications received from Apr-Dec 2014. Compared to the number of new council homes in the pipeline the council will have an increasing housing stock for the first time in many years. Legislative changes proposed regarding the sale of high value assets will affect this in future.
2.4	Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan	Increase in the number of dwellings in the borough			550 pa			n/a	This is an annual indicator which will be updated at the end of the financial year.
2.5	Prevent homelessness where possible through early intervention and using a range of housing options	Numbers approaching for housing advice and the number successful prevented from being homeless (assisted to stay at home or alternative accommodation)	Jan-16	Approaching 357 [Q2 2015/16] 366 [Q1 2015/16] 1493 [2014/15] 1389 [2013/14] 923 [2012/13] Prevented 26 (65%) Q2 2015/16 22 (63%) Q1 2015/16 179 (80%) [2014/15] 319 (90%) [2013/14] 207 (95%) [2012/13]	High number prevented	Apr-Dec 2015 Approaching 1060 Prevented 85 (66%) Q3 2015/16 Approaching 337 Prevented 37 (70%)	↑	Amber	The 5% increase is due to better use of the Prevention funding which is available. At the end of October, completed a 'Homeless Prevention Growth Bid' in an attempt to secure further protection of these funds, therefore assisting this work to continue. Clients are advised to seek their own alternative private rented accommodation, via Housing Advice. If they do manage to source their own property, we assist with a deposit or rent in advance, where they are unable/not eligible to obtain DHP funding. This money is not paid directly to the client, always directly to the landlord or letting agent. Additional information on benchmarking shows SBC to be the best performing authority in its peer group.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Statutory homelessness - homelessness acceptances Rate per 1,000 households	Jan-16	1.40 [71 households] Q2 2015/16 1.02 [52 households] Q1 2015/16 1.36 [2014/15] 0.34 [2013-14]	Decreasing	Apr-Dec 2015 3.78 (192 households) Q3 2015/16 1.36 (69 households)	↑	Amber	Acceptances re: homelessness have increased nationally, as reported in Q2. Slough are getting more clients presenting under S21 notices (e.g. 2 months) due to landlords wanting their properties back so they can rent them out for higher/nightly rents, possibly to London Boroughs and via the 'working' private sector client group, who are willing/able to pay higher rents. On a positive note, Accepted/Agreed cases, we are now able to discharge duty into the Private Sector and therefore these are not all clients awaiting social housing via the Housing Register nor remaining in temporary accommodation longer term. Additional information on benchmarking shows SBC to be the best performing authority in its peer group.
	Ensure each household is evaluated regularly to ensure their housing options are being explored with a view to them leaving temporary accommodation	Statutory homelessness - households in temporary accommodation Rate per 1,000 households	Jan-16	3.76 [191 households] Sept-15 3.72 [189 households] Jun-15 2.70 [2014/15]	Decreasing Target for 2015/16: Rate of 3.75 per 1,000 households [190 households]	As at Dec 2015 3.84 rate per 1,000 households [195 households]	↓	Amber	A target of 190 households in TA at the end of any given quarter is set for 2015/2016 (rate of 3.75 per 1,000 households). This is based on the rate of approaches and cases over the last 9 months (average of 192 households in TA). In Q2 according to the CIPFA website, Slough's 6 closest comparator groups are; Brent, Ealing, Greenwich, Hounslow, Luton, Redbridge. Slough was 4th in line for the number agreed as homeless (rate per 1,000 households), it managed the lowest number in TA (rate per 1,000 households). Slough's Q2 rate per 1,000 households was 3.76 whereas the comparators were as follows; Brent: 27.43, Ealing: 19.53, Greenwich: 4.51, Hounslow: 11.43, Luton: 13.68 and Redbridge: 22.05. We intend to use the DHP budget to assist more households with moving out of TA. We have implemented the Home=Work Club which is assisting TA households back into work and therefore making them eligible for Social Housing. Using the Prevention Fund to assist households with suitable accommodation before they are placed in TA.

Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Define and establish the Centre of the Town as a destination	Increase footfall	Jul-15		2% pa		n/a	Amber	There is no current baseline for this measure. A survey will need to be undertaken when the 'town centre' as an area has been delineated to give a baseline measurement for measurement against. Details of this survey, how and when it could be conducted are currently being worked on.
3.2	Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space	Number of planning applicants submitted			2 pa			n/a	This is an annual indicator which will be updated at the end of the financial year.
3.3	Understand through consultation and intelligence, the current and future needs and expectations of the High Street	Number of consultation events with community and stakeholders	Jul-15		1-5 pa	As at June 2015 1	n/a	Green	A retail survey has been carried out jointly with RBWM, results are anticipated shortly but the draft confirms residents within Slough Town Centre's catchment area are shopping elsewhere. A note or presentation to Members was suggested to inform them of national retail and town centre trends being seen in Slough. Events/consultations need to be related to publicity/ decision making from other work streams. As such 5 consultation events per annum may be over-consulting and not viable to resource (this equates to one every 10 weeks).
3.4	Cultivate a vibrant town centre	Improved perception of people arriving in the town	Jul-15	There is no current baseline.	85% of people satisfied or better		n/a	Amber	There is no current baseline for this measure. A survey will need to be undertaken when the 'town centre' as an area has been delineated to give a baseline measurement for measurement against. Details of this survey, how and when it could be conducted are currently being worked on.
3.5	Expand the evening economy	Number of investor and developer enquiries from retail, hotel and leisure sectors	Oct-15		10 pa	As at Sept 2015 7	↑	Green	An operator is lined up (Cycas Hospitality) backed by Marriot who will operate two form of hotel from the Old Slough Library site once it is re-developed. The first being a Moxy brand hotel (like Citizen M) which has large high specification lobbies and small high specification rooms with a Residents Inn hotel above. The Residents Inn model is larger longer stay rooms with kitchenettes which are aimed at people who stay regularly in Slough (i.e. long distance commuters) and aim at regular guests being more like residents (fairly new offering to the UK), Recently approved the development of a 130 bed Premier Inn in the former Key West site on Windsor Road which should start construction this summer. Working with a developer on proposals for the Heart of Slough site which should see circa 2 000

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
									new residents and hundreds of new employees living and working in close proximity to the town centre boosting it's night economy. The Heart of Slough proposals envisage including new leisure, hotel and retail operators which will complement the town's current provision and a number of pre-let positions have already been agreed in principle with leisure and hotel operators. Recommended the approval of over 600 homes above the Queensmere shopping centre which will again boost demand and the commercial security of town centres night economy.
3.6	Deliver a One Public Estate Strategy	Joint Venture set up between identified/chosen partner(s)	Jul-15		To be set		n/a	Amber	Meetings being held in the Autumn with partners (NHS and BFRS).
3.7	Ensure the Curve continues to be operationally successful	Fully occupied and utilised town centre building adds to economic activity, supports evening economy and cultural diversity	Jul-15	A base line position is being established	Full cost recovery open until 11pm		n/a	Amber	Arrangements for the transfer of library and adult learning services to the Curve are progressing well, core library opening times have been agreed, and facilities are in the process of recruiting a facilities officer to be based at the Curve. A Curve Programme Officer has been appointed. A draft centre programme has been developed. An Arts Grant is being applied and officers are involved with the Slough wide Arts Council Creative People & Places arts project. A position statement is being written that identifies the baseline position of occupation, budgets, staffing, opening hours etc. A business plan will then be created in order to identify the challenges and opportunities that the Curve brings to Slough. The Assistant Director of Assets, Infrastructure & Regeneration with support from the events officer are planning the "opening" events.
3.8	'Slough the place of innovation'	Smart City projects started	Jul-15		1 pa		n/a	Green	Workshop held in June 2015 to understand Smart City agenda and directorates that make a contribution. Part 2 workshop to be organised for Autumn 2015 to identify projects and development of a strategy and partnerships.

Enabling and Preventing

Outcome 4: Slough will be one of the safest places in the Thames Valley

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
4.1	Build on success in making Slough safer	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Oct-15	82.70 [rolling yr to Jun-15] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Monitor (Reducing)	[rolling year to Sept-15] Slough 79.50 MSG 82.60 England 73.00	↓	Amber	The rolling year to date crime rate as at Sept 2015 has increased from similar period last year by 3.6 from 75.90 to 79.50 and is above the England average of 73.00. However the Slough rate remains below the rate of Most Similar Group (MSG). Both the England and MSG rate has also increased in comparison with similar period previous year by 3.4 and 6.4. Police and partner tasking aware and operations are in place or being organised (burglary campaign, autocrime awareness) for Q3 and the festive period.
		Crime rates per 1,000 population: Violence against the person (cumulative from April) (iquanta)	Oct-15	20.99 [rolling yr to Jun-15] 18.30 [2014/15] 18.50 [2013/14] 19.53 [2012/13] 21.15 [2011/12]	Monitor (Reducing)	[rolling year to Sept-15] Slough 21.00 MSG 26.40 England 18.80	↓	Red	The rolling year to date violence against the person crime rate at Sept 2015 stands at 21.00 which is an increase from 17.2 previously. The increase for this indicator is also reflected nationwide and within our Most Similar Groups (MSG) When comparing Slough's violence against the person crime rate to the national average shows Slough is above that average. However when compared to other towns in the UK that fall into our 'Most Similar Group' (MSG) Slough fares much better is overall ranked 3rd in the MSG table and as such has one of the lowest violence against the person crime rates figures in this group. The increase in violent crime overall is nationwide and is anticipated to increase in the following quarter.
		Domestic abuse incidents recorded by the Police Rate per 1,000 population / % repeat cases (TVP)	Jul-15	6.14 [2014/15] 8.94 [2013/14] 8.64 [2012/13]	Monitor (Reducing) / low % is good	[rolling year to June 2015] Slough 7.01	↓	Amber	The rolling year to date domestics abuse incidents recorded by the Police rate as at June 2015 has increased from the previous quarter from 6.14 to 7.01. This may be due to an increase in reporting. The comparator rates for England and MSG are yet to be released.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		First time entrants to the Youth Justice System (rate per 100,000 0-17 year olds) (YOT)	Jul-15	386 [2014] 513 [2013] 647 [2012] 741 [2011]	Reducing	[2014] Slough 386	↑	Green	We exceeded expectations this year, showing a steady improvement over the last 2 years. We have a strong Prevention Team who works with identified young people referred to the YOT. The Prevention Team also undertake outreach work in our local schools to ensure that we continue to reduce the numbers of FTE into the system. Data released annually in January (one year in arrears) by the Youth Justice Board.
		Number of troubled families in cohort where the offending rate by all minors in the family has reduced by at least 33% in the last 6 months. (TF)	Oct-15	Phase 1 2014/15 70%	70% (150 of the 213 families targeted for Year 1 - set by DCLG)		n/a	n/a	The programme is now currently in the final stages of gathering data from partners and agencies and are in the process of finalising our 2015/16 cohort and the 5 year cohort. A definitive update will be available in Qtr 3. We intend a very light touch on January's claim result to test. 70% baseline represents the Phase 1 returns and PbR (Payments by Results). Please note that this 'target' for our programme is interchangeable with Continuous Employment result.
		Number of sessions delivered on child sexual exploitation, domestic violence, forced marriages, FGM and other safeguarding issues/ % increase in awareness (L&D SBC and partners)	Jan-16	Q3 2015/16 7 courses delivered 134 attendees Q2 2015/16 13 courses delivered 384 attendees Q1 2015/16 13 courses delivered 199 attendees	Number/ high % is good	Apr-Dec 2015 33 courses delivered on safeguarding 717 attendees	n/a	Green	Safeguarding training is designed to meet the needs of Slough Local Safeguarding Board and the Slough Borough Council Safeguarding Adults Partnership Board in order to make Slough a safer place for children and adults. Training has included Safeguarding Adults level 1, Safeguarding Adults Level 2 Foundation, , Basic Safeguarding Children, MARAC and DASH, Targeted Safeguarding Children level 2, HBV & Forced Marriage, Critical Case Review, LSCB Annual Conference, ASC Risk tool and Refresher (e-learning) and safeguarding vulnerable adults awareness (e-learning). A strategy and toolkit has been developed for CSE which is under discussion at the moment.
		Killed and seriously injured (KSI) casualties on roads Rate per 100,000 residents (TVP/Safer Road Berkshire Group)	Jul-15	32.90 [2011-13] 30.70 [2010-12] 29.75 [2009-11]	reducing	[2012-14] Slough 33.1; SE 47.9; England 39.2	↓	Green	Data is collated and reported annually by the Department for Transport. The casualty rate in Slough increased by 2.2 between 2010/12 and 2011/13, with a further 0.2 increase in 2012/14. However the rate in Slough (33.1) is below the England value (39.2) and South East value (47.9).
4.2	Build on success in tackling anti-social behaviour	ASB incidents recorded by Police and Neighbourhood Services / case resolution % (cumulative from April) (TVP & SBC - NS)	Oct-15		Monitor/ low % is good	Q2 2015/16 TVP: 1165 SBC: 1283	n/a	n/a	The 2015/16 period will be used in getting the reporting systems/processes correct and using these figures to act as a baseline for the 2016/17 period to be measured against.
		Number of troubled families in the cohort where there has been a 60% reduction in anti-social behaviour across the family in the last 6 months. TF	Oct-15	Phase 1 2014/15 70%	70% (150 of the 213 families targeted for Year 1 - set by DCLG)		n/a	n/a	Our target range is contingent on improving and sustaining the family as a whole. On finalisation of the cohort for 2015/16, and engaging of partners and services we aim to have a positive direction of travel for each quarter, however as noted above detailed progress of this programme will be available in Qtr 3.
4.3	Deliver the council's community cohesion strategy	Number of WRAP training sessions delivered/ % increase in awareness (cumulative from April) (L&D SBC)	Oct-15	April to June 2015 340 attendees	All SBC front line staff trained (c. 920 in total)	Apr-Sept 2015 371 attendees 322 e-learning completions	n/a	Green	We were only able to run 2 sessions in August and September due to facilitator availability. However, 2 sessions per month are booked for Oct (now fully booked), Nov and Dec. Prevent Coordinator now in post. E-learning has been revised and updated. Feedback from both has been extremely positive with clear increase in staff awareness around key issues and referral process.
Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1	Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible	Number of Early Help Assessments completed in the year to date per 10,000 children	Jan-16		Increasing	Under development	n/a	n/a	Early Help Assessments (EHAs) are being conducted and recorded although reporting is still in development. The figures count the number of EHAs started rather than completed, but there are frequent checks to ensure that started EHAs have been completed so that there is certainty about whether the child received the proposed service.
		Number of social care referrals received per 10,000 children	Jan-16	600.7[yr to Sept-15] 582.2 [yr to Jun-15] 571.4 [yr to Mar-15] 641.3 [yr to Mar-14] 452.1 [yr to Mar-13]	Decreasing Figures to stabilise prior to new target	647.4 [yr to Nov-15] 2,581 referrals	↓		Slough experiences a high rate of referrals to social care, which would reduce with more effective Early Help offers to assist families and as a more effective understanding of referral thresholds by partners is obtained. The volume of referrals has increased by 11.5% compared to a year previously and some continued fluctuation is to be expected due to changes in front door services, which have resulted in an increased referral rate to social care services in recent months. Comparators: 509 per 10,000 (South East, 2014/15) 548.3 per 10,000 (England, 2014/15)

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Number of children subject to Child Protection (CP) Plan per 10,000	Jan-16	39.1 [Sept-15] (156 children) 49.2 [Jun-15] (196 children) 58.9 [Mar-15] (235 children) 65.6 [Mar-14] 38.4 [Mar-13]	Decreasing Figures to stabilise prior to new target	44.9 [Nov-15] (179 children)	↓		The number of CP plans had been falling steadily since February, but increased in November. This number is still roughly 30% lower than a year previously and some continued fluctuation is to be expected due to changes in front door services (see above). Comparators: 40.9 per 10,000 (South East, 2014/15) 42.9 per 10,000 (England, 2014/15)
		Number of LAC per 10,000 children	Jan-16	49.4 [Sept-15] (197 children) 52.4 [Jun-15] (209 children) 49.2 (196 children) [March 2015] 48.4 [March 2014] 48.3 [March 2013]	Decreasing Figures to stabilise prior to new target	[Nov-15] 46.9 (187 children)	↓		Slough has a fairly stable LAC rate for the number of local children, which has remained at around 48-49 per 10,000 for several years. November saw a slight increase in numbers, of 3 children. Comparators: 49 per 10,000 (South East, 2014/15) 60 per 10,000 (England, 2014/15)
5.2	Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change	An improved Ofsted inspection rating of good or outstanding.	Jan-16	Inspected in Nov-13: Overall judgement was rated 'Inadequate' as was the effectiveness of the LSCB	Top quartile of published performance distribution levels of those measures used by Ofsted & DfE to identify 'good practice'.			Red	Ofsted inspected Slough Children's Trust in late 2015, and will issue their draft report in February 2016. As of 31st December 2015, Ofsted has published the results of 73 inspections of this type: No council has yet been rated 'Outstanding' 23% have been rated 'Good' 51% have been rated 'Requires Improvement' 26% have been rated 'Inadequate'
5.3	Ensure vulnerable children and young people are safe and feel safe	Hospital admission caused by unintentional and deliberate injury in children (aged 0-14 years) and in young people (aged 15-24 years)	Oct-15	<u>0-14 yrs</u> 108.80 [2013/14] 101.43 [2012/13] 118.46 [2011/12] 117.21 [2010/11] <u>15-24 yrs</u> 126.30 [2013/14] 132.63 [2012/13] 149.49 [2011/12] 153.89 [2010/11]	Reducing	[2013-14]: <u>0-14 yrs</u> Slough 108.80 SE 107.93 England 112.16 <u>15-24 yrs</u> Slough 126.30 SE 137.62 England 136.74	↓	Green	Not statistically different to England for either age range. Minor corrections nationally to the 2013/14 PHOF indicator than previously reported. A slight reduction for 2013/14 from 146.04 (previously reported) to 126.30 for the age group 15-24 years and a reduction from 110.41 (previously reported) to 108.80 for those aged 0-14. Business plan being developed for the Better Care Fund to prevent admissions for falls and other accidents in the 0-4 age range.
5.4	Ensure children and young people are emotionally and physically healthy	Prevalence of childhood 'healthy weight' at start of primary school (Reception) as measured by the NCMP	Jan-16	78.4% [2014/15] 77.5% [2013/14] 76.1% [2012/13] 74.9% [2011/12] 76.4% [2010/11]	Closer to the national rate	[2014-15] Slough: 78.4% SE 78.9% England: 77.2% [2408 children measured]	↑	Amber	The percentage of children of 'healthy weight' at the start of primary school in Slough of 78.4% is marginally above the England average of 77.2% however below the SE average of 78.9%. Longer term improvements expected as rates of breastfeeding initiation now above the England and decile average. Change4life Disney campaign launched through early years teams.
		Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP	Jan-16	58.9% [2014/15] 60.8% [2013/14] 63.4% [2012/13] 61.6% [2011/12] 59.2% [2010/11]	Closer to the national rate	[2014-15] Slough 58.9% SE 68.6% England 65.3% [1780 children measured]	↓	Red	In 2014/15 the percentage of children of 'healthy weight' at the end of primary school in Slough of 58.9% is below England and SE averages of 65.3% and 68.6%. 13 schools have taken up the Change4life resources and a nationally supported launch is planned locally in w/c 25th Jan. We have commissioned a revised Let's Get Going Programme and will pilot this in three schools in the spring term.
5.5	Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve to their individual potential	Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Oct-15	58.0% [2013/14] 49.9% [2012/13]	increasing	[2014/15] Slough: 64.9% SE 70.1% England 66.3%	↑	Green	Achievement in the 2013-14 academic year shows that performance in Slough Schools has improved by 6.9% from 58.0% in 2013/14 to 64.9% 2014/15. However, other authorities have also improved such that Slough's performance in 2014/15 is below the England average of 66.3% and South East average of 70.1. Slough is ranked 89th nationally out of 152 local authorities placing them in the third quartile.
		Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	Oct-15	78% [2013/14] 74% [2012/13] 73% [2011/12]	increasing	[2014/15] Provisional Slough 77% SE 80% England 80%	↓	Red	Provisional achievement in the 2014-15 academic year shows a 1% drop on the previous year of 78% and is 3% under the England and South East average (80%). Slough is ranked 118th nationally out of 152 local authorities placing them in the bottom quartile. Analysis of the results highlights weaknesses with mathematics and writing. Consequently, the focus is on selecting the vulnerable schools in these areas and introducing a booster programme for maths in Year 6 as an immediate action, alongside a longer term Key Stage 2 programme in selected schools to consolidate mathematics and build in sustainable improvements.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2 by region of pupil residence	Jul-15	78% [2013/14] 75% [2012/13]	increasing	[2013-14] Slough 78% SE 79% England 79%	↑	Green	Achievement in the 2013-14 academic year shows a 3% improvement on the previous year of 75%. However, other authorities have also improved such that Slough's performance in 2013-14 is 1% under the England average (79%). Key Stage 2 results by region of pupil residence is in line with Slough School results of 78%.
		% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	Oct-15	[2013-14] Slough 69.2% SE 58.9% England 53.4%	increasing	[2014-15] Provisional Slough 67.4% SE 59.0% England 52.8%	↓	Green	Provisional achievement for 2014/15 academic year shows a 1.8% drop on the previous year of 69.2%. However performance in Slough Schools at 67.2% is well above the England average (52.8%) and South East average (59.0%). Slough is ranked 8th nationally out of 152 local authorities placing them in the top quartile.
		% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths) by region of pupil residence	Jul-15	New methodology applied from 2013/14	increasing	[2013-14] Slough 59.2% SE 58.9% England 53.4%	n/a	Green	The GCSE achievement by region of pupil residence of 59.2% is lower than the achievement levels in Slough Schools of 69.2%. However the achievement is well above the England average (53.4%) and South East average (58.9%).
		16 to 18 year olds who are not in education, training or employment (NEET)	Jan-16	As at Sept 2015 (Q2) NEET 4.1% Not Known 39.3% As at June 2015 (Q1) NEET 4.6% Not Known 1.7% 2014 NEET 4.0% Not Known 9.3% 2013 NEET 6.1% 2012 NEET 4.9% 2011 NEET 5.2%	Below 5%	as at Jan 2016 (Q3) NEET 4.29% Not Known 5.5% N.B These figures are current (January 2016). The latest figures published by the DfE are for November 2015.	↑	Green	Since September 2015, the focus has been on finding the destinations of Slough's young people aged 16 to 18 years. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough. Additionally, resources have been allocated to tracking young people by telephone and email. This has brought Slough's "not known" rate down from over 30% in September to its current rate of 5.5% meaning that Slough remains on schedule to reach its target rate of 5% (based on average figures for November 2015, December 2015 and January 2016). Details at: https://www.gov.uk/government/publications/neeet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training . Slough's NEET rate is currently 4.29% which is below the target rate of 5%. However, focused work is ongoing with this group of young people to assist and support them to find suitable employment, education or training opportunities.
		Number of Slough resident children home educated as a rate per 10,000 children	Jan-16	27.18 per 10,000 [67 children] Sept-15 24.34 per 10,000 [60 children] Jun-15	To be set	As at Dec-15 37.32 per 10,000 [92 children]	↑	n/a	As at Dec-15, 92 Slough resident children are recorded as home educated at a rate of 37.32 per 10,000. The rate is on the rise, increasing from 24.34 per 10,000 as at Jun-15 [60 children] and 27.18 per 10,000 as at Sept-15 [67 children].
5.6	Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood							n/a	
5.7	Secure sufficient school places to meet the needs of Slough residents	Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (primary phase)	Jul-15	96.8% [2015/16] 96.1% [2014/15]	To be set	2015/16 allocation: % offered one of their preferred schools: Slough: 96.8% SE: 96.5% England: 96.1%	↑	n/a	As at September 2015 allocation, 96.8% of Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the school is within or out of the borough. The remaining 3.2% were offered a place at the nearest school with a vacancy.
		Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (secondary phase)	Jul-15	95.7% [2015/16] 92.6% [2014/15] 94.9% [2013/14] 91.3% [2012/13]	To be set	2015/16 allocation: % offered one of their preferred schools: Slough: 95.7% SE: 96.3% England: 96.4%	↑	n/a	As at September 2015 allocation, 95.7% of children Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the schools is within or out of the borough. The remaining 4.3% were offered a place at the nearest school with a vacancy.
		Percentage of pupils on roll at a Slough school who also live within the borough	Jul-15		To be set	As at Jan-15 School Census 88.9%	n/a	n/a	88.9% of children registered as attending a Slough school live within the borough. [source: DfE School Census Jan-15]
		Percentage of Slough resident children who attend a school outside the borough	Jul-15		To be set	As at Jan-15 School Census 12.6%	n/a	n/a	12.6% of statutory age children in Slough are registered as attending a school out of the borough of which 36.9% are primary aged and 63.1% are secondary aged children. [source: DfE School Census Jan-15 and NOMIS Census 2011]
Outcome 6: More people will take responsibility and manage their own health, care and support needs									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
6.1	Encourage all residents to manage and improve their health	Number of people starting a smoking cessation course (per rate 10,000). Percentage of those who successful quit smoking.	Jan-16	Actual no's 4WK quitters 975 [Q4 2014/15] 618 [Q3 2014/15] 384 [Q2 2014/15] 204 [Q1 2014/15]	Meet target of 960	Q1-2 2015/16 <u>Rate per 10,000</u> Slough 494 <u>% successful quit smoking</u> Slough 58%	↑	Green	In addition to the focus on those with mental health problems and smoking in diabetes a new priority is mothers smoking in pregnancy as our rates of low birth weight are higher than average . (Smoking is one of many risk factors). The Metime Club has been re-launched and provides a healthy outcome voucher of £5 (redeemable against fruits & vegetables) for everyone who remains quit at 4th, 8th and 12th week of being Smokefree.
		Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check	Jan-16	3.6% Q1 2015/16 12.9% [2014/15] 21.9% [2013/14]	Offered to 20% of the eligible population each year	2015/16 Q2 Slough 2.2% SE 4.6% England 5.0%	↓	Red	Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.
		Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	Jan-16	2.4% Q1 2015/16 9.9% [2014/15] 49.1% [2013/14]	Above the national rate	2015/16 Q2 Slough 1.3% SE 2.3% England 2.3%	↓	Red	Competing demands on practices to deliver other improvements has limited the return this quarter. Despite the lower than national offer above, the percentage who did receive the checks was above the national average see below.
		Cumulative percentage of the eligible population aged 40-74 who received an NHS Health check	Jan-16	66.7% Q1 2015/16 79.5% [2014/15] 10.8% [2013/14]	Meet the national target of: 66% [2015/16] 50% [2014/15] 25% [2013/14]	2015/16 Q2 Slough 58.3% SE 48.6% England 45.8%	↓	Green	Although reduced a high % is good and demonstrates best practice and best value for money is being obtained . Options to enhance GP delivery and outreach through an improved link between secondary care and the Healthy Hearts programme is being considered for the Better Care Fund.
		Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.	Jan-16	98.3 [2012-14] 106.32 [2011-13] 101.62 [2010-12] 111.93 [2009-11] 118.51 [2008-10]	Closer to the national rate of 75.7 per 1,000,000	2012-14 Slough 98.3 2011/13 Slough 106.32 SE 66.35 England 78.21	↑	Red	This rate published in the Public Health Outcomes Framework in Dec 2015 reflects 231 deaths - a reduction from 241 total deaths in 2011-12. 66% were in males and the PHOF estimates that 111 were preventable in males and 42 in females. Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care. A new national diabetes prevention programme is to launch in April 2016 which will help those with diabetes who have risk factors for wider cardiovascular disease Work is underway to refine the referral pathway into healthy hearts and provide a much more integrated step down community rehabilitation service funded through the Better Care Fund.
6.2	Target those individuals most at risk of poor health and wellbeing outcomes to become more active, more often	The number of people aged 16 and over participating in at least 30 minutes of sport at moderate intensity at least once a week.	Jan-16	31.8% [2013/14] 30.3% [2012/13] 26.5% [2011/12] 35.0% [2010/11]	Increasing	2014/15 Slough 34.4% [base 511] SE 37.7% England 35.8%	↔	Green	The Active People Survey is collated and reported annually by Sports England with a base of 511 residents contacted locally. There was a 3.8% increase between 2011/12 and 2012/13, 1.5% increase in 2013/14 and a further 2.6% increase in 2014/15. However local participation rates are below the England value (35.8%) and South East value (37.7%) for 2014/15.
6.3	Develop preventative approaches to ensure that vulnerable people become more able to support themselves	People still at home 3 months after discharge from hospital with reablement (%) ASCOF 2B(1)	Jan-16	[rolling year to Jun-15] 98% [265] 2014/15 100% [70] 2013/14 100% [55]	95% or above whilst expanding the number of older people receiving the service	[rolling year to Sept-15] 100% [248]	↓	Green	This indicator is ASCOF 2B(1). Annual outturns relate to older people discharged from hospital to the reablement service during the months of January, February and March. The in-year reporting relates to older people discharged to reablement service during the quarter specified. Their individual outcomes can only be determined 3 months after the quarter in question. NB. This indicator is effected seasonally so care should be taken in interpreting current performance.
6.4	Build capacity within the community and voluntary sector to enable a focus on supporting more people to manage their own care needs	Numbers of people supported by voluntary and community sector	Jul-15		10,400 per annum	Q1 2015-16 2,814	n/a	Green	The majority (85%) of contacts are with the Information, Advice and Advocacy Services.
		Social Isolation: percentage of adult social care users who have as much social contact as they would like	Oct-15	37.5% [2013/14] - [2012/13] 34.9% [2011/12] 35.4% [2010/11]	Closer to the national rate	2014/15 Slough 39.5% [base 255] SE 47.1% England 44.8%	↑	Red	The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2014/15 255 residents completed and returned the survey which is lower than the previous year of 340 completed and returned. There was a 2.0% increase between 2013/14 and 2014/15. However the social isolation rate reported locally for 2014/15 was below the England value (44.8%) and South East value (47.1%). The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
6.5	Put in place new models of social care for adults where direct payments will be the norm	Number of adults managing their care and support via a direct payment	Jan-16	As at Sept 2015 [204] As at Jun-15 [193] As at Mar-15 [194]	Increasing	As at Dec 2015 [207 clients & carers]	↑	Amber	The number of service users and carers supported through a Direct Payment continues to increase. We have appointed additional brokers with a primary focus on Direct Payments, have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.
6.6	Develop existing safeguarding arrangements to ensure people are at the centre of the safeguarding process and are supported to manage any risks	Percentage of stated outcomes achieved as part of safeguarding	Jan-16	Apr-Sept 2015 100% [14 cases] Apr-Jun 2015 100% [4 cases]	60%	Apr-Dec 2015 100% (20 cases had outcomes fully or partially achieved)	↑	Green	This is a new performance indicator that has been introduced in line with safeguarding guidance within the Care Act. The indicator measures whether the outcomes expressed by abused person or their advocate have been met or partially met. The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.
		Proportion of people who use services who say that those services have made them feel safe and secure	Oct-15	2013/14 Slough 82.4% SE: 79.7% England: 79.1%	80% - 90%	2014/15 Slough: 81.3% SE: 85.5% England: 84.5%	↓	Green	The Adults Social Care Outcomes Framework (ASCOF) is an annual survey of people who use services. The data for outcome 4B is used to drawn from this survey. There was a slight drop in Slough in the proportion of people who use services who say that those services have made them feel safe and secure from 82.4% in 2013/14 to 81.3% for 2014/15 and is also below the SE and England averages for 85.5% and 84.5%.

Using Resources Wisely

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

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
7.1	Increase the collection rates of Council Tax and Business Rates	Council Tax in year collection rate (%)	Jan-16	96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	96.60%	April to Dec 2015 84.33%	↑	Green	The current collection rate is cumulative and will grow as the year goes by. The collection rate as at December 2015 is 0.78% above the rate for the same period from the previous year, and is on track for 2015-16 at 0.33% above the profile.
		Business Rates in year collection rate (%)	Jan-16	96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	96.70%	April to Dec 2015 81.72%	↑	Green	The current collection rate is cumulative and will grow as the year goes by. The collection rate as at December 2015 is 0.96% below the rate for the same period from the previous year and is 1% below the profile to achieve the target in 2015-16. The collection rate will fluctuate month on month and this is the first month that the figures are below the profile. This is because we are carrying a large amount of credit while awaiting a number of splits from the VOA. The money is already with the council and once the split is received from the VOA the collection rate will be back on track (the credit without a corresponding debit cannot be taken into consideration in the calculation).
7.2	Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable	Treasury Management return (%)	Jul-15	1.94% [2014/15]	1%	As at June 2015 2.13%	↑	Green	Slough is the tenth best performer in the country for treasury management with an average return of above 2.13% as at 30/06/2015.
7.3	Remove subsidies where appropriate and maximise revenue from fees and charges	Fees & charges rise at least in line with inflation			CPI+	n/a		n/a	To be updated annually in February.
7.4	Maximise income from investment properties	Commercial Rent arrears reduction (%)	Jan-16	As at 31/03/2015 £81,851	20% reduction	As at 31/12/2015 £25,553	↑	Green	The actual performance is a reduction of 68% in the period to December 2015.
7.5	Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership (SRP) and other delivery options	Capital disposals of over £16m over life of MTFS	Jan-16		£16m	£0 to date	↔	Amber	Whilst no income has been generated to date via capital receipts and/or profit share, this is the anticipated position. The figure of £16m will be received through a combination of Ledgers Road, Wexham Nursery, Montem, Slough Basin and the old Library.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
7.6	Rationalise the operational property estate, through disposals and shared use	Reduction in corporate building space (%)	Jan-16		£1.4m reduction by 31/03/2019	£70,000 or 5% of overall target	↔	Red	This indicator is linked to Asset Challenge/ Corporate Landlord work streams and seeks to reduce overall property costs by £1.4m by 31/3/19. To date circa £70k pa has been saved by re-profiling costs at LMP (0.5% of target). Work is ongoing to bring YOT back into SMP (saving of circa £100,000), relocate the Registrar to the Curve (saving TBC, but potentially drawn from savings in centre property costs of £112,000 pa), co-locate a GP practice into Britwell hub (saving £130,000 per annum), co-locating the CDA at Orchard YCC (saving of West Wing property costs of circa £40,000), and disposal of Thomas Grey Centre (circa £30,000 per annum). Subject to the above, this indicator will come on target within 18 months.
7.7	Maximise savings from procurement, commissioning and contract management	Targeted reduction in new procurements of 30%			30% reduction			n/a	To be confirmed at year end.
7.8	Ensure a revolutionised approach to household waste collection is in place	The percentage of household waste sent for reuse, recycling or composting	Jan-16	29.1% [2014-15] 29.4% [2013-14] 29.9% [2012-13] 30.7% [2011-12]	Increase to 45% by 2018	28.3% [year to Sept 2015]	↔	Amber	Oct to Sept 2015 results of 28.3% shows a small reduction on 2014-15 levels (29.1%). In total, 51,246 tonnes of household waste was collected of which 14,503 tonnes was sent for recycling, reuse or composting during October to September 2015. Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030. The decline is very gradual. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
		Percentage of municipal waste sent to landfill	Jan-16	6.2% [2014/15] 5.9% [2013-14] 9.9% [2012-13] 6.4% [2011-12]	Reduce to 0.5% by 2020	5.3% [year to Sept 2015]	↑	Green	October to September 2015 results show an outturn of 5.3% shows a small reduction on 2014/15 levels of 6.2%. In total, 59,437 tonnes of municipal waste was collected of which 3,176 tonnes was landfilled during October to September 2015. Q1 performance of 0.3% has seen best ever performance with regard to waste to landfill figures. Annual offline event in September will see figure return to higher figure.
Outcome 8: The council will be a leading digital transformation organisation									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
8.1	Use technology to redefine the way customers contact the council	Transactions completed online	Jan-16		80		n/a	n/a	Indicator to be reviewed for 2016/17 as part of a fit for purpose suite of digital indicators with the development of the digital transformation programme. No current way of setting a baseline.
		Proportion of council tax payments by direct debit	Jan-16	54.6% Sept-15 54.2% Jun-15 51.9% Mar-15	Increasing	As at Dec-15 54.7%	↑	Green	As at December 2015 54.7% of council tax payments received were made by direct debit. This is a steady increase from 51.9% in March.
		Proportion of business rate payments by direct debit	Jan-16	85.7% Sept-15 73.5% Jun-15	Increasing	As at Dec-15 87.09%	↑	Green	As at December 2015 87.09% of business rate payments received were made by either direct debit or BACS payment which is an ongoing improvement.
		Proportion of rent payments by direct debit	Jan-16	34.7% Sept-15 33.5% Jun-15	Increasing	As at Dec-15 32.05%	↓	Green	As at September 2015 34.7% of rent payments received were made by direct debit, however as at the end of December this has dropped to 32.05% - though additional DD dates have been added and more publicity has been done.
8.2	Streamline customer journeys to deliver savings	Reduction in number of face to face transactions at Landmark Place	Jan-16	Apr-Sept 2015 2.9% reduction 29,006 Customers served 60,758 visits 2014/15	2015/16 10% reduction	Apr-Dec 2015 6.82% reduction 41,713 Customers served	↑	Amber	For Q1 and Q2 of 2015/16 there was 29,006 face to face transactions at Landmark Place. This is a 2.9% reduction from quarter 1 and 2 of 2014/15 of 29,871 customers served. The rate of reduction is heavily dependent on the amount of correspondence issued from departments. For Q1, Q2 and Q3 of 2015/16 there was 41,713 face to face transactions at Landmark Place. This is a 6.82% reduction from quarter 1, 2 and 3 of 2014/15 of 44,764 customers served. The rate of reduction is heavily dependent on the amount of correspondence issued from departments. Actions need to be agreed to facilitate channel shift and reduce number of face to face transactions as part of the overall digital programme.
		Transactional service costs will reduce through use of channel shift (%)	Jan-16		33% reduction		n/a	n/a	Indicator to be reviewed for 2016/17 as part of a fit for purpose suite of digital indicators with the development of the digital transformation programme. No current baseline.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Proportion of residents signed up for self service	Jan-16	Sept-15: 5.4% 2,912 residents Jun-15: 0.03% 1,693 residents	Increasing	As at Dec-15 7% 3,856 residents	↑	Green	This is a new service which started from April 2015. As at December 2015, 3,856 residents are signed up for self-service equating to 7% of households.
8.3	Invest in technology to enable staff to work smartly wherever they are located	Introduction of 10:6 desk ratio	Jan-16		60% of services by March 2016		n/a	Green	Report went to CMT in Dec proposing investment in IT. CMT have agreed it in principle. Working with Arvato for a recommended solution.

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

5 YEAR PLAN OUTCOME:	Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay		OUTCOME LEAD:	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	06/01/2016
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	01/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ol style="list-style-type: none"> 1. Establish a business inward investment and retention function. 2. Ensure a fit for business transport infrastructure. 3. Enable partners to support residents to develop skills to meet local employers' needs. 4. Develop planning policies which will deliver more high value business properties to meet modern needs. 5. Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow. 6. Develop a more mutually beneficial relationship with Heathrow Airport. 7. Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<p>1.1 Establish a business inward investment and retention function</p> <ul style="list-style-type: none"> • Held a budget simulator consultation with local businesses at the Slough Business Community Partnership Meeting. • Met with Heathrow Business Group to discuss feedback on the business summit. Attendance was up by 57% and planning for the 2016 event is underway. Discussions have already taken place with Procurement AD, and we plan to attend in 2016 as a buyer as well as a stakeholder for increased business engagement. We have also discussed the potential of apprenticeships in procurement contracts. • Compensation package developed to mitigate against the Hex depot. • Terms of Reference and membership list developed for Town Centre Partnership. Recruitment of new members is in progress. <p>1.2 Ensure a fit for business transport infrastructure</p> <ul style="list-style-type: none"> • TM plans for A355 agreed in principle with HE and RBWM, start date 31st Jan '16, delivery programme agreed for all schemes. • Park Mark photo shoot for Councils town centre car parks. • Bike Hire docking station operational at the Bath Road Retail Park. • Increase in Cycle Hub registrations. • Implementation of MOVA at Dover Road/A4 junction. <p>1.3 Enable partners to support residents to develop skills to meet local employers' needs</p> <ul style="list-style-type: none"> • 150 job clubs, 500 IAG interviews and 4 Influencer events (delivered annually). Job clubs entail that unemployed residents are offered IAG on appropriate support with seeking work and learning to be able to actively participate in the local job market. • Delivery of 3 business academies, delivering networking events and supporting a minimum of 10 entrepreneurs setting up a business (Annual figures). • Number of learners referred to ICT, ESOL, functional skills and employability courses: 300 in 14/15. Number of qualifications gained: 71. <p>1.4 Develop planning policies which will deliver more high value business properties to meet modern needs</p> <ul style="list-style-type: none"> • Nothing to report. 					

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

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

- Detail design commissioned for Burnham Station road network.
- Saturn modelling complete on WRAtH.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Air Quality funding agreed with HAL invoice for works to be issued.
- Employment training agreed to be invoiced.

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

- Nothing to Report.

Key activities / milestones *scheduled* for next period:

1.1 Establish a business inward investment and retention function

- Meeting scheduled with Business Magazine to plan a Slough feature in March.
- Standards testing against planning and building control for Smart Cities – shared success with Sanjay Dhuna.
- HEx depot – HS2 Select Committee appearance set for January 2016.
- Town Centre Partnership meeting scheduled for 20th January 2016.

1.2 Ensure a fit for business transport infrastructure

- Contract signed by B. Beatty.
- Consultation on traffic sensitive streets to reduce delays on key roads around the borough.

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

- January 2016: Elevate event for hard to reach young people e.g. YOT background 'Get Into Line Painting for Roads' in collaboration with local employer Wilson and Scott; Ways into Work and RBWM Elevate.
- January 2016: Elevate Super Employability event for young people linked to work experience opportunities with local employer LeasePlan.

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

- Carrying out a Call for Sites exercise in January which will ask developers and landowners to come forward with any employment sites that they may have.

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

- O&S 3 month report on Burnham experiment.
- Concept design to be completed for Langley Station.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Seek funding for EV car charging at Heathrow car parks.
- Submit bid to HAL for Bike Hire docking stations.

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

LTB approval not granted for Burnham Station – Business case withdrawn to be submitted for approval for March approval.

Amber

Delays to works due to contract for Major schemes – Legal have appointed external solicitors to complete contracts.

Green

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

5 YEAR PLAN OUTCOME 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough			OUTCOME LEAD	Neil Aves		
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report	
Current period	GREEN	AMBER	AMBER	AMBER	31/12/2015	
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	30/11/2015	
Project start date:	April 2015		Anticipated Project end date:	April 2020		
Key actions						
<ul style="list-style-type: none"> Higher quality private sector housing will be a valued housing option and will reduce long term health problems. Make best use of existing local authority housing stock to meet housing need. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need. Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan. Prevent homelessness where possible through early intervention and using a range of housing options. 						
Key activities completed / milestones <i>achieved</i> in this period:						
<ul style="list-style-type: none"> 78 tenants at T&A re-housed to alternative accommodation. 5 tenants at T&A currently have offers of alternative housing. 10 offers issued to T&A leaseholders. 54 Bed-spaces regulated in Private Rented sector. 21 Private Sector households given energy efficiency advice. 2 HMO's served with prohibition order (overcrowding). Works completed in default to provide heating & hot water for family over Christmas. 20 under-occupying tenants moved since 01/04/2015 – releasing 30 bedrooms. 10 of the moves were within the review period. Total of 92 applicants on the TIS scheme, 39 in the review period. Housing Stock Information request submitted to DCLG. 						
Key activities / milestones <i>scheduled</i> for next period:						
<ul style="list-style-type: none"> Comprehensive training framework agreement to be concluded. Commission Flare review. 						
Key issues of risk / obstacles to progress:						
(the main headings from the more detailed Risk Register for this project)				Red / Amber / Green		
Increased PS market rent levels rendering the sector inaccessible to households on benefits.			R	A	A	
Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.				A	A	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	A
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	R	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 E: Five Year Plan Outcome updates as at 31st December 2015

5 YEAR PLAN OUTCOME:	Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities		OUTCOME LEAD:	Joe Carter	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	GREEN	07/01/2016
<i>Previous month</i>	GREEN	AMBER	AMBER	GREEN	01/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Create a VISION for the Centre of the Town. • Define and establish the Centre of the Town as a destination. • Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space. • Understand through consultation and intelligence, the current and future needs and expectations of the High Street. • Cultivate a vibrant town centre. • Expand the evening economy. • Deliver a One Public Estate Strategy. • Ensure the Curve continues to be operationally successful. • Make ‘Slough the place of innovation’. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Reports on two LEP feasibility reports completed SWiFT and Stoke Road. • Delivery programme for Major schemes submitted, works to start end of Jan. • Bike Hire Bath Road Retail Park operational with new bikes. • Second draft of vision document video completed. • Town Centre Partnership established. • First Town Centre Partnership meeting held on 10th November 2016. • Effective Liaison with Criterion Capital. • Terms of Reference and membership list developed. • Recruitment of new members in progress (Steakout, Barclays and Starbucks confirmed joining the Group). • Marketing collateral to promote Town Centre Partnership meeting produced. • Business engagement activities commenced. • Town centre strategy and action plan under development. • Commenced investigation for Digital High Street – met with Open Advertising to discuss text service and app development. • Building partnership with the Slough Consortium to design and delivery a package of arts projects for the centre of Slough to attract visitors and shoppers into the town centre. • Town Centre Manager joined steering groups facilitated and supported by Thames Valley Police (Pub Watch, South Sector Tasking Group) as a member. • Town Centre Manger attended Slough Town Against Crime. • Reduce physical neglect. • Improve perceptions of the town. • Collaborative working with developers to realise actual improvements. • Work with Highways Dept to improve the appearance of new highway projects. (See Public Realm Document for details). • Use Canal Basin, Montem Lane and Central Library sites as high profile exemplar projects. • Sets a context for SUR developments. • Practical and cheap ways to commence the project and achieve impact. • Project teams briefed to raise the standard on exemplar schemes. 					

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

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

- Identify new LEP schemes.
- SSE instruction to evaluate detail costing for lowering pylons at the Canal Basin site.
- Town Centre Partnership meeting scheduled for 20th January 2016.
- To conduct recruitment of new members (meetings set up with Slough CVS, Slough Museum).
- To devise questions for visitor satisfaction survey – residents, town centre users and visitors from further afield and liaise with relevant SBC teams for input (including Transport, Highways, Planning and Active Communities & Participation).
- To develop Digital High Street – To set up meeting with MoLo Rewards supplier and other Town App suppliers. Also identify advantage card provider, costs and developmental work required from other local authorities. To set up meetings with RBWM and Greenwich to discuss their cards.
- To explore advantage card for town centre and MoLo rewards App.
- To agree town centre communication and business engagement plan as part of town centre strategy and action plan.
- To undertake business engagement activities.
- To build links with relevant groups and organisations (meeting with SHOC).
- Plan public realm into SUR developments.
- Liaise with other developers on Heart of Slough major developments.
- Create a list of quick & cheap wins.
- Empower, instruct and motivate SBC 'on the ground' employees to implement improvements. e.g. daily removal of fly posting.
- Agreement from senior officers to progress these proposals.
- Implementation.

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

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

	Red / Amber / Green
Resource allocation.	AMBER
Budget identification.	AMBER

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

5 YEAR PLAN: OUTCOME 4 Slough will be one of the safest places in the Thames Valley			OUTCOME LEAD	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER/GREEN	AMBER/GREEN	07/01/2016
<i>Previous month</i>	GREEN	AMBER	AMBER/GREEN	AMBER/GREEN	07/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Reduce total crime, specifically high volume and serious crimes against the person. • Focus on: alcohol as a contributory factor and Domestic Abuse. • Promote and publicise the safety of Slough, including for businesses in the town. • Focus on Burglary. • Focus on responding to ASB casework and Environmental ASB through enforcement and design. • Deliver the partnership action plan to respond to violent extremism. • Raise awareness of the Channel programme and how to make referrals. <p>Oversee and agree with partners delivery of key actions/activities and milestones to focus resources upon priorities, and where necessary emerging issues of concern for Slough. These will be closely linked to:</p> <ul style="list-style-type: none"> • Safer Slough Partnership priorities based upon the SSP Strategic Assessment. • ASB Implementation Outcomes. • Community Cohesion Strategy. • Preventing Violent Extremism Action Plan. <p>Reporting to where possible reflect existing mechanisms e.g. SSP.</p>					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Domestic Abuse Strategic Meeting 8th December. Group now disbanded remit to complete and role to be taken up by main SSP group. Close down review. • DA IDVA contract close down being managed. • Successful bid to DCLG £44,380.00 for Domestic Abuse project– Aisha to manage the delivery of the project. • WRAP – 2 sessions held in December; total no of sessions in 2015 to 35, 580 staff trained. • Home Office Prevent Coordinators meeting 08/12 attended; an increase in referrals of vulnerable individuals due to the outreach work carried out by Prevent Coordinators nationally, including Slough. • A number of Prevent Awareness and WRAP sessions planned in schools took place, including a short input to students during morning assemblies post Paris incident. • Joint agency enforcement to take place concerning concealed retail sale of ‘legal highs’ (New Psychoactive Substances) in the town centre. CPN Warning letter served on premise. • Seized/suspended 3000 plus unsafe hoverboards: prevented sale of unsafe hoverboards via SBC intranet. • Traveller Incursion site in the East cleared. • ASB Training sessions delivered to TVP staff. • ASB Legislation training given to Leasehold Team. • Sex Workers Action Group meeting facilitated, with identified sex workers case conferenced. • Street Drinkers / Rough Sleepers Working Group facilitated, with identified individuals case conferenced. • Joint operation with Trading Standards re: selling of Spice. • Upton Hospital now secure from rough sleepers. • Extra support contact calls by Careline to customers who do not have family or personal responders over the Christmas & New Year period. • 66 Arrests were made with the proactive assistance of CCTV; 53 Evidence Packs created for TVP. 					

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

- Two Stryker's were deployed to address ASB issues in Colnbrook in December.
- Acorn HD stills deployments at Pippin Close, Brook Path Cippenham (others remain at Willow Close Colnbrook x 2).
- Installed two new HD (3G network) CCTV cameras (as part of CIF), one in Cippenham Lane junction with Twinches Lane and the other in Wexham Road junction with Mirrador Crescent.
- Drugs Dogs operation (financed by Licensing) with TVP on 11th December 2015 with 3 premises visited and tested.

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

- Women's Project – publicity taking place this month and then start the programme.
- Prevent Coordinator meeting with the primary schools Heads Association end of month.
- Further WRAP training.
- Installation of fencing and gating project in Crossroads Compound (Farnham Rd area) to prevent rough sleeping, drinking and general ASB.
- Development of a project with Parks to tackle ASB issues around the walled garden area of Bayliss Park.
- Community Payback workers to start activity at the Haymill Nature Reserve, part of Millie Project.
- Focus on youth related ASB issues around the new Britwell shops and housing development
- Draft ASB Policy available for initial consultation.
- Follow up operation on Legal Highs in Chalvey.
- Joint Shisha Operation with EH.
- Hotel Watch Scheme – Next meeting is mid-January 2016.
- Reports for outcome of consultations on Charitable Collections polices and new Street Trading Conditions to be prepared for Licensing Committee.
- Safeguarding Awareness Training for Drivers and Operators will be complete by late January.
- LSCB Licensing Splinter Group – Next meeting 20th January 2016.
- New CSE Awareness leaflet for businesses now developed for services such as Trading Standards, Food and Safety, HMO's, Neighbourhood Services when carrying out inspections. To be in use mid January.

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

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

Red / Amber / Green

Permanent CS Partnership manager in post.

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 1st September.

Green

CSE Co-ordinator post in place and based in Slough Children's Trust.

Green

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

5 YEAR PLAN OUTCOME:	No 5: Children and young people in Slough will be healthy, resilient and have positive life chances		OUTCOME LEAD:	Krutika Pau	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	No 5YP update received this month due to Ofsted Inspection				
<i>Previous month</i>	RED	RED	RED	RED	05/11/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ol style="list-style-type: none"> 1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible. 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. 3. Ensure vulnerable children and young people are safe and feel safe. 4. Ensure children and young people are emotionally and physically healthy. 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. 6. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood. 7. Secure sufficient school places to meet the needs of Slough residents. 					
Key activities completed / milestones <i>achieved</i> in this period:					
Key activities / milestones <i>scheduled</i> for next period:					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this 5YP outcome)					Red / Amber / Green

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

5 YEAR PLAN OUTCOME:	6. More people will take responsibility and manage their own health, care and support needs		OUTCOME LEAD:	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	AMBER	AMBER	AMBER	06/01/2016
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	07/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase adult participation (16+) in sports and activities. • Increase the number of vulnerable adults who benefit from a preventative approach/service. • Increase the number of people benefiting from reablement/intermediate care services. • More vulnerable adults supported at home. • Increase the number of people supported by the voluntary and community sector to live independently at home. • Increase the number of people managing their care and support needs via a direct payment. • Reducing the demand on health and social care services. • Reducing the average spend per person in receipt of support from the council. • Increasing the percentage of adult social care users who have as much social contact as they would like. • Increase the percentage of stated outcomes achieved as part of safeguarding. • Increase the proportion of people who feel 'safe' as a result of the safeguarding procedure. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Better Care Funded falls service pathways agreed, new staff in post and reduction in Q3 in numbers of falls compared to baseline. • FallsFree4Life Service launched. • CAMHS transformation – 6 projects being developed. • Smoking cessation contract approved by Cabinet. • Start of new outcomes based contract with voluntary and community Direct payments support services in place. • Work on LD internal services options. • Advocacy tender. • Delivery of 15/16 savings and preparation for 16/17 savings. • 347 Re-assessments completed since April 15. • CHC report being finalised. • Preparation for implementation of asset based front door delivery – to start 8th Jan 2016. • Preparation of BCF plan for 16/17. • Health PDG review of priorities for 16/17. • Care group commissioning consultation period. • ECH business case approved by capital strategy board. • Carers strategy approved at Health PDG and Cabinet. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Financial impact of CSR on PH budget to be shared with MP and partners. • Voluntary sector contract – transition phase. • Savings plans in place for ASC and being monitored for 15/16 – re-assessments and CHC. • Report to CCG re CHC. • Planning for delivery of 16/17+ savings. • Work on systems and digital options for delivery of Care Act social care reforms. • LD provider service changes – testing of market for alternative delivery. • LD days services options developed. 					

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

- Supported housing options to be implemented.
- Interoperability project with CCG – tender outcome.
- Prevention plan development.
- Care group commissioning structure implementation.
- Start of new front door for ASC a part of new innovation site – start date 8th Jan.
- ASC workforce strategy development.
- BCF planning for 16/17.
- DAAT review underway and options for new accommodation.
- Adult safeguarding business plan to Slough Safeguarding Adults Board –postponed as Dec meeting rearranged to Jan 16.
- Cabinet reports presented for decision on new leisure centre, ice arena refurbishments and funding for the community sports facility phase 2.
- Langley Leisure Centre refurbishments works commence February 2016.
- Decision from Sport England on funding bids for new leisure centre and Langley Leisure Centre improvements due March 2016.

Key issues of risk / obstacles to progress:

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

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

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income			OUTCOME LEAD	Joseph Holmes	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	05/01/2016
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	02/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase the collection rates of Council Tax and Business Rates. • Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable. • Remove subsidies where appropriate and revenue from fees and charges will be maximised. • Maximise income from investment properties. • Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Regeneration Partnership (SRP). • Rationalise the operational property estate, through disposals and shared use. • Maximise savings from procurement, commissioning and contract management. • Ensure a revolutionised approach to household waste collection is in place. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Council Tax collection rate 0.2 below profile (expected collection rate of 96.6% in 2015-16) and is over 0.5% above the level at the same time in the previous year – a significant increase in the Council tax base has led to the drop in collection but it is expected this is caught up by year end. • 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. • Third acquisition using the Strategic Acquisition scheme. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Meeting with mortgage broker on arrangements to support the Local Authority Property Purchase scheme approved at Cabinet in September; some interest has come back from the market. • Protocol being developed for referring residents to access mortgage scheme. • 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 to Cabinet. • Expected proposal on improving Business Rates collection. • Including expect commissioning savings into commissioning cycle. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this project)</small>				Red / Amber / Green	
Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.				A	
Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.				A	
Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning & ensuring an effective link to Outcome Based Budgeting.				A	

Appendix E: Five Year Plan Outcome updates as at 31st December 2015

5 YEAR PLAN OUTCOME:	No 8: The council will be a leading digital transformation organisation		OUTCOME LEAD:	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	RED	AMBER	AMBER	31/12/2015
<i>Previous month</i>	AMBER	RED	AMBER	AMBER	30/11/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Use technology to redefine the way customers contact the council. • Streamline customer journeys to deliver savings. • Invest in technology to enable staff to work smartly wherever they are located. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Report on review of ICT Strategy and action plan considered and action agreed. • Digital transformation strategies identified and draft action plan developed. • Started process to combine departmental data to develop new customer insight. • Started detailed project planning with Planning function including creating a data schema for a refreshed Planning process. • Created a portfolio of council projects with digital dependencies. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Specific objectives, guiding principles, vision and high-level roadmap agreed. • Digital transformation plan under development for the Planning service. • Digital transformation plan under development for the Waste Management service. • ICT review action implementation to start. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>					Red / Amber / Green
• Capital investment requirements higher than present budget allocation.					Red
• Lack of in house capacity to deliver transformation.					Amber

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 8th February 2016

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

WARD(S): All

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

PART I
KEY DECISION

MEDIUM TERM FINANCIAL STRATEGY 2016-20**1 Purpose of Report**

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

2 Recommendation(s)/Proposed Action

The Cabinet is requested to Recommend that the Medium Term Financial Strategy 2016-20 be approved by Council at its meeting on 25th February 2016.

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

This report sets out the financial planning for the Council over the next four years and assists in delivering the outcomes of the Five Year Plan. The report cuts across all themes as it is about ensuring sufficient resources to deliver the Council's strategies going forward. Priorities:

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

This strategy directly impacts upon the entire 5YP (5 Year Plan). The MTFs sets out the high level plans and financial planning assumptions that underpin the 5YP and enable financial resources to be attributed to the respective outcomes.

4 Other Implications**(a) Financial**

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

(b) Risk Management

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

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

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

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

5 **Supporting Information**

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

6 **Comments of Other Committees**

This report is due to be considered by the Overview & Scrutiny Committee on 4th February 2016 and any comments will be reported at the Cabinet meeting.

7 **Conclusion**

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

8 **Appendices Attached**

'A' - Medium Term Financial Strategy

9 **Background Papers**

'1' - Previous MTFS report to cabinet

'2' - Local Government Finance Settlement 2015

Medium Term Financial Strategy: 2016-20

Introduction

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

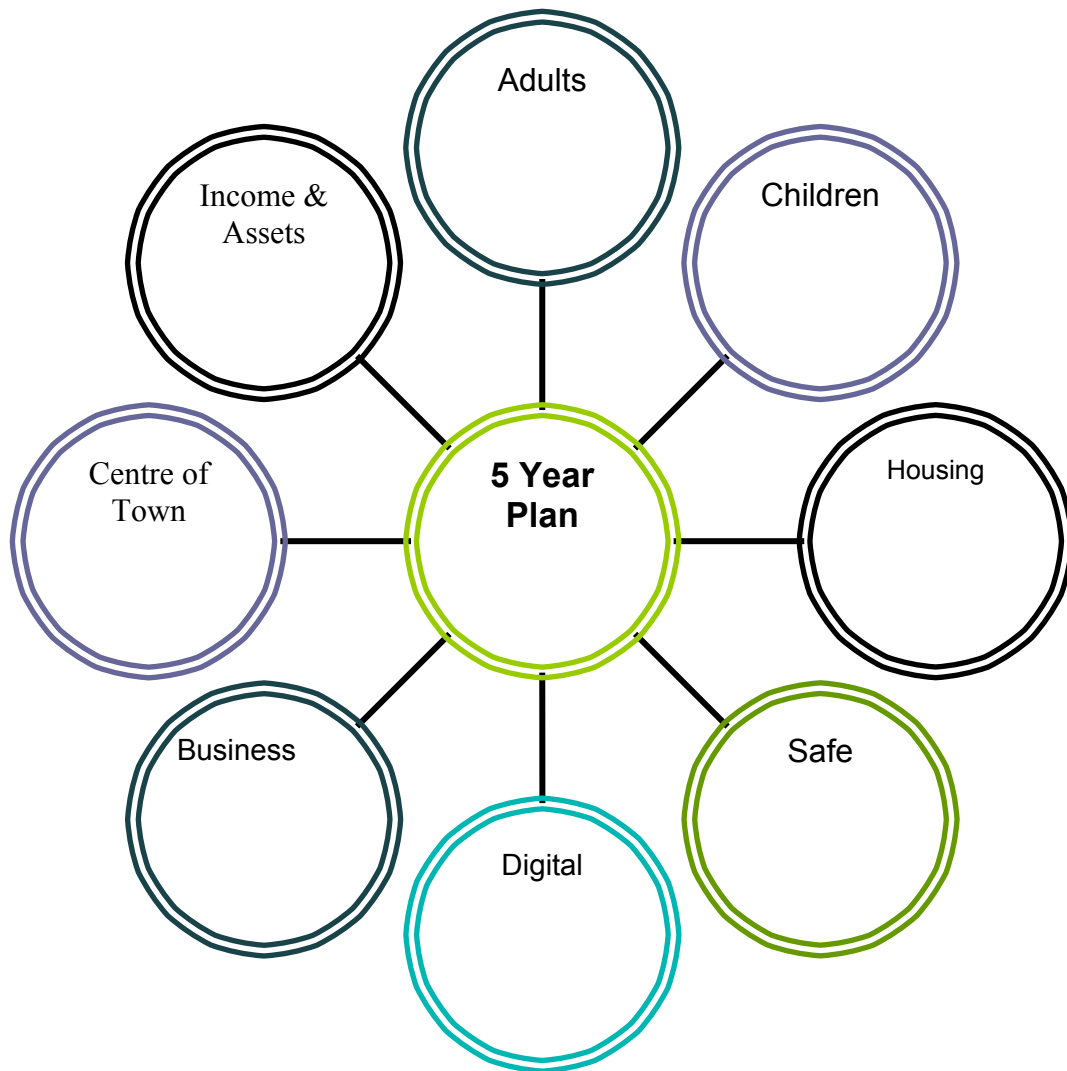
Given the scale of the ongoing reductions in Central Government spend, the Council has, and will increasingly need to, deliver public services in a more joined up, effective and efficient manner. Maintaining the current levels and delivery of existing services is unlikely to be an option to the Council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

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

This document provides the overarching framework for the Council; the revenue budget 2016-17, Capital Strategy 2016-22 and the Treasury Management Strategy 2016-17 provide the detail behind this and are due to full Council meeting in February 2016.

The Council has a corporate plan that provides the high level outcomes that this document seeks to deliver through the financing of the Council's activities. The Five Year Plan (5YP) summary updated themes (to be considered by Cabinet in January 2016) are highlighted in the below:

Graph 1.1: The 5 Year Plan – summarised outcomes focus



The Five Year Plan is key in defining our ambition, the challenges and opportunities we face, the role of the council in meeting these and the priority outcomes against which resources will be allocated.

Aligning the MTFS and the key messages in our financial planning with those in the Five Year Plan is essential. We need to be constantly vigilant to ensure that we are spending resources in the most effective way to achieve our outcomes. The Five Year Plan was launched in 2015 and as part of the refresh this year it has been proposed that the date changes to 2016-20 and rolls forward each year in line with the budget and MTFS. This will ensure that our strategic and financial planning are aligned and that we are working to the latest information available to plan our services.

The introduction of outcome based budgeting is an early example of how we are moving away from the traditional departmental based council model where budgets are salami sliced towards an approach that is designed to ensure greater resilience for the Council in the future. The cross cutting

nature of the outcomes in the Five Year Plan supports this way of working. We are increasingly working in a more integrated way, not just internally but with our partners and communities too, to achieve the best outcomes for Slough.

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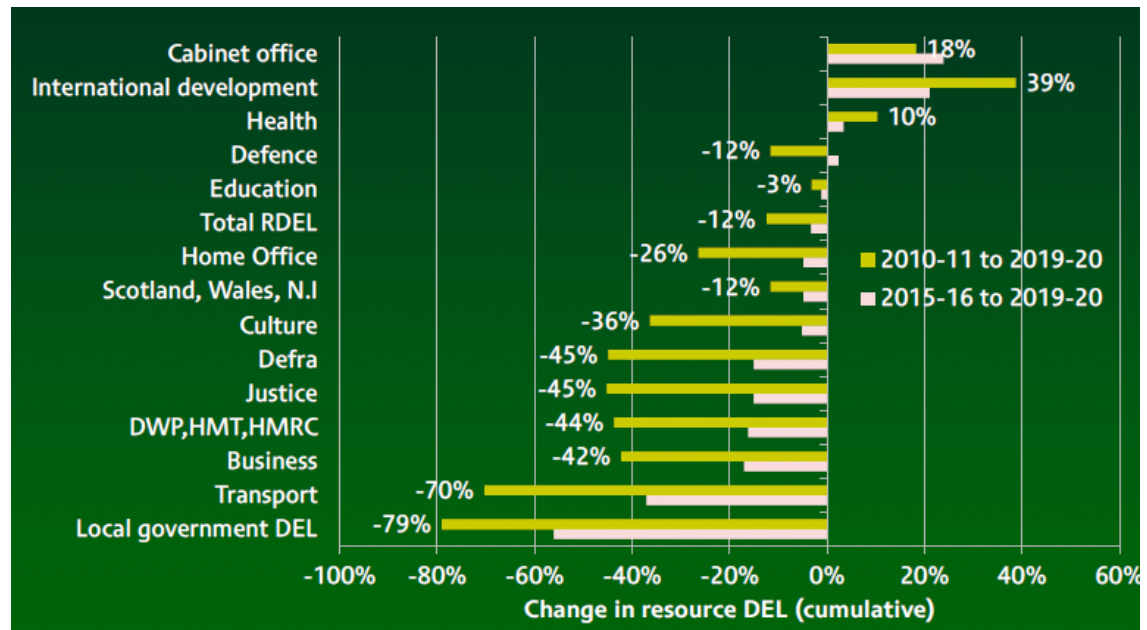
Included throughout the MTFS are some case studies outlining where the council has, or is proposing to over the MTFS, make savings to provide services and protect the public purse.

The Financial Challenge

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

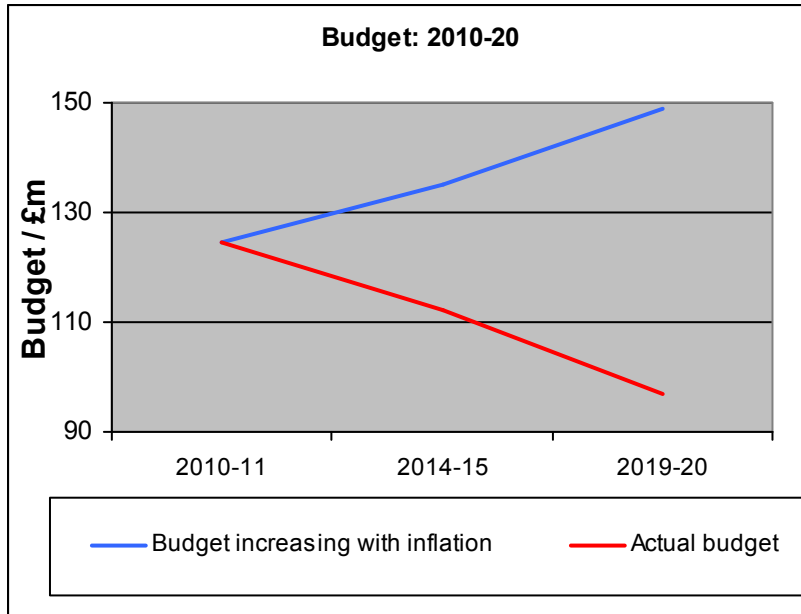
Figures from the Institute of Fiscal Studies highlight that Central Government expenditure on Local Government is expected to reduce by 79% over the decade 2010-20.

Chart 2.1: Reductions in Local Government revenue spending: 2010-20



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

Chart 2.2: Net budget vs Inflation



Over this period of reduced expenditure, the Council has been given greater freedoms with where it spends money with the removal of many of the previously ring-fencing funding streams. Though this has not compensated the Council for the funding reductions it has faced, it has meant that the Council has more control over its future spending priorities.

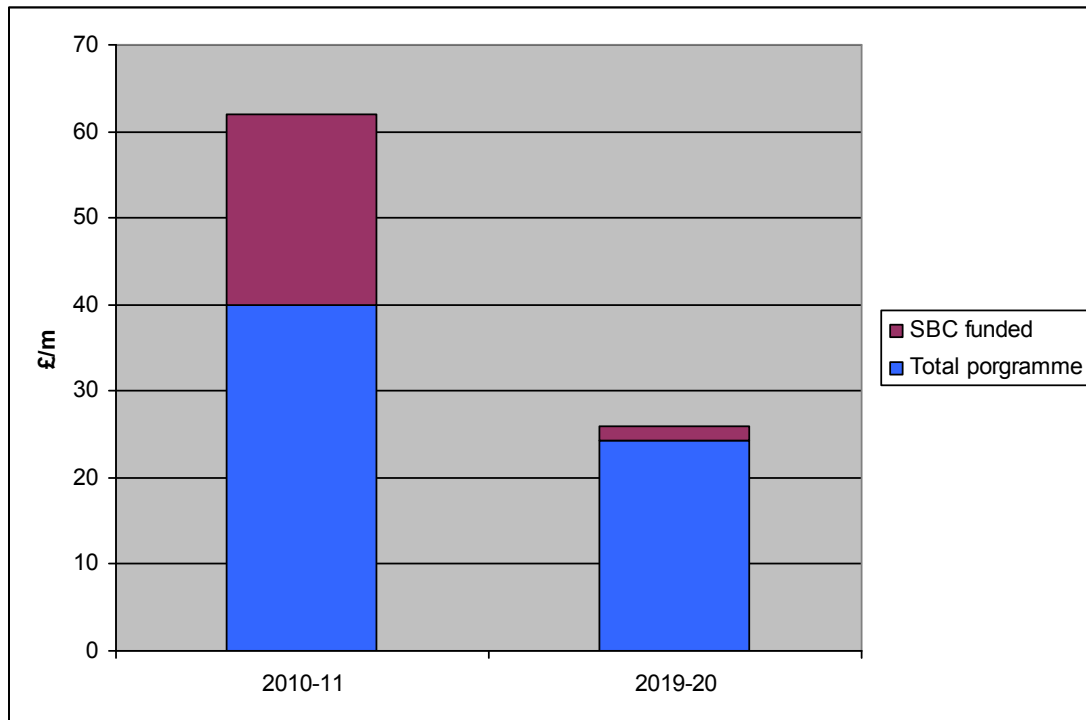
The Council's financial future is further complicated by the provision of Children's services by the Slough Children's Services Trust (SCST). With an initial net budget over £24.2m, it is the second largest spend area within the Council and ensuring that this service is delivered more effectively and efficiently is crucial to the longer term financial health of both the Council and the SCST.

The Spending Review announced by Government in November 2015 also highlighted the shrinking role of Local Councils in respect of the provision of education. Though further detail is awaited on this, it is clear that the Government wishes to cease any schools being provided by Councils in the future and that the Education Services Grant (Which the Council currently receives £1.5m of non ring-fenced money for) will be removed in the medium term.

The Council has maintained capital investment over the recent past and is due to continue to invest in infrastructure into the period covered by the MTFs. Through the Slough Urban Renewal (SUR) the Council will seek to deliver its most significant infrastructure projects outside of the Housing Revenue Account and Education schemes. The Capital Strategy 2016-22 details more the future capital plans for the Council going forward.

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

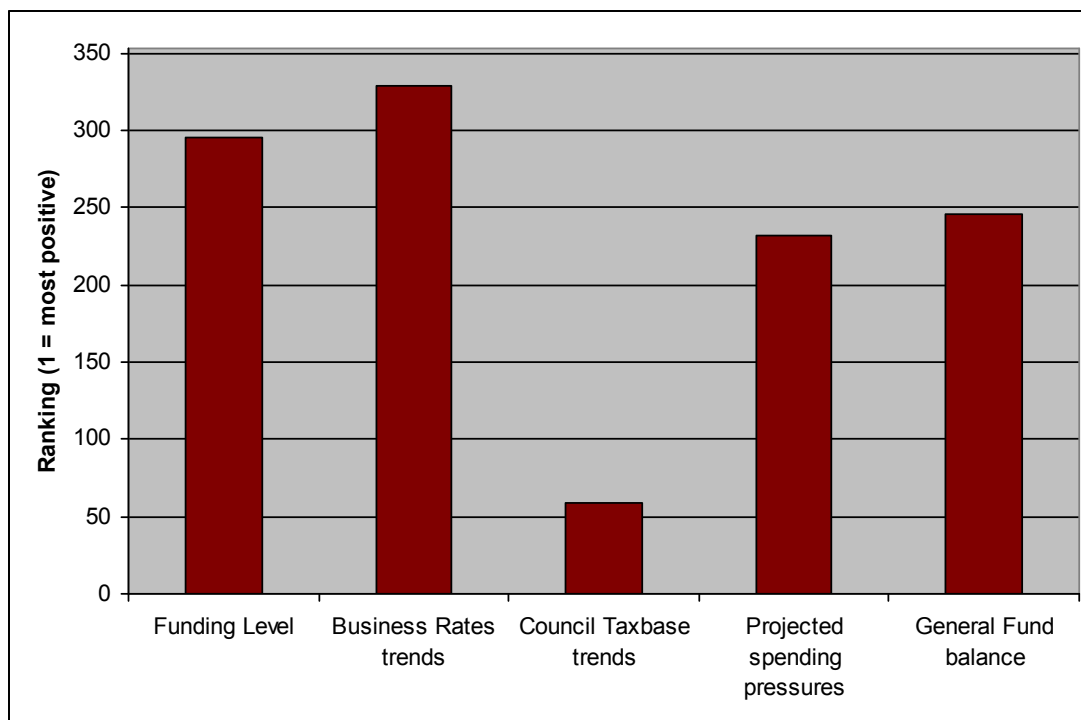
Chart 2.3: Capital expenditure & future plans



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

Chart 2.4: Financial comparison analysis¹

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



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

Looking at the key outliers, and starting with the funding level and volatility around this, it shows that the Council is at a greater risk than many other Councils in its delivery of its services within the funding available to it. This is because of rising pressures within Council services in Children's and Adults social care, but also because the Council is exposed to risk from Business Rates and from falling Government Grants. Many Councils will face a significant risk from one of these funding sources, whereas Slough faces the risk from both of these due to it having a large business community and also a higher level of financial need for the borough compared to other Councils.

Business Rate buoyancy highlights that the fluctuation in business rates has been significant and that the overall rate of growth has been lower in Slough compared to other Councils before 2014. The 5YP is very much focussed on ensuring that there is less risk from this area. Council Tax buoyancy highlights the growth in the Council tax base in recent years and this has been reflect yet again for 2016-17 with a year on year Council taxbase growth of almost 4%.

The overall un-ringfenced reserves (i.e. the General Fund and earmarked reserves) show that Slough's position is that as a Council we hold slightly lower levels of reserves than others. It is important to note however that the General Reserve is above the minimum level set by the s151 (Chief Finance) Officer, and that the Council has to ensure that there are suitable general and earmarked reserves to ensure the proper functioning of the Council against

holding excess reserves that could be utilised more effectively to assist the Council going forward. More information on reserves can be found in the revenue budget papers for 2016-17.

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

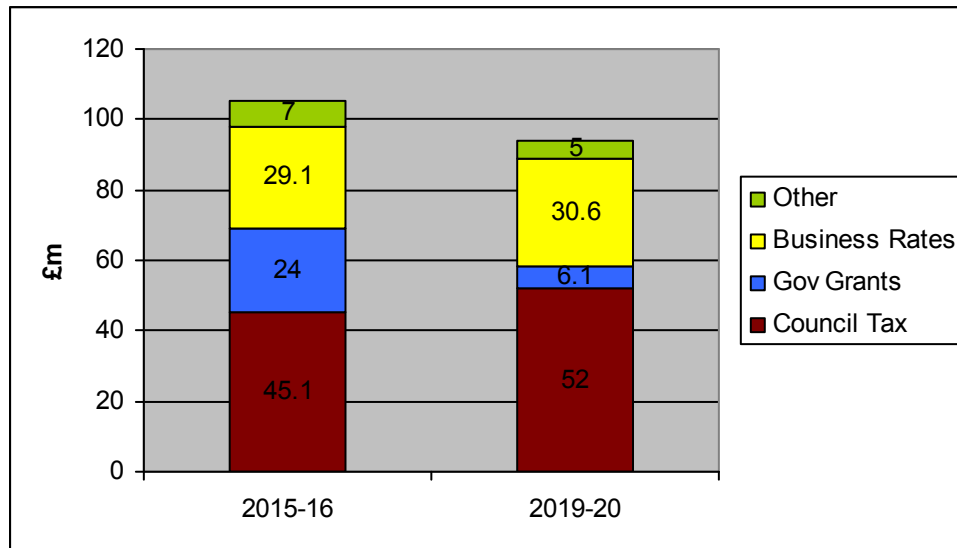
Case Study – Street-Lighting LED scheme

The LED street lighting project is to be delivered across the borough from April 2016 over 2 years. The contract has been awarded to Volker Highways Limited and is being delivered with our Berkshire neighbours Reading and Wokingham. The aim of the project is to provide uniform LED “white” lighting across the borough leading to: improved lighting levels generally; improvements in road safety; improvements in CCTV surveillance; benefits towards reducing anti-social behaviours and fear of crime; improvements in general wellbeing with potential increased use of outdoor evening activities in parks and around the highway network and potential enhancement of town’s night time economy. Once fully installed LED street lighting will deliver in the region of 70% savings of both street lighting energy and carbon consumption and significant reduction in cyclic street lighting maintenance costs.

How the Council is financing & where it spends money

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

Chart 2.4: Income streams 2015-20



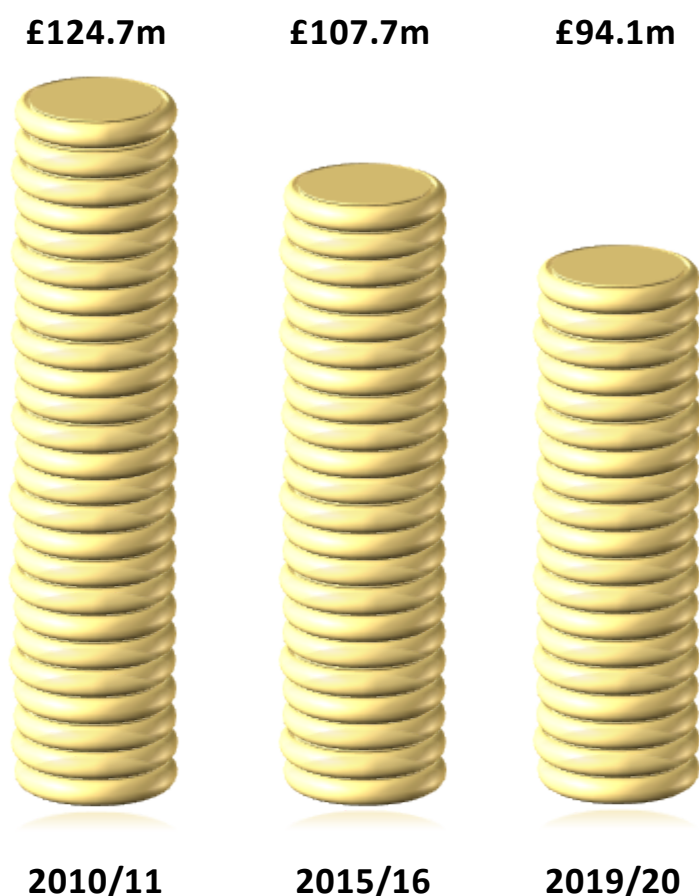
As can be seen from the above the relative importance of Council Tax and retained business rates grows over the period of the MTFS from 75% to almost 100% of the Council's income; the Council will by the end of the MTFS be much less reliant upon Government funding. To reflect this, the Council has made retaining existing businesses and attracting new businesses, as well as ensuring a strong supply of housing two of the key outcomes within the new 5YP.

This fundamental change to how the Council is financed provides an opportunity for the Council to have greater financial clarity about the future and therefore enable greater planning for future years. It also provides an opportunity for the Council to have more control and influence over its future income streams and so reduce its reliance upon Government.

Chart 2.5. Comparable budget: 2010-19²

² These are actual cash amounts

Comparable Budget



It is also clear from the above chart that the Council will have significantly reduced funds going forward. The chart above highlights the relative decrease in the comparable budgets over time from 2010 through to the end of the MTFS. Over this same period, many of the demands on the Council have not gone away, and responsibilities remain for the plethora of services that the Council delivers to its taxpayers. One of key pressures that the Council faces concerns Children's Social Care (CSC). Following the Department for Education's decision to place Children's Social Care services into a separate organisation, the Council will need to work closely with this new organisation to ensure that the delivery of services remain affordable and deliver improvements. The CSC service makes up approximately 25% of the Council's net budget. The Council needs to work with the new organisation for CSC to ensure that whatever model of delivery is pursued that it remains affordable within the Council's overall budget, and anticipates that the CSC organisation will deliver the same percentage level of savings as the rest of the Council.

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

Chart 2.6: Net expenditure by service – 2015-16



n.b. professional services has now been split with £2.6m to Human Resources and policy & communications and £0.4m of legal services to the Customer & Community Services directorate.

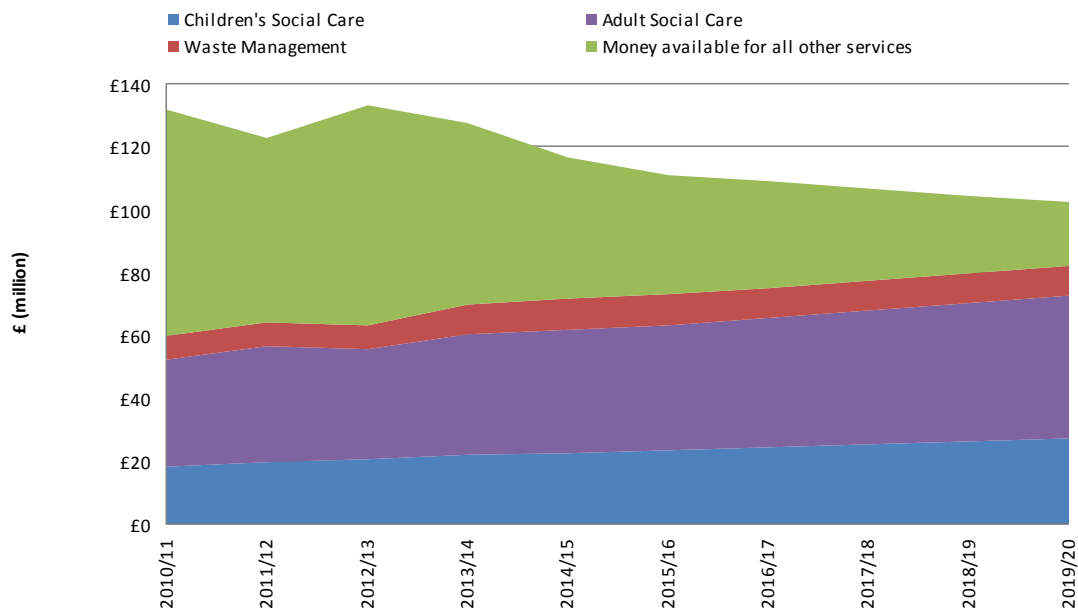
The three largest spends areas of Adult Social Care, Children’s Social Care and Waste Management (the main bulk of the Housing & Environment budget) are all seeing demographically led demand growth to their budget; Slough’s population as a whole is growing and this places pressure on its public services.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

Case study – Strategic Asset Purchase scheme

During 2015-16 the Council set aside £25m of capital funds for a Strategic Asset Purchase (SAP) scheme. The aim of the scheme is to utilise capital funds more effectively to deliver new income streams and also for the Council to purchase land and properties that will have regenerative benefit to the Council and local taxpayers. To date, the Council has purchased three commercial properties that are expected to yield a gross return in excess of £500k of new income. For 2016-17, we have set an ambitious target of £1.25m of gross income from the scheme. The purchases must be within the Slough area and so benefits local regeneration as well reducing the levels of savings required across other Council services

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

Graph 1.3: Comparative budgets 2010-20



The Council's Strategy

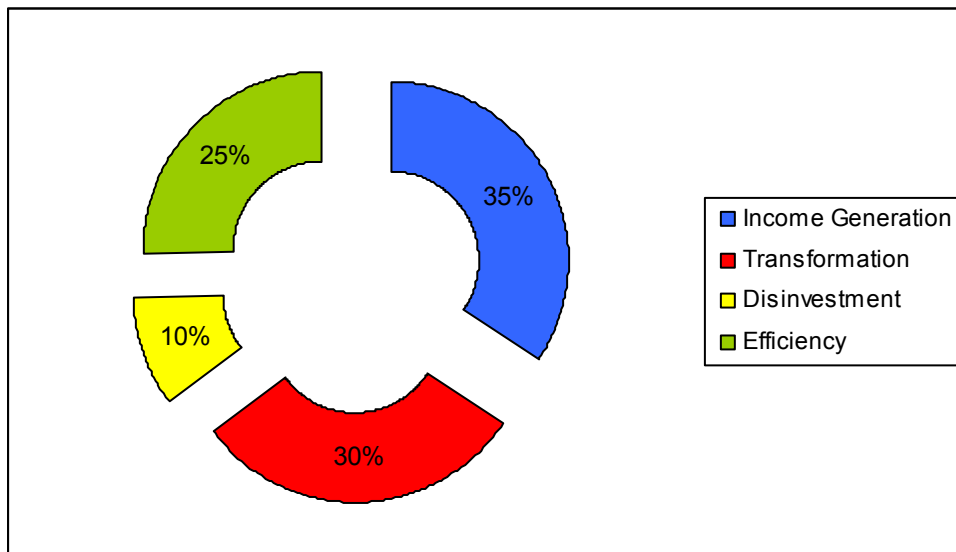
The period of the MTFS is likely to see a significant contraction in the Council's overall spend; whilst at the same time seeing a growing population base that the Council must provide services to. To ensure that these two challenges are delivered, the Council will need to undergo a period of concentrated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

The first step the Council will undertake is to maximise all efficiencies from across its service areas; before any further transformation is completed, it is important that all services' comparative costs are understood and the Council is either content with these, or wishes to drive out further reductions in cost. It is also important that the Council maximises the generation of income. The two main income sources are Council Tax and Business Rates and there is a very real incentive for the Council to collect a higher percentage of overall Council Tax and Business Rates through its transactional services partner, arvato.

Case Study – Highways & Transport Transformation

The implementation of the Transport & Highways Transformation project has started to create a far stronger, more resilient and effective service by creating groupings that align with the Council's 5 Year Plan, the Vision for a "Connected Slough" and at the same time deliver important financial savings. The merger of the service not only gives a significant financial saving, but will also provide the opportunity to focus the strategic direction of the service, bring a commercial attitude and provide leadership to challenge and change the way we do things. To help focus our delivery of improvements, major schemes and new development the existing Highways Development Team will be enhanced; Transport Strategy will be widened and enhanced with the inclusion of Road Safety and Integrated Transport; and we will create a single inspection regime. These changes combined with changes to some existing working practices have the potential to offer full year savings of £1m in 16/17; with a target of delivering a further £1.5m of savings under the continuing programme for 17/18. However, the amount of change required to achieve this level of saving is not to be underestimated.

Chart 2.7: Approach to the financial challenges



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

The Cabinet has already received future year's proposals and these include significant additional income generation as well a variety of transformation programmes, some of which are highlighted in the case studies included in this strategy.

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

Case Study – Slough Urban Renewal

Slough Urban Renewal (SUR), a joint venture between the Council and Morgan Sindall Investments Limited, is currently on site with the 73 unit development (23 for rent) at Ledgers Road, which is the first of several residential-led projects that will be developed in Slough. The construction programme is currently one month ahead of schedule, which will see the first affordable houses completed by May 2016. Based on the existing programme, a total of 44 homes for sale will be completed in 2016/17, however due to the combination of a buoyant market and the current pace of development, the potential exists to complete the 50 homes for sale in 2016/17, which would accelerate the repayment of the £3.2m Council loan note (representing the land value) together with the accrued interest and the 50:50 split in profit share. If this performance is achieved it would result in a profit distribution to the Council from this first development of around £1.9m (i.e. £4.9m less £1.1m x 50% and excluding repayment of the land value and interest) compared to the base case assumption at financial close of £840k. In addition to Ledgers Road, SUR is developing a pipeline of residential projects including Wexham Nursery, Montem, Slough Basin and Upton Road that could generate capital receipts totalling £17m and profit share of £10m within 5 years.

The Financial Model

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

Table 3.1: The MTFS financial model

2015-16 adj	Funding	2016-17	2017-18	2018-19	2019-20
45.13	Council Tax	48.69	49.92	51.17	52.46
29.13	Retained Business Rates	29.87	30.17	30.47	30.77
24.01	Revenue Support Grant	18.48	13.18	9.68	6.12
1.46	Education Services Grant	1.37	0.82	0.49	0.30
	NHS monies through BCF			1.40	2.60
2.6	New Homes Bonus	3.64	3.64	2.30	2.20
1.08	Other non-ringfenced grants	0.84	0.60	0.40	0.20
1.9	Collection Fund	0.84			
105.31	Total Budgeted income	103.73	98.33	95.91	94.65
109.98	Prior year baseline (adj.)	106.58	104.83	98.35	95.93
3.72	Base budget changes	2.30	2.90	2.90	2.90
1.89	Directorate Pressures	5.75	2.00	2.00	2.00
	Revenue impact of Capital investment	0.33	0.25	0.25	0.25
-0.5	Other adjustments	-1.10			
	Savings requirement o/s (-) / contribution to or from reserves		-4.62	0.42	0.18
-9.79	Savings identified	-10.13	-7.01	-7.99	-6.59
105.3	Net Expenditure	103.73	98.35	95.93	94.67

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

- (1) Council Tax – assumed that the taxbase (i.e. number of properties in Slough) rises by almost 4% from 2016-17 and then 1.5% for future years. Council Tax to increase by 3.75% in 2016-17 and then modelled at 1% in future years
- (2) Retained Business Rates – assumed small growth in Business rates for 2016-17 and that they rise in line with inflation thereafter.
- (3) Revenue Support Grant (Government grant) – includes 2016-20 figures announced by Government in December 2015.
- (4) Education Services Grant (Government grant) – expect to reduce as this grant reduces with every school that converts to academy status.
- (5) NHS monies through the BCF (Better Care Fund) – allocation per the Government's finance settlement. However, it is unclear as to where this is new investment or expected to go directly to the NHS
- (6) New Homes Bonus – assumed growth in the taxbase and then reduces per the Government's consultation on New Homes Bonus incentives.
- (7) Other non-ringfenced grants – similar assumptions through the MTFS as this relates to smaller non ringfenced grants that are announced from time to time

(8) Collection Fund – the balance of surplus / deficit on retained business rates and Council Tax compared to original assumptions

(10) Prior Year baseline – the previous year net budget position.

(11) Base budget adjustments – increases due to non-pay and pay pressures across the Council.

(12) Directorate pressures – the 2016-17 items are detailed in the revenue budget paper.

(13) Impact of capital investment – the amount of revenue budget required to pay off any additional capital borrowing required in future financial years from the capital strategy. For 2016-17 onwards this is the additional MRP (Minimum Revenue Provision) required increases to set aside revenue to fund capital

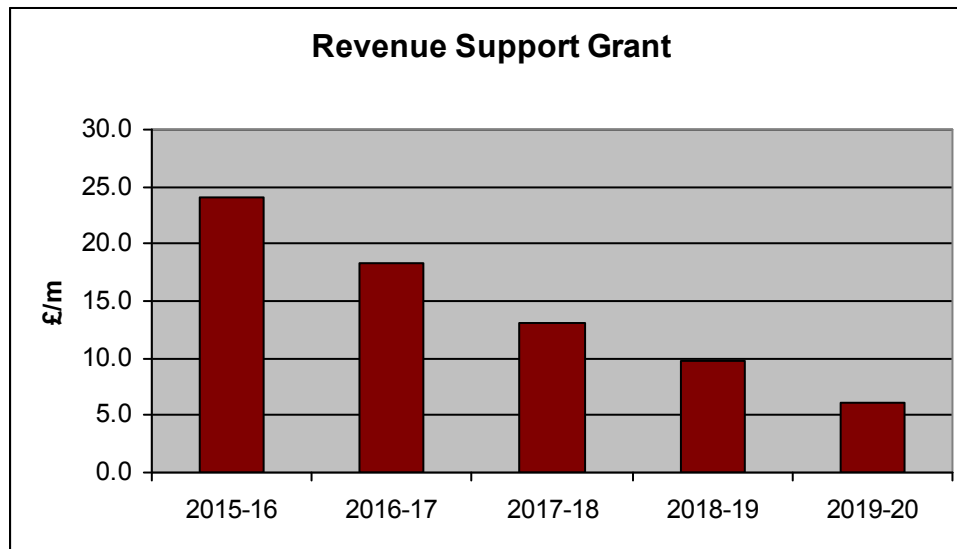
(14) Other adjustments – the use of or contribution to specific reserves, or one-off saving items that do not go into the baseline of savings.

(15) & (16) Savings – the amount of savings required for each financial year.

Long Term Financial Position

The scale and the timeframe for Government funding reductions have been clarified as part of the draft Local Government Finance Settlement. The summary of Revenue Support Grant profile (the main Government Grant to the Council) is set out below. This shows a major reduction in the Government's funding to the Council of almost 80% from the 2015-16 baseline.

Chart 2.8: RSG summary 2015-20

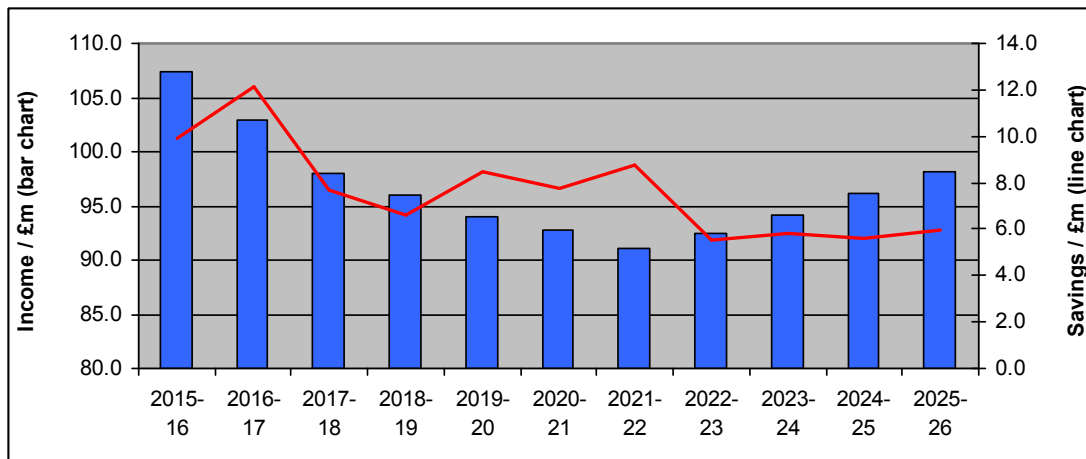


To counteract this, and as mentioned in previous sections of the MTFs, the Council will become much more reliant on Council Tax and retained Business Rates as well as seeking to generate its own new income generation streams to support local services to taxpayers.

Over the longer term, it is likely that the Council will need to borrow to support its capital programme. Though much of this is dependent on the level of Government grants in the future, it would be reasonable to assume that within 5-10 years the Council will have a borrowing requirement through using its internal balances and through the repayment of loans when they finalise (with £9m ending within the current MTFs).

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

Chart 2.8: Long Term Financial Model



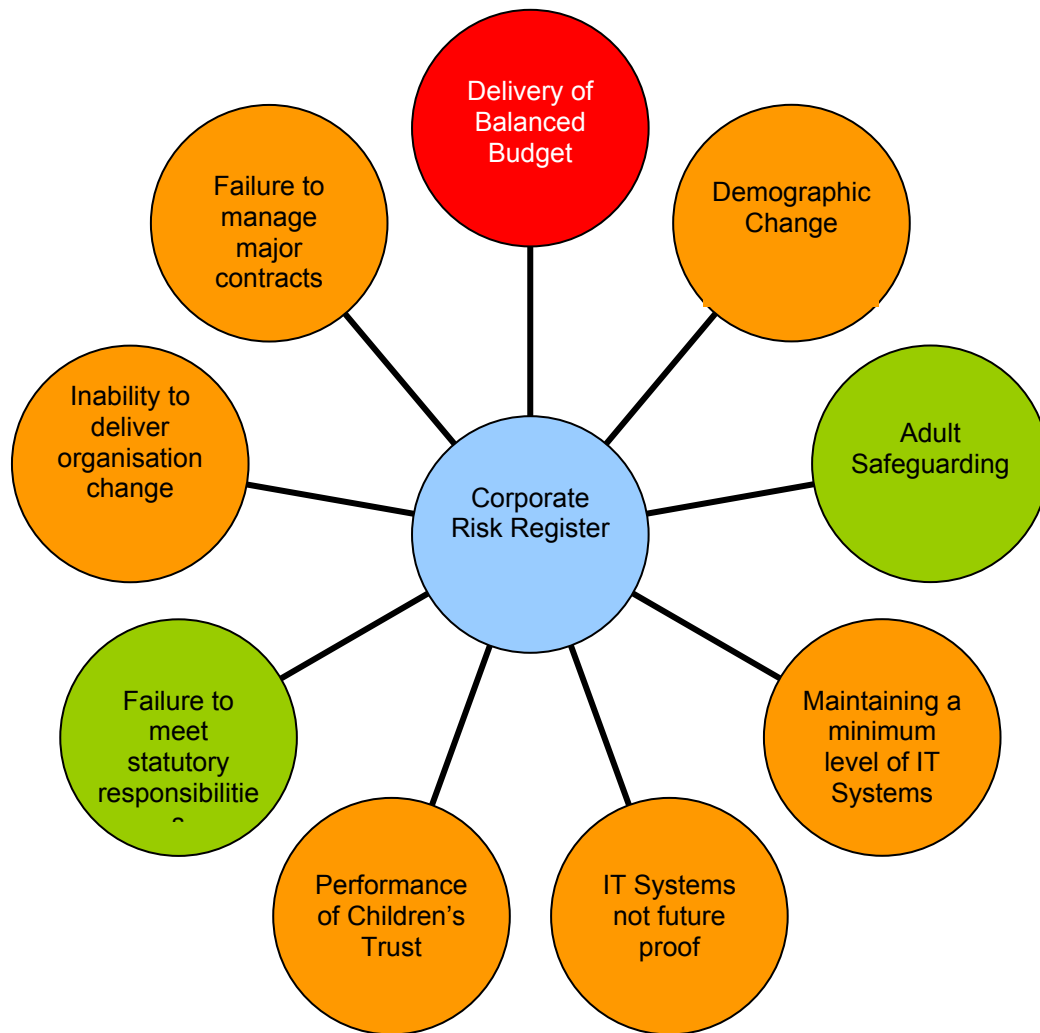
The above highlights that around 2021-22, the Council's income would start to level off. The reason for this is that by this point the Council would have no Government Grant. One of the unknowns is that the Government are due to rebase the business rates system in 2020 and this will have an impact upon the above but it is impossible to quantify.

What this highlights is that the impact of any increased demand on the Council's services will have a significant impact on the rest of the Council's services. The savings requirement throughout the above is still far higher than the pre 2010 levels seen, and so the Council will need to make sure that transformation is not only ongoing, but that it is constantly eroding the cost base.

Managing Risk

Ensuring that there is appropriate risk management is key to underpinning the success of the MTFs. The Corporate Risk Register currently includes delivering the MTFs as a key risk, along with other related risks highlighted in this strategy e.g. children’s social care, business continuity, reliance on ICT etc.

Table 3.2: Corporate Risk Register



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

Table 3.3: Scenarios and their financial impact

Scenario	Positive impact compared to forecasts / £m	Negative impact compared to forecasts / £m
----------	--	--

Increased cost due to the new CSC organisation	1	-2
CTX Collection rates change by 1%	0.45	-0.45
BR Collection rates change by 1%	0.3	-0.5
Business Rates appeals ³		-4
Over / under delivery of savings – Risks increasing through major transformation programme e.g. ASC and through more exposure on income generation e.g. Strategic Asset Purchase scheme	1	-3
Further Government funding reductions through specific grants		-1.5
Performance on Council investments	0.5	-0.5
Total	3.25	-11.95

It is highly likely that all of the above scenarios will occur *to an extent*. There are some positive as well as negative risks. The Council has seen significant in year pressures from Children’s Social care in recent financial years, though this have been mitigated going forward through the new CSO and major additional funding in Children’s Social Care in the past three years.

The two largest risks come from reduced business rates and savings delivery. Since the inception of the Government’s retention of Business Rates scheme, the Council has seen major volatility to its Business Rates base. Business Rates numbers are volatile as businesses demolish, convert and redevelop sites in the borough. From a savings delivery viewpoint in 2015-16 there are savings still highlighted as amber as not being delivered in year; any unmet savings have been adjusted for in the budget going forward where appropriate. The Adult Social Care transformation programme remains a major risk for the Council with over £5m of savings anticipated to be delivered through this programme. In the current financial year there is likely to be a lag in the delivery of these savings. 2016-17 will have a very high savings target of circa £10m. By its very size (nearly 10% of the Council’s budget), this savings plan will be an inherent risk.

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

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

Table 3.4: Managing risks

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

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 8th February 2016

CONTACT OFFICER: Joseph Holmes, Assistant Director Finance & Audit
(For all enquiries) (01753) 87 5358

WARD(S): All

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

PART I
KEY DECISION

TREASURY MANAGEMENT STRATEGY 2016-17**1 Purpose of Report**

The Treasury management strategy (TMS) is a requirement of the council's reporting procedures and recommended by both the Chartered Institute of Public Finance and Accountancy (CIPFA) code of practice on treasury management and the CIPFA prudential code for capital finance in local authorities. The Council is required to comply with both codes through regulations issued under the Local Government Act 2003.

2 Recommendation

The Cabinet is requested to Recommend approval of the Treasury Management Strategy for 2016/17 to Council on 25th February 2016.

3 Slough Joint Wellbeing Strategy**3.1 SJWS Priorities**

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

3.2 Five Year Plan

The report helps achieve the Five Year Plan outcomes by contributing to the Council's financial planning and particularly 'Outcome 7 – The Council's income and the value of its assets will be maximised', as evidenced in the Treasury Management activity report.

4 Other Implications**4.1 Financial**

The Financial implications are contained within this report.

4.2 Risk Management

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	none
Communications	None	none
Community Safety	None	None
Financial; Detailed in the report and above	As identified	Returns outperform the budget income
Timetable for delivery; A number of capital projects have been reprofiled into the 2014-15 financial year	None	None
Project Capacity	None	None
Other	None	None

4.2.1 Human Rights Act and Other Legal Implications

None identified

4.2.2 Equalities Impact Assessment)

No identified need for the completion of an EIA.

Executive Report

5 Introduction and Background

5.1 The Treasury Management Strategy for 2016/17 is required to set out how the Council intends to manage its treasury management risk. The Council's treasury policy is set out in Appendix 1 of this report. The Treasury Management Strategy complies with the requirements set out in the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year.

5.2 In addition to reporting on risk management related to treasury activities, the Treasury Management Code also requires the Authority to report on any financial instruments entered into to manage treasury risks.

6. Key Principles

6.1 The medium term capital finance budget is a key part of the council's budget

strategy. When setting the Treasury Management Strategy the Council has considered

- The current treasury position and debt portfolio position
- The prospects for interest rates
- The current approved capital programme
- Limits on treasury management activities and prudential indicators

6.2 It is a statutory requirement that the level of borrowing is kept under review and is affordable

7. Service Delivery and Performance Issues

7.1 Current Economic Climate

7.1.1 Appendix A to the attached strategy includes a detailed view on interest rates. Interest rates are expected to remain low until the recovery is convincing and sustainable. The Bank Rate, currently 0.5%, is expected to remain at this level in the short term.

7.2 Current Position

7.2.1.1 The Council currently has £177.4m of borrowing and investments of around £80m to £90m on average throughout the year. The underlying need to borrow is measured by the Capital Financing Requirement (CFR) while usable reserves are the underlying resources available for investment. The current strategy is to maintain borrowing and investments below their underlying levels.

7.2.2 CIPFA's prudential code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. The Council expects to comply with this recommendation during 2016/17.

7.2.3 The Council uses Arlingclose as its external treasury advisor but responsibility for treasury management decisions remains with this Council at all times.

8 Comments of Other Committees

The draft Treasury Management Strategy 2016/17 is due to be considered by the Overview & Scrutiny Committee on 4th February 2016. Any comments will be reported to Cabinet.

9 Appendices Attached

'A' Treasury Management Strategy 2016/17

7 Background Papers

CIPFA – Treasury management in the public services – code of practice and guide for chief financial officers

CIPFA Prudential code for local authority capital finance

Arlingclose Ltd. UK economic forecasts

Local Government Act 2003

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SLOUGH BOROUGH COUNCIL

TREASURY MANAGEMENT STRATEGY 2016/17

1 Introduction & Background

The Council is required to adopt the CIPFA Treasury Management in the Public Services: Code of Practice and it is a requirement under that Code of Practice to produce an annual strategy report on proposed treasury management activities for the year.

In accordance with the Treasury Management code, the council defines treasury management activities as:

“The management of the council’s cash flows, its banking, money market and capital market transactions; the effective control of the risks `The purpose of the Treasury Strategy is to establish the framework for the effective and efficient management of the Council’s treasury management activity, within legislative, regulatory, and best practice regimes, and balancing risk against reward in the best interests of stewardship of the public purse.

2 Key Principles

The key principles of the CIPFA Treasury Management in the Public Services: Code of Practice is that:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

In setting the Treasury Management Strategy, the Council must have regard for the following factors:

- The current treasury position and debt portfolio position
- The prospects for interest rates
- The approved Capital Programme
- Limits on treasury management activities and prudential indicators

The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect

of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

According to the Prudential Code- the professional code of practice to support local authorities in taking capital investment decisions- the Council's prime policy objective of its investment activities is the security and liquidity of funds. Therefore the council should avoid exposing public funds to unnecessary or un-quantified risk. The council should consider the return on their investments; however, this should not be at the expense of security and liquidity. It is therefore important that the council adopt an appropriate approach to risk management with regard to its investment activities. The council employs a Treasury Management advisor, Arlingclose, to assist in the management of risk.

3 Current Economic Climate

Domestic demand has grown robustly, supported by sustained real income growth and a gradual decline in private sector savings. Low oil and commodity prices were a notable feature of 2015, and contributed to annual CPI inflation falling to 0.1% in October. Wages are growing at 3% a year, and the unemployment rate has dropped to 5.4%. Mortgage approvals have risen to over 70,000 a month and annual house price growth is around 3.5%. These factors have boosted consumer confidence, helping to underpin retail spending and hence GDP growth, which was an encouraging 2.3% a year in the third quarter of 2015. Although speeches by the Bank of England's Monetary Policy Committee (MPC) members sent signals that some were willing to countenance higher interest rates, the MPC held policy rates at 0.5% for the 81st consecutive month at its meeting in November 2015. Quantitative easing (QE) has been maintained at £375bn since July 2012.

The outcome of the UK general election, which was largely fought over the parties' approach to dealing with the deficit in the public finances, saw some big shifts in the political landscape and put the key issue of the UK's relationship with the EU at the heart of future politics. Uncertainty over the outcome of the forthcoming referendum could put downward pressure on UK GDP growth and interest rates.

China's growth has slowed and its economy is performing below expectations, reducing global demand for commodities and contributing to emerging market weakness. US domestic growth has accelerated but the globally sensitive sectors of the US economy have slowed. Strong US labour market data and other economic indicators however suggest recent global turbulence has not knocked the American recovery off course. The Federal Reserve did not raise policy rates at its meetings in October and November, but the statements accompanying the policy decisions point have made a rate hike in December 2015 a real possibility. In contrast, the European Central Bank finally embarked on QE in 2015 to counter the perils of deflation.

Credit outlook: The transposition of two European Union directives into UK legislation in the coming months will place the burden of rescuing failing EU banks disproportionately onto unsecured local authority investors. The Bank Recovery and Resolution Directive promotes the interests of individual and small businesses covered by the Financial Services Compensation Scheme and similar European schemes, while the recast Deposit Guarantee Schemes Directive includes large companies into these schemes. The combined effect of these two changes is to leave public authorities and financial organisations (including pension funds) as the only senior creditors likely to incur losses in a failing bank after July 2015.

The continued global economic recovery has led to a general improvement in credit conditions since last year. This is evidenced by a fall in the credit default swap spreads of banks and companies around the world. However, due to the above legislative changes, the credit risk associated with making unsecured bank deposits will increase relative to the risk of other investment options available to the Authority.

Interest rate forecast: The Authority's treasury advisor Arlingclose projects the first 0.25% increase in UK Bank Rate in the third quarter of 2016, rising by 0.5% a year thereafter, finally settling between 2% and 3% in several years' time. Persistently low inflation, subdued global growth and potential concerns over the UK's position in Europe mean that the risks to this forecast are weighted towards the downside.

A shallow upward path for medium term gilt yields is forecast, as continuing concerns about the Eurozone, emerging markets and other geo-political events weigh on risk appetite, while inflation expectations remain subdued. Arlingclose projects the 10 year gilt yield to rise from its current 2.0% level by around 0.3% a year. The uncertainties surrounding the timing of UK and US interest rate rises are likely to prompt short-term volatility in gilt yields.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at **Appendix A**.

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 1.20%.

4 Current Position

The Authority currently has £177.4m of borrowing and £91.2m of investments. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

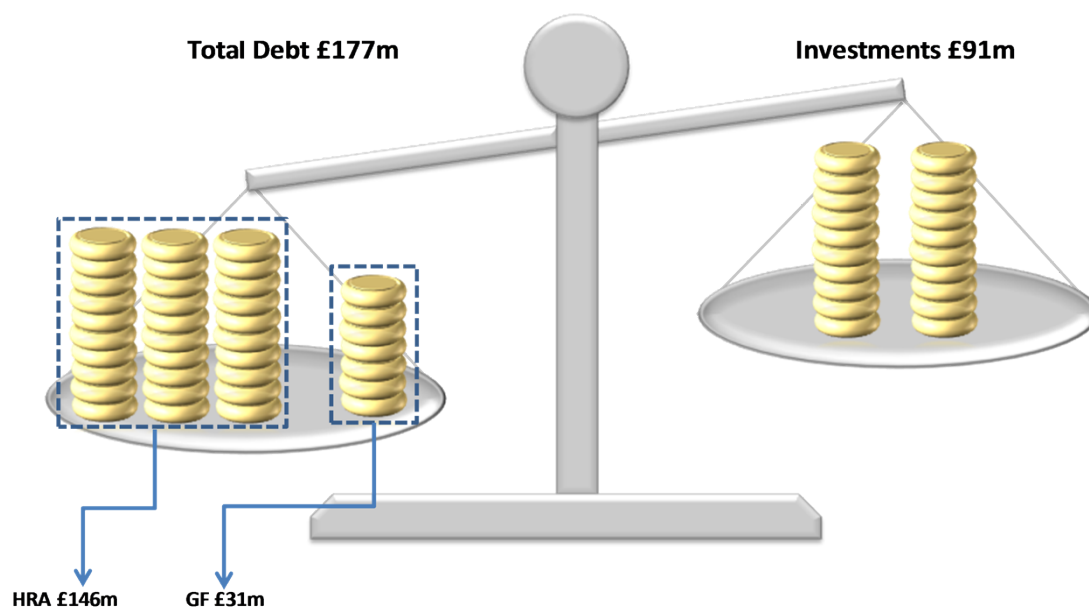


Table 1: Balance Sheet Forecast

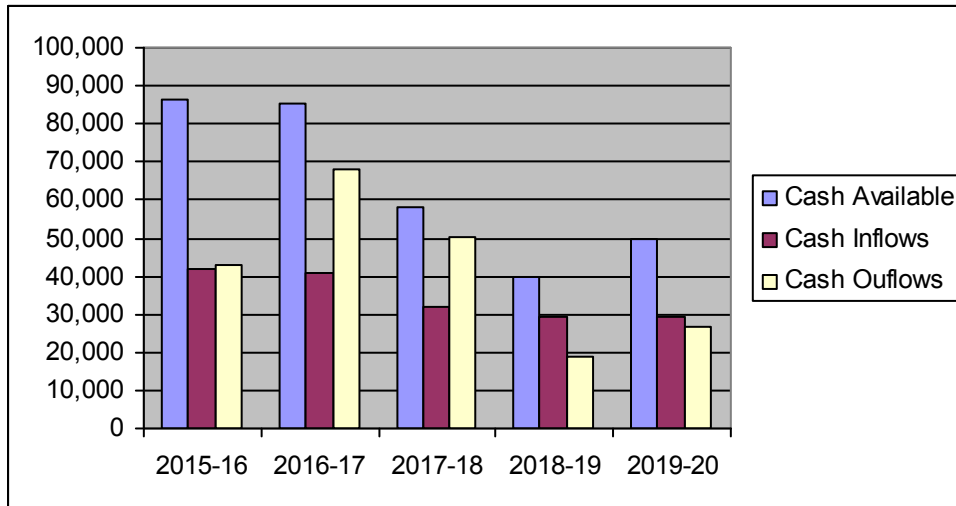
Slough Borough Council						
Balance Sheet Summary and Projections in £millions						
	31st March	2015	2016	2017	2018	2019
General Fund Capital Financing Requirement		136.9	142.90	159.00	174.60	177.20
HRA Capital Financing Requirement		158.1	158.1	158.1	158.1	158.1
Total Capital Financing Requirement		295.0	301.0	317.10	332.70	335.30
Less: Other long-term liabilities *		(49.60)	(46.4)	(44.3)	(42.5)	(40.4)
Loans Capital Financing Requirement		245.40	254.60	272.80	290.20	294.90
Less: External borrowing **		(182.3)	(177.3)	(173.30)	(189.4)	(205.0)
Internal (over) borrowing		63.10	77.3	99.50	100.80	89.90
Less: Usable reserves		(120.1)	(116.1)	(114.0)	(113.0)	(113.0)
Net Borrowing Requirement/(Investments)		(57.00)	(38.80)	(14.50)	(12.20)	(23.10)

* finance leases and PFI liabilities that form part of the Authority's debt

** shows only loans to which the Authority is committed and excludes optional refinancing

Table 1a: Cash Flow Forecast

	2015-16	2016-17	2017-18	2018-19	2019-20
Cash Available	86,342	85,254	58,199	39,780	49,889
Cash Inflows	41,937	40,847	32,046	29,102	29,158
Cash Outflows	43,025	67,903	50,465	18,993	26,703



The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves are the underlying resources available for investment. CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2016/17.

5 **Borrowing Strategy**

The Authority currently holds £177.3 million of loans, an decrease of £5m million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Authority does not expect to need to borrow] in 2016/17.

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

Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for

incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2016/17 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Sources: The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB)
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds
- capital market bond investors
- Local Capital Finance Company and other special purpose companies created to enable local authority bond issues

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

The Authority has previously raised the majority of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, that may be available at more favourable rates.

LGA Bond Agency: Local Capital Finance Company was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for three reasons: borrowing authorities may be required to provide bond investors with a joint and several guarantee over the very small risk that other local authority borrowers default on their loans; there will be a lead time of several months between committing to borrow and knowing the interest rate payable; and up to 5% of the loan proceeds will be withheld from the Authority and used to bolster the Agency's capital strength instead. Any decision to borrow from the Agency will therefore be the subject of a separate report to Cabinet and the Capital Strategy Board.

LOBOs: The Authority holds £13m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. £4m of these LOBOS have options during 2016/17, and although the Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so. Total borrowing via LOBO loans will be limited to the current £13m.

Short-term and Variable Rate loans: These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

Debt Rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Table 2: Current Borrowing Position

PWLB or Market	Type	Loan	Start Date	Maturity	Principal	Type
PWLB	Fixed	497998	30/09/2010	30/03/2017	4,000,000	Pooled
PWLB	Fixed	497752	27/08/2010	24/08/2017	3,000,000	Pooled
PWLB	Fixed	497999	30/09/2010	29/09/2021	4,000,000	Pooled
PWLB	Fixed	498000	30/09/2010	29/09/2024	4,000,000	Pooled
PWLB	Fixed	498001	30/09/2010	30/09/2027	4,000,000	Pooled
PWLB	Fixed	487800	28/05/2003	25/03/2028	1,000,000	Pooled
PWLB	Fixed	500578	28/03/2012	28/03/2028	20,000,000	HRA Self Financing
PWLB	Fixed	488859	08/07/2004	25/09/2029	500,000	Pooled
PWLB	Fixed	481989	14/01/1999	25/03/2030	31,126	Pooled
PWLB	Fixed	489227	28/10/2004	15/10/2031	5,000,000	Pooled
PWLB	Fixed	500582	28/03/2012	28/03/2032	20,000,000	HRA Self Financing
PWLB	Fixed	490923	22/12/2005	01/05/2036	3,000,000	Pooled
PWLB	Fixed	490924	22/12/2005	01/08/2036	5,000,000	Pooled
PWLB	Fixed	500579	28/03/2012	28/03/2037	20,000,000	HRA Self Financing
PWLB	Fixed	494837	01/10/2008	01/08/2038	5,000,000	Pooled
PWLB	Fixed	500584	28/03/2012	28/03/2039	20,000,000	HRA Self Financing
PWLB	Fixed	500581	28/03/2012	28/03/2041	15,841,000	HRA Self Financing
PWLB	Fixed	500580	28/03/2012	28/03/2042	20,000,000	HRA Self Financing
PWLB	Variable	500583	31/03/2012	28/03/2022	10,000,000	HRA Self Financing
Market	LOBO	64	12/07/2004	12/07/2054	4,000,000	Pooled
Market	LOBO	65	07/04/2006	07/04/2066	5,000,000	Pooled
Market	LOBO	66	28/04/2006	28/04/2066	4,000,000	Pooled
					177,372,126	

6 Housing Revenue Account Self-Financing

Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with Determinations issued by the Department for Communities and Local Government.

The Determinations do not set out a methodology for calculating the interest rate to use in each instance. The Council is therefore required to adopt a policy that will set out how interest charges attributable to the HRA will be determined. The CIPFA

Code recommends that authorities present this policy in their TMSS. 3 On 1st April 2012, the Council notionally split each of its existing long-term loans into General

Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. As part of the reform of the HRA Housing Revenue Account Subsidy system at the end of 2011/12, the HRA needed to make a payment of £135.841m to the Government. £125.841m of this was financed by PWLB loans listed above. £10m was in respect of an internal loan from the General Fund. The General Fund currently charges 3.27% interest on this amount or £327,000 per annum.

7 **Investment Strategy**

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's investment balance has ranged between £81 and £107 million, and similar levels are expected to be maintained in the forthcoming year.

Objectives: Both the CIPFA Code and the CLG Guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk receiving unsuitably low investment income.

Strategy: Given the increasing risk and continued low returns from short-term unsecured bank investments, the Authority aims to further diversify into more secure and/or higher yielding asset classes during 2016/17 where opportunities arise. This is especially the case for the estimated £40m that is available for longer-term investment. The authority has reduced the amount it invests in short-term unsecured bank deposits, certificates of deposit and money market funds to around 45% of its total investments. Most of these investments are for the management of the authority's short term cash flow, and are invested in either instant access call accounts or notice accounts where the exposure is for a maximum of 95days.

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

Table 3: Approved Investment Counterparties and Limits

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£15m 5 years	£15m 20 years	£15m 50 years	£5m 20 years	£5m 20 years
AA+	£15m 5 years	£15m 10 years	£15m 25 years	£5m 10 years	£5m 10 years
AA	£15m 4 years	£15m 5 years	£15m 15 years	£5m 5 years	£5m 10 years
AA-	£15m 3 years	£15m 4 years	£15m 10 years	£5m 4 years	£5m 10 years

A+	£15m 2 years	£15m 3 years	£15m 5 years	£5m 3 years	£5m 5 years
A	£15m 13 months	£15m 2 years	£15m 5 years	£5m 2 years	£5m 5 years
A-	£15m 6 months	£15m 13 months	£15m 5 years	£5m 13 months	£5m 5 years
BBB+	£5m 100 days	£5m 6 months	£15m 2 years	£2.5m 6 months	£2.5m 2 years
BBB or BBB-	£5m next day only	£15m 100 days	n/a	n/a	n/a
None	£3m 12 months	n/a	£5m 25 years	n/a	£5m 5 years
Pooled funds	£10m per fund				

This table must be read in conjunction with the notes below

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

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

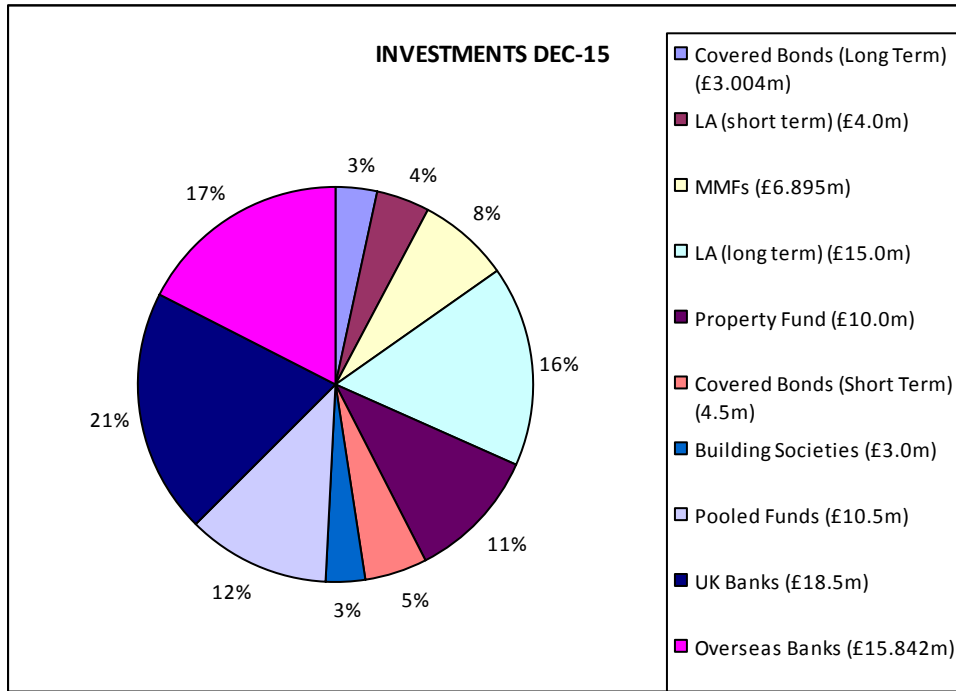
** But no longer than 5 years in fixed-term deposits and other illiquid instruments

There is no intention to restrict investments to bank deposits, and investments may be made with any public or private sector organisations that meet the above credit rating criteria. This reflects a lower likelihood that the UK and other governments will support failing banks as the bail-in provisions in the *Banking Reform Act 2014* and the EU *Bank Recovery and Resolution Directive* are implemented.

In addition, the Authority may invest with organisations and pooled funds without credit ratings, following an external credit assessment and advice from the Authority's treasury management adviser.

The current level of investments and the type of institution invested in is summarised below:

Table 4: Current Investments



£17.737m of the above is in instant access accounts (i.e. Call Accounts and Money Market Funds) and £8.5m in 95 day notice accounts.

8 Investment Opportunities

Credit Rating: Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used.

Banks Unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

Banks Secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Registered Providers: Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed.

Pooled Funds: Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Money Market Funds that offer same-day liquidity and aim for a constant net asset value will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Slough Urban Regeneration: The Authority has entered into a partnership with Morgan Sindall, a Private Sector developer, for the regeneration of Slough. Under this partnership, Authority's land assets are transferred into the SUR vehicle. The Authority then receives a loan note from the SUR for the value of the land transferred. This loan note is then repaid by the SUR over time and the Authority will receive interest on the loan note of 6%.

9 **Risk Management**

Risk Assessment and Credit Ratings: Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks,

which indicate a long-term direction of travel rather than an imminent change of rating.

Other Information on the Security of Investments: The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

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

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

The Authority defines "high credit quality" organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of A- or higher.

Non-specified Investments: Any investment not meeting the definition of a specified investment is classed as non-specified. The Authority does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in table 3 below.

Table 3: Non-Specified Investment Limits

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

10 **Investment Limits**

The Authority's revenue reserves available to cover investment losses are forecast to be £84 million on 31st March 2016. In order that no more than 20% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £15 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below:

Table 4: Investment Limits

	Cash limit
Any single organisation, except the UK Central Government	£15m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£15m per group
Any group of pooled funds under the same management	£25m per manager
Negotiable instruments held in a broker's nominee account	£25m per broker
Foreign countries	£10m per country
Registered Providers	£5m in total
Unsecured investments with Building Societies	£10m in total
Loans to unrated corporates	£5m in total
Money Market Funds	£50m in total
Slough Urban Renewal Loan Notes	£5m above land value

11 **Prudential Indicators**

The Local Government Act 2003 required the Council to have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

A key indicator of prudence is to ensure that over the medium term net borrowing will only be for a capital purpose and that net external borrowing does not except in the short term, exceed the total capital financing requirement in the preceding year plus

the estimates of any additional capital financing requirements for the current and the next two financial years.

Estimates of Capital Expenditure: The Authority's planned capital expenditure and financing may be summarised as follows.

Table 5: Capital Programme

Capital Expenditure and Financing	2015/16 Revised £m	2016/17 estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
General Fund	49,780	76,962	39,007	15,669
HRA	19,837	15,092	14,144	14,244
Total Expenditure	69,617	92,054	53,151	29,913
Capital Receipts	-1,400	-2,130	-2,430	-1,500
Grants & Contributions	-23,669	-45,592	-20,634	-11,049
Revenue	-9,637	-7,392	-6,144	-6,244
Reserves	-9,000	-6,500	-6,500	-6,500
Borrowing (incl. internal)	-25,911	-30,440	-17,443	-4,620
Total Financing	-69,617	-92,054	-53,151	-29,913

Estimates of Capital Financing Requirement: The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.16 Revised £m	31.03.16 Estimate £m	31.03.17 Estimate £m	31.03.18 Estimate £m
General Fund	144	149.3	154.1	156.1
HRA	158.1	158.1	158.1	158.1
Total CFR	302.1	307.4	312.2	314.2

The CFR is forecast to rise by £15m over the next two years as capital expenditure financed by internal borrowing outweighs resources put aside for debt repayment before reducing in subsequent years where budgeted capital expenditure reduces.

Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

	31.03.16 Estimate £m	31.03.17 Estimate £m	31.03.18 Estimate £m	31.03.19 Estimate £m
Debt				
Borrowing	177.372	173.372	170.372	170.372
Finance leases	9.853	8.533	7.443	6.496
PFI liabilities	36.545	35.816	35.087	33.905
Total Debt	223.770	217.721	212.902	210.773

Total debt is expected to remain below the CFR during the forecast period.

Operational Boundary for External Debt: The operational boundary is based on the Authority's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Authority's debt.

	2015/16 Revised £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Operational Boundary				
Borrowing	258.602	260.651	282.470	284.599
Other long-term liabilities	46.398	44.349	42.530	40.401
Total Debt	305.000	305.000	325.000	325.000

Authorised Limit for External Debt: The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

	2015/16 Revised £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Authorised Limit				
Borrowing	268.602	270.651	292.47	295.599
Other long-term liabilities	46.398	44.349	42.53	40.401
Total Debt	315.000	315.000	335.000	336.000

Ratio of Financing Costs to Net Revenue Stream: This is an indicator of affordability and highlights the revenue implications of existing and proposed capital

expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2015/16 Revised %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %
General Fund	7.75	7.19	7.25	7.93
HRA	12.53	12.56	12.35	12.31

Incremental Impact of Capital Investment Decisions: This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and housing rent levels. The incremental impact is the difference between the total revenue budget requirement of the current approved capital programme and the revenue budget requirement arising from the capital programme

Incremental Impact of Capital Investment Decisions	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £
General Fund - increase in annual band D Council Tax	11.79	6.69	1.41
HRA - increase in average weekly rents	11.27	11.27	11.27

12 MRP Statement 2016/17

CLG's Guidance on Minimum Revenue Provision (issued in 2010) places a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.

The four MRP options available are:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

MRP in 2015/16: Options 1 and 2 may be used only for supported (i.e. financing costs deemed to be supported through Revenue Support Grant from Central Government) Non-HRA capital expenditure funded from borrowing. Methods of making prudent provision for unsupported Non-HRA capital expenditure include Options 3 and 4 (which may also be used for supported Non-HRA capital expenditure if the Authority chooses). There is no requirement to charge MRP in respect of HRA capital expenditure funded from borrowing.

The MRP Statement will be submitted to Council before the start of the 2016/17 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Authority at that time.

The Authority will apply Option 1/Option 2 in respect of supported capital expenditure funded from borrowing and Option 3/Option 4 in respect of unsupported capital expenditure funded from borrowing and Private Finance Initiative schemes. MRP in respect of leases brought on Balance Sheet under the International Financial Reporting Standards (IFRS) based Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

13 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following four new prudential indicators.

- Upper limits on variable rate exposure. This indicator identifies a maximum limit for variable interest rates based upon the debt provision net of investments.
- Upper limits on fixed rate exposure. Similar to the previous indicators, this covers a maximum limit on fixed interest rates
- Total principal funds invested for a period longer than 364 days. These limits are set to reduce the need for early sale of an investment and are based on the availability of investments after each year-end
- Maturity Structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing

Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of principal borrowed will be:

LIMITS ON INTEREST RATE EXPOSURE			
	2015/16	2016/17	2017/18
Limit on Principal invested beyond year end	£45m	£45m	£45m
Upper limit on fixed interest rate exposure	£100m	£100m	£100m
Upper limit on variable interest rate exposure	£50m	£50m	£50m

Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Mature Structure of Borrowing:

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

MATURITY STRUCTURE OF BORROWING			
	Existing Level	Lower	Upper
Under 12 months	8.0	0%	50%
12 months and within 24 months	3.0	0%	50%
24 months and within 5 years	4.0	0%	50%
5 years and within 10 years	8.0	0%	75%
10 years and within 15 years	30.0	25%	95%
15 years and within 20 years	25.5	25%	95%
20 years and within 25 years	53.0	25%	95%
Over 25 years	45.8	25%	95%

14 Other Items

There are a number of additional items that the Authority is obliged by CIPFA or CLG to include in its Treasury Management Strategy.

Policy on Use of Financial Derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Policy on Apportioning Interest to the HRA: On 1st April 2012, the Authority notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Authority's average interest rate on investments, adjusted for credit risk.

Investment Training: The needs of the Authority's treasury management staff for training in investment management are assessed every three months as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.

Staffs regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. Relevant staffs are also encouraged to study professional qualifications from CIPFA and other appropriate organisations.

Investment Advisers: The Authority has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues.

Investment of Money Borrowed in Advance of Need: The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the

Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Authority's overall management of its treasury risks.

15 Future Options

The CLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Financial Officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Reduced risk of losses from credit related defaults
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income. Impact of premiums.	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain.
Invest with Local Authorities for periods in excess of 12 months	Higher rates achieved initially.	Risk that interest rates will rise (interest rate risk)
Invest in Building Societies not currently on the Council's Counterparty Risk	Potential higher returns	Risk of Credit Related Defaults as most Building Societies are unrated.
Invest in Government Treasury Bills	Very Low returns	No risk of credit default.
Invest in Registered Providers/Housing Associations.	5 year loan floating at 200bps over 6-month LIBOR (currently 0.59%) with a credit rated RP (A2 with Moody's) —5 year fixed rate loan at c3.35% with an unrated RP (Unrated RPs will pledge a pool of housing assets as security for loans borrow). Downside 6 weeks set up time.	Strong regulatory framework and oversight; Conservative financial management; High likelihood of government support
Invest in pooled Property Funds	Potentially higher returns though will require more monitoring and returns could fluctuate greatly.	Risks of investing in a property fund – very similar to the risks of direct purchases —Void periods will result in lower returns —Falling property values

		<p>can result in capital losses</p> <p>—Entry and exit costs – either as subscription/redemption fees or a bid-offer spread</p> <p>—Low liquidity compared to other types of pooled funds – 6 months’ notice is common</p> <p>Our TMA therefore recommend a minimum investment horizon of at least 5 years</p>
Pooled Funds-Liquidity Plus	Next step up from Money Market Funds. Almost as liquid as MMFs but with potentially higher returns.	As secure as MMFs we currently use but with greater fluctuations in yield.
Other Pooled Funds- e.g. Corporate Bonds, Equities.	<p>Pooled funds provide opportunities for income as well as capital appreciation.</p> <p>Accounting rules typically mean that capital gains and losses are not taken to revenue until units are sold</p>	Due to the potential volatility, the Council should be prepared for the possibility of capital value to fall before it rises
Upfront Payment of Employer Contributions to the Pension Fund	The council will save over 3% in employer contributions if it makes an upfront payment of approx £10m to the Pension Fund.	No risk other than the estimate must be robust and cannot under estimate the amount of contributions payable in the year.
Loan Notes issued through SUR.		

16 **Ethical Investment Policy**

The preservation of capital is the Council’s principal and overriding priority. The banks and building societies on the Council’s lending list are selected only if the institutions and the sovereign meet minimum credit criteria. In accordance with its social and corporate governance responsibilities, the Council seeks to support institutions which additionally have an ethical and responsible approach to environmental and social issues including employment and global trade

The Council could seek to invest in specific ethical funds, though there would be a charge to undertake the risk analysis of doing so from the Council’s Treasury Management advisors

Appendix A – Arlingclose Economic & Interest Rate Forecast November 2015

Underlying assumptions:

- UK economic growth softened in Q3 2015 but remained reasonably robust; the first estimate for the quarter was 0.5% and year-on-year growth fell slightly to 2.3%. Negative construction output growth offset fairly strong services output, however survey estimates suggest upwards revisions to construction may be in the pipeline.
- Household spending has been the main driver of GDP growth through 2014 and 2015 and remains key to growth. Consumption will continue to be supported by real wage and disposable income growth.
- Annual average earnings growth was 3.0% (including bonuses) in the three months to August. Given low inflation, real earnings and income growth continue to run at relatively strong levels and could feed directly into unit labour costs and households' disposable income. Improving productivity growth should support pay growth in the medium term. The development of wage growth is one of the factors being closely monitored by the MPC.
- Business investment indicators continue to signal strong growth. However the outlook for business investment may be tempered by the looming EU referendum, increasing uncertainties surrounding global growth and recent financial market shocks.
- Inflation is currently very low and, with a further fall in commodity prices, will likely remain so over the next 12 months. The CPI rate is likely to rise towards the end of 2016.
- China's growth has slowed and its economy is performing below expectations, which in turn will dampen activity in countries with which it has close economic ties; its slowdown and emerging market weakness will reduce demand for commodities. Other possible currency interventions following China's recent devaluation will keep sterling strong against many global currencies and depress imported inflation.
- Strong US labour market data and other economic indicators suggest recent global turbulence has not knocked the American recovery off course. Although the timing of the first rise in official interest rates remains uncertain, a rate rise by the Federal Reserve seems significantly more likely in December given recent data and rhetoric by committee members.
- Longer term rates will be tempered by international uncertainties and weaker global inflation pressure.

Forecast:

- Arlingclose forecasts the first rise in UK Bank Rate in Q3 2016. Further weakness in inflation, and the MPC's expectations for its path, suggest policy tightening will be pushed back into the second half of the year. Risks remain weighted to the downside. Arlingclose projects a slow rise in Bank Rate, the appropriate level of which will be lower than the previous norm and will be between 2 and 3%.
- The projection is for a shallow upward path for medium term gilt yields, with continuing concerns about the Eurozone, emerging markets and other geo-political events, weighing on risk appetite, while inflation expectations remain subdued.
- The uncertainties surrounding the timing of UK and US monetary policy tightening, and global growth weakness, are likely to prompt short term volatility in gilt yields.

	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18
Official Bank Rate													
Upside risk		0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.50	0.50	0.50	0.75	0.75	1.00	1.00	1.25	1.25	1.50	1.50	1.75	1.75
Downside risk				-0.25	-0.25	-0.50	-0.50	-0.75	-0.75	-1.00	-1.00	-1.25	-1.25
3-month LIBID rate													
Upside risk	0.20	0.30	0.30	0.30	0.35	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.55	0.60	0.70	0.80	0.95	1.05	1.15	1.30	1.40	1.55	1.65	1.80	1.85
Downside risk		-0.20	-0.30	-0.45	-0.55	-0.65	-0.80	-0.90	-1.05	-1.10	-1.20	-1.20	-1.20
1-yr LIBID rate													
Upside risk	0.25	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.45
Arlingclose Central Case	1.10	1.20	1.35	1.45	1.55	1.70	1.80	1.95	2.00	2.10	2.15	2.15	2.15
Downside risk	-0.15	-0.25	-0.35	-0.50	-0.60	-0.70	-0.85	-0.95	-1.10	-1.15	-1.25	-1.25	-1.25
5-yr gilt yield													
Upside risk	0.40	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60
Arlingclose Central Case	1.50	1.55	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.25	2.30	2.35	2.35
Downside risk	-0.35	-0.45	-0.55	-0.60	-0.70	-0.80	-0.90	-1.00	-1.10	-1.15	-1.20	-1.25	-1.25
10-yr gilt yield													
Upside risk	0.40	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60
Arlingclose Central Case	2.00	2.05	2.10	2.20	2.30	2.40	2.50	2.60	2.65	2.70	2.75	2.80	2.80
Downside risk	-0.35	-0.45	-0.55	-0.60	-0.70	-0.80	-0.90	-1.00	-1.10	-1.15	-1.20	-1.25	-1.25
20-yr gilt yield													
Upside risk	0.40	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60
Arlingclose Central Case	2.45	2.50	2.55	2.55	2.60	2.65	2.70	2.75	2.80	2.85	2.90	2.95	2.95
Downside risk	-0.30	-0.40	-0.50	-0.55	-0.65	-0.75	-0.85	-0.95	-1.05	-1.10	-1.15	-1.20	-1.20
50-yr gilt yield													
Upside risk	0.40	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60
Arlingclose Central Case	2.45	2.50	2.55	2.60	2.65	2.70	2.75	2.80	2.85	2.90	2.95	3.00	3.00
Downside risk	-0.25	-0.35	-0.45	-0.50	-0.60	-0.70	-0.80	-0.90	-1.00	-1.05	-1.10	-1.15	-1.15

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 8th February 2016

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

WARD(S): All

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

PART I
KEY DECISION**CAPITAL STRATEGY: 2016-22****1 Purpose of Report**

To request approval for capital strategy 2016-22 and approval for the capital programme for 2016-17 to be implemented subject to the approval sufficient business cases

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the capital strategy of **£235m** and the Minimum Revenue Provision is approved and Recommended to full Council.
- (b) That Cabinet notes the notional costs of borrowing for the capital programme to the revenue budget will be an increase of up to **£2.5m** per annum commencing during the period of the capital strategy to fund borrowing and / or the reduction of investments of £40m.
- (c) That Cabinet approves the principles underpinning the capital programme in paragraph 5.1.2 and Minimum Revenue Provision principles
- (d) That Cabinet approves the appendices A to C detailing the capital programmes (subject to these having approved Final Business Cases by the Capital Strategy Board)

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

This paper assists in the achievement of all of the Strategy's priorities.

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

3c The Five Year Plan

The introduction of the Five Year Plan in 2015 replaced the previous Corporate Plan. In so doing it was accepted that as a result of the funding challenges the council faces we needed a new approach to forward planning over the medium term.

The Five Year Plan sets a vision for the borough against which the council will prioritise its resources. It is therefore an important element of our strategic narrative in explaining our ambitions for Slough. The Plan is structured around three themes and eight outcomes:

Changing, retaining and growing

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities

Enabling and preventing

- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances

Using resources wisely

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

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

4 Other Implications

(a) Financial: As detailed within the report.

(b) Risk Management

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

Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery – capital programme delivered under the 80% mark	Monthly review at Capital Strategy Board and quarterly by O&S / Cabinet	Ability to increase the deliver of capital schemes
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

No specific legal implications arising from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, if required, for projects contained within the Capital Strategy.

5 Supporting Information

5.1 Purpose

5.1.1 The capital strategy is one of four key strategic financial documents that the Council utilises in order to deliver its corporate objectives. The Council has a wide ranging number of capital commitments and purposes. The capital strategy, as with all other corporate documents, needs to underpin the delivery of the 5 year plan for the Council through to 2022.

5.1.2 The capital strategy is guided by a variety of core principles:

- That the capital strategy is affordable within the overall financial envelope for the Council
- That the capital strategy supports the outcomes expressed in the five year plan
- Any additional capital funding in excess of the current borrowing requirement should have a neutral impact on the revenue budget over the life of the strategy excluding delivering statutory capital schemes e.g. ICT compliance
- That the Council maximises its assets to generate revenue savings or capital receipts in line with the asset management strategy and the objectives of the corporate plan
- That the Council maintains education and transport funding within Government grants
- To deliver value for money through ‘Invest to Save projects’ to generate on-going revenue savings and to ensure that whole life costs are captured
- That where borrowing is required, it is undertaken in line with CIPFA’s prudential code
- To take into account the asset management strategy, including highways & transport plans
- That there is a ten year payback on general fund secured capital schemes

5.2 Current Medium Term Financial Position

- 5.2.1 As detailed in the Council's Medium Term Financial Strategy (MTFS) the Council is facing a significant reduction in its anticipated financial resources. By 2019-20 the Council's anticipated net budget will be reduced by 14% from the 2013-14 equivalent size and during this period the Council will face a number of demand and policy led pressures. Further detail can be found within the MTFS document for separate approval in February.
- 5.2.2 For there to be any net growth in the council financed element of the capital strategy, the Council will need to increase the amount of revenue monies set aside to pay back potential future borrowing, or assume greater investment returns to mitigate the use of internal balances. As detailed within the Treasury Management Strategy, the Council will only borrow as a last resort once it has exhausted all other sources of funding; however, revenue monies need to be set aside to fund any additional borrowing costs otherwise the Council will not have sufficient resources to repay its borrowings if that occurs.
- 5.2.3 For the purpose of the 2016-17 financial year, the Council is assuming that internal balances will remain strong and that these will be utilised with additional treasury management returns picking up the cost of decrease investment balances.
- 5.2.4 The summarised capital programme has been provided below in table 1.1. This table highlights the key expenditure areas and the financing requirement for the capital programme over the period of the strategy. As noted in the introductory section of this paper, the Council's capital strategy is now over a five year period, and it is over this period that the Council needs to consider if additional borrowing will need to be undertaken. For example, if the first year showed a net cost of £10m but the subsequent four years showed £2.5m p.a. of net capital receipts, then the Council could take the decision not to borrow the £10m over the longer term, and finance the capital programme through short term borrowing initially that would be reduced by the net receipts coming into the capital programme.

Table 1.1 Summarised Capital Programme

Capital Expenditure and Financing	2015/16 Revised £m	2016/17 estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
General Fund	49,780	69,697	45,607	15,869	13,259	12,389	4,379
HRA	19,837	16,037	14,659	14,244	12,882	8,812	8,822
Total Expenditure	69,617	85,734	60,266	30,113	26,141	21,201	13,201
HRA Capital Receipts	-1,200	-1,200	-1,500	-1,500	-1,200	-1,500	-1,500
GF Receipts	-5,000	-6,554	-7,709	-2,000			
Grants & Contributions	-23,669	-46,442	-20,184	-11,049	-11,439	-11,189	-3,179
Revenue	-9,637	-8,337	-6,659	-6,244	-5,182	-812	-822
Reserves	-9,000	-6,500	-6,500	-6,500	-6,500	-6,500	-6,500
Borrowing (incl. internal)	-21,111	-16,146	-17,714	-2,820	-1,820	-1,200	-1,200
Total Financing	-69,617	-85,179	-60,266	-30,113	-26,141	-21,201	-13,201

- 5.2.5 The total revenue financing required over the life of the capital strategy to fund a borrowing requirement of **£40m** is **£2.5m**, with the largest peak in the 2016-18 financial years. This is where there is a strong alignment between the treasury management strategy and the capital strategy. On the latest estimates on the Treasury Management strategy and the actual cash available to fund the capital programme, once reserves, and grants received, but not applied, have been taken into account, the Council has some short term cash funding available for the first year of the capital strategy, so will not be required to borrow in the short term to fund capital expenditure. However, it is absolutely vital that the Council begins to set aside revenue funding to finance long term capital commitments during the life of the capital strategy, and this is linked to the Minimum Revenue Provision detailed further below in this report.
- 5.2.6 The minimum required to be set aside for **£40m** of capital borrowing per annum (given the main assets being build this would be over an assumed 20 year lifecycle) would equate to an increase in revenue cost of borrowing of **£2.5m**¹ from 2016-17 if the Council went out to borrow from the PWLB. As noted above, at present, the Council will utilise any internal balances first before undertaking any new borrowings. There is clearly a cost of doing this, but this is far lower than borrowing and with average returns at 1.5% at least. With the capital programme for 2016-17 requiring **£16m** of internal borrowing, the cost to the Council of this in lost investment income would be **£240k**. It is expected that this pressure will be funded through improved Treasury Management returns through the 2016-17 Treasury Management Strategy.

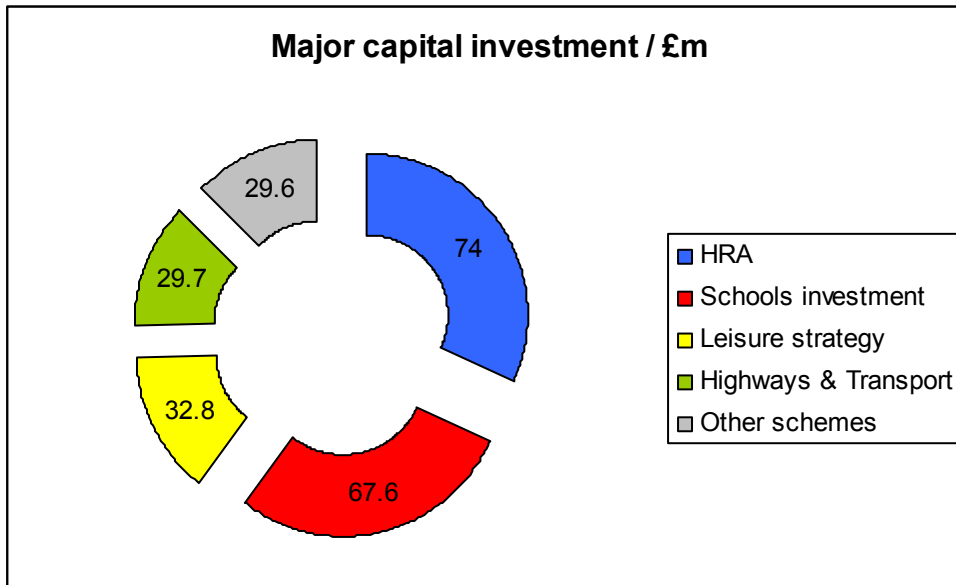
5.3 Key elements

- 5.3.1 As can be seen from the above, of the capital programme funded via general sources, broadly a third relates to expenditure through the Housing Revenue Account and two thirds on other general fund activity.
- 5.3.2 There are some new items in the capital programme for the future financial years, these include:
- The Strategic Asset Purchase Scheme (approved by Full Council 2015)
 - The Community Sports Facility
 - The Council investment in LED street lighting to drive out revenue savings going forward
 - Sustained investment in the Council's education provision (see appendix C for further details)
 - Approval for investment, with the Local Economic Partnership (LEP) to invest in key transport infrastructure programmes across the borough
 - Improvements to the Council's housing stock and infrastructure in the medium term
 - Continued investment in the cemetery and crematorium, with additional costs for new works to extend the capacity and complete additional asset maintenance works
 - Highlighting the potential required spend for new leisure facilities
 - Sustained maintenance of the Council's highways infrastructure assets
 - The Council's commitment to the Local Authority Property Purchase scheme to assist residents who are struggling to find a large enough deposit in purchasing a property in the borough

¹ Assuming borrowing from the Public Works Loans Board at the rate as at December 2014

- Use of capital receipts to fund transformation activity @ £2.5m – see appendix K of the 2016/17 revenue budget report.

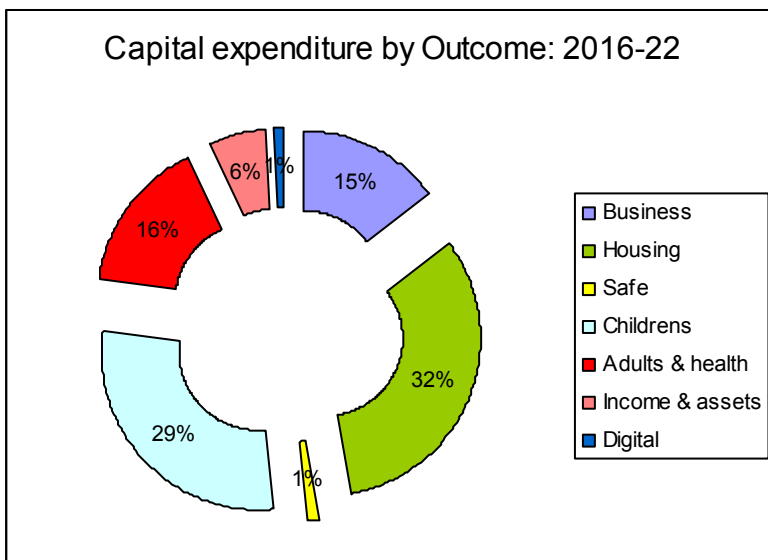
Chart 2.1: Key items included in the Capital Strategy



5.4 Delivery the Council's priorities

5.4.1 Below is a chart detailing how much the Council is planning to spend on its corporate priorities for the year ahead – these are the eight outcomes set out in the Five Year Plan:

Chart 2.2: Capital spend against outcomes

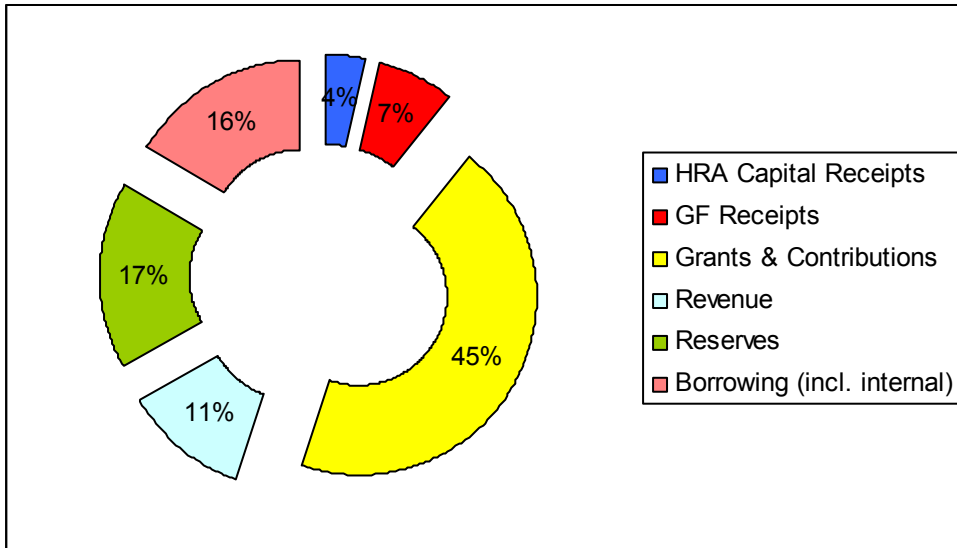


The above chart shows where the Council is due to spend capital sums over the life of the strategy in accordance with the latest draft outcome Plan for future years

5.5 Financing the capital programme & prudential code

5.5.1 The Council has a variety of sources of funding for the capital strategy and these are summarised below:

Graph 1.1: Capital financing / £m: 2016-22



5.5.2 The majority of the Council's capital financing comes via grant funding and through capital receipts (be that general fund or HRA). The Council is actively reviewing its assets, and more detail of this is included within the Asset Strategy. This review is looking at assets that the Council holds across the borough and is seeking to maximise returns from these, be this by maximise revenue streams from the asset or through disposal.

5.5.3 The main sources of income are:

- Capital Receipts (general fund)

The prime areas of capital receipts comes from monies received via the Council involvement within the Slough Regeneration Partnership (SRP). This is income derived from the various sites included within the initial sites included, and firstly the ledgers road site and Wexham nursery site. The Council is also anticipated receiving capital receipts from other sites and these are detailed further in the Asset Strategy.

- Grant Funding

The Council receives a variety of capital funding streams, with the main areas of grant funding coming from the various Government departments. The Council strategy is based on the assumptions that all education related expenditure and transport expenditure is funded entirely within grant funds received from Government. The Council will seek every opportunity to maximise its use of grant funding across the organisation as well as utilise any opportunities from HRA funding.

- S106 receipts

The Council receives some funding of its capital programme from s106 receipts; with the advent of the Community Infrastructure Levy (CIL), the s106 funding will diminish. In the absence of a formal CIL charging mechanism no assumptions have been made with regards future CIL receipts.

- Revenue Contributions

These will be minimised wherever possible; the most effective way to fund capital expenditure is through spreading the cost of the asset over the lifetime of the asset. However, in some circumstances, where the Council might receive one-off monies for example, funding a capital scheme from revenue sources might be more beneficial.

- Borrowing

Where the Council has capital commitments that exceed its funding sources from the above, the Council is required to borrow in line with the prudential code. CIPFA's prudential code governs how Council borrows funds and ensures that it does so within an affordable framework. The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision.

The broad aim of the Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

- Revenue contributions (HRA). The abolition of the HRA subsidy system and its replacement by the self-financing regime from April 2012 has enabled the HRA to retain more of its rental income. This additional income is being used to support the building of affordable homes in the capital programme as well as other elements of the capital programme. As a result, new affordable/social homes will be built within the borough to help replace those sold under the Right To Buy (RTB) regime.
- Capital Receipts (HRA). The majority of HRA capital receipts arise from the sale of council homes under the RTB regime. Under the changes to the RTB regime, the Council has signed an agreement with the Government allowing it retaining a high proportion of those capital receipts provided they are used to build 'replacement' affordable/social homes.

- Major Repairs Reserve (HRA). This reserve is a revenue funded reserve used to maintain the Council's housing stock at a 'Decent Homes' standard and is a major contributor to funding the HRA capital programme.

5.6 Minimum Revenue Provision Statement

- 5.6.1 The Council must set aside revenue monies to repay future debt via the Minimum Revenue Provision (MRP). The MRP is vital to ensure that the Council has a sustainable and financed capital programme going forward. If the Council does not set aside suitable revenue monies to finance capital expenditure then when the time comes to borrow funds, the Council will experience a sudden budgetary pressure. The MRP therefore ensure that future debt is financed.
- 5.6.2 CLG's Guidance on Minimum Revenue Provision (issued in 2010) places a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003. The four MRP options available are:
- Option 1: Regulatory Method
 - Option 2: CFR Method
 - Option 3: Asset Life Method
 - Option 4: Depreciation Method
- 5.6.3 MRP in 2016/17: Options 1 and 2 may be used only for supported (i.e. financing costs deemed to be supported through Revenue Support Grant from Central Government) Non-HRA capital expenditure funded from borrowing. Methods of making prudent provision for unsupported Non-HRA capital expenditure include Options 3 and 4 (which may also be used for supported Non-HRA capital expenditure if the Authority chooses). There is no requirement to charge MRP in respect of HRA capital expenditure funded from borrowing.
- 5.6.4. The MRP Statement will be submitted to Council before the start of the 2016/17 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Authority at that time.
- 5.6.5. The Authority will apply Option 1/Option 2 in respect of supported capital expenditure funded from borrowing and Option 3/Option 4 in respect of unsupported capital expenditure funded from borrowing and Private Finance Initiative Schemes.
- 5.6.6. The prudential framework allows for two types of borrowing – supported and unsupported. When the government determines its revenue grant allocation, it makes assumptions about the anticipated level of capital expenditure and includes the funding in its allocation. This is known as supported borrowing. Unsupported borrowing is that which can be undertaken in addition to the supported element under the prudential framework.
- 5.6.7. In the October 2010 spending review the government announced that from 2011/12 it would no longer be providing for new supported borrowing through the settlement. It indicated this funding would come via capital grant in order to make the process more transparent. Therefore any borrowing assumptions in the 2016-2022 Capital programme will be on the basis of unsupported borrowing.

5.6.8. MRP in respect of leases brought on Balance Sheet under the International Financial Reporting Standards (IFRS) based Accounting Code of Practice will match the annual principal repayment for the associated deferred liability

5.7 **Community Investment Fund**

5.7.1 The Community Investment fund programme for 2016/17 has an indicative budget of £500k with the majority of this fund being spent on neighbourhood enhancements through identified member need in the wards across the borough.

6 **Comments of Other Committees**

This report will be considered by the Overview & Scrutiny Committee on 4th February 2016 and any comments will be reported at the Cabinet meeting.

7 **Conclusion**

The Cabinet is requested to approve the capital strategy and recommended it to Council on 25th February 2016.

8 **Appendices Attached**

- 'A' - Summary of draft 2015-20 General Fund strategy
- 'B' - Summary of draft HRA strategy
- 'C' - Summary of draft Education capital summary

9 **Background Papers**

- '1' - Local Government Finance consultation and final settlement – 2015
- '2' - Medium Term Financial Strategy – 2015-19

APPENDIX A

	15-16	16-17	17-18	18-19	19-20	20-21	21-22	Total
Scheme Name								
Primary Expansions (Phase 2 for 2011)	6,593	8,038	2,787	500	500	500	500	12,825
Town Hall Conversion	575	5,412	1,013					6,425
Expand Littledown School	4							0
Schools Modernisation Programme	3,068	1,045	600	600				2,245
SEN Resources Expansion	200	817	250	250	250	250	250	2,067
Children's Centres Refurbishments	85	40	40	40	40			160
Schools Devolved Capital	142	130	120	110	100	90	80	630
Haymill/Haybrook College Project	27							0
Willow School Expansion	21							0
DDA/SENDA access Works	75	50	50	50	50	50	50	300
Youth/Community Centres Upgrade	50	25	25					50
2 Year Old Expansion Programme	646							0
Penn Rd & Chalvey Grove Children's Centre	88							0
Lea Nursery Heat Pump	10							0
Special School Expansion-Primary,Secondary & Post 16	400	3,100	1,500			8,000		12,600
Children's Centres IT	60							0
School Meals Provision	155							0
Secondary Expansion Programme	100	1,675	7,400	7,000	7,000			23,075
PRU Expansion	100	1,900	2,000					3,900
Arbour Park	1,322	3,300						3,300
Total Education Services	13,721	25,532	15,785	8,550	7,940	8,890	880	67,577
Customer & Community Services								
Cemetery Extension	1499							0
Slough Play Strategy	3							0
Repairs to Montem & Ice	200	100	123					223
Herschel Park	86							0
Crematorium Project	2460							0
Leisure Capital Improvements-Langley, Ten Pin, The Centre	1292							0
Registrars								0
Financial System Upgrades	1,384		250					250
Baylis Park Restoration	526							0
Upton Court Park Remediation	10							0
Civica E-Payment Upgrade	20							0
Accommodation Strategy	1,330							0
Expansion of DIP Servers	150							0
IT Disaster Recovery	821							0
Cippenham Green	500							0
Hub Development	200							0
IT Infrastructure Refresh	1,095	350	350	350	350	350	350	2,100
Replacement of SAN	148							0
Community Investment Fund	1,047	500	500	500	500	500	500	3,000
CCTV Relocation	99							0
Community Leisure Facilities	150	150	150					300
Leisure Centre Farnham Road	100	5,000	10,000	3,000				18,000
Arbour Park Community Sports Facility	1,000	4,100	3,200					7,300
New Ice	50	3,500	4,000					7,500

Total Customer & Community Services	14,170	13,700	18,573	3,850	850	850	850	38,673
Community and Wellbeing								
Social Care IT Developments	52	100	100					200
DAAT Service Re provision		500						500
Supported Living	600	300	300					600
Extra Care Housing	999	150			1,000			1,150
Care Act	280	280						280
Children's Trust - Invest to Save		850						850
Total Community and Wellbeing	1,931	2,180	400	0	1,000			3,580
Resources, Housing and Regeneration								
Disabled Facilities Grant	406	364	364	364	364	364	364	2,184
Street Lighting Improvement Phase 2	255							0
Highway & Land Drainage Improvements	84	70	70	70	70	70	70	420
Catalyst Equity Loan Scheme	27							0
Corporate Property Asset Management	491	250	250	250	250			1,000
Major Highways Programmes	703	765	765	765	765	765	765	4,590
Major Highways Programmes		930	930					1,860
Highway Reconfigure & Resurface	576	500	500	500	500	500	500	3,000
Britwell Regeneration	114							0
Chalvey Hub	170							0
Colnbrook By-pass		131						131
Garage Sites Stage 7	111							0
Demolitions	317	100	100	100	100	100	100	600
Stoke Poges Footbridge	410							0
Slough MRT	1,700	4,700						4,700
A332 Windsor Road Widening Scheme LEP/Other	1,700	4,800						4,800
A332 Windsor Road Widening Scheme LEP/Other - SBC funded								
Burnham Station LEP		2,000						2,000
Langley Station LEP			1,500					1,500
LTP Implementation Plan		400	400	400	400	400	400	2,400
Flood Defence Measures SBC/EA Partnership		100						100
Plymouth Road (dilapidation works)	197	120	120	120	120			480
Relocation of Age Concern	27							0
Purchase 81-83 High Street Langley	0	555						555
Air Quality Grant	109	100	400	400	400	200	200	1,700
Replacement of Art Feature	12							0
Local Safety Scheme Programme	143							0
Station Forecourt	20							0
Infrastructure	155							0
Housing Subsidiary								0
Bath Road Redevelopment	300	100						100
Salt Hill Car Park	88							0
Northborough Park	250							0
A355 Tuns Lane LEP Transport Scheme	1,800	4,800						4,800
A355 Tuns Lane Transport Scheme SBC								0
Redevelopment of Thomas Grey Centre	50	2,000	450					2,450
Installation of 3 Electric Vehicle Rapid Chargers	200							0
Carbon Management Programme	100	500	500	500	500	250	250	2,500
The Curve	9,443							0

LAAP Mortgage Scheme		5,000	4500					9,500
Stock Condition Survey								
Total RHR (including Heart of Slough)	19,958	28,285	10,849	3,469	3,469	2,649	2,649	51,370
Total	49,780	69,697	45,607	15,869	13,259	12,389	4,379	161,200
Key:								
Grant Funded	23,417	46,342	19,784	10,649	11,039	10,989	2,979	101,782
Borrowing	26,111	23,255	25,423	4,820	1,820	1,200	1,200	57,718
Section 106	252	100	400	400	400	200	200	1,700
Total	49,780	69,697	45,607	15,869	13,259	12,389	4,379	161,200

APPENDIX B – HRA CAPITAL PROGRAMME

<i>Scheme name</i>	16-17	17-18	18-19	19-20	20-21	21-22	Total
Housing Revenue Account							
Affordable Warmth/Central Heating							
Boiler Replacement	1,001	500	500	500	500	500	3,501
Heating / Hot Water Systems	320	317	317	317	317	317	1,904
Insulation programmes	788						788
Window Replacement		112	112		0	0	224
Front / Rear Door replacement	269	125	125	125	125	125	894
Internal Decent Homes Work							0
Kitchen Replacement	1,121	410	410	410	410	410	3,172
Bathroom replacement	554	256	256	256	256	256	1,834
Electrical Systems	263	136	136	136	136	136	944
External Decent Homes Work					0	0	0
Roof Replacement	187	628	628	628	628	628	3,328
Structural	321	802	802	803	802	802	4,332
DISH							
Decent Homes	4,824	3,286	3,286	3,175	3,175	3,175	20,922
Winvale Refurbishment							0
Garage Improvements	170	150	150	150	150	150	920
Mechanical Systems /Lifts	123	100	200	200	0	0	623
Capitalised Repairs		46	46	46	46	46	230
Security & Controlled Entry Modernisation	44						44
Darvills Lane - External Refurbs		200	200	200	200	200	1,000
Estate Improvements/Environmental Works	150	221	221	221	221	221	1,254
Replace Fascia's, Soffits, Gutters & Down Pipes	501	250	250	250			1,251
Upgrade Lighting/Communal Areas	250	71	71	71	71	71	604
Communal doors	28	78	78	78	78	78	417
Balcony / Stairs / Walkways areas	49	171	171	171	171	171	904
Paths	65	91	91	90	91	91	519
Store areas	34	250	250				534
Sheltered / supported upgrades	250						250
Planned Maintenance - Capital	1,664	1,628	1,728	1,477	1,127	1,137	8,761
Environmental Improvements (Allocated Forum)	100	100	100	100	100	100	600
Stock Condition Survey	160	160	160	160	160	160	960
Commissioning of Repairs Maintenance and Investment Contract	945	515					1,460
Tower and Ashbourne	4,094	3,720	3,720	3,720			15,254
Major Aids & Adaptations	250	250	250	250	250	250	1,500

Affordable Homes	4,000	5,000	5,000	4,000	4,000	4,000	26,000
Britwell Regeneration							
Housing Revenue Account	16,037	14,659	14,244	12,882	8,812	8,822	75,456
	2016-17	2017-18	2018-19	2019-20			Total
Capital Receipts	(1,200)	(1,500)	(1,500)	(1,200)	(1,500)	(1,500)	(8,400)
Major Repairs Reserve	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(39,000)
RCCO	(8,337)	(6,659)	(6,244)	(5,182)	(812)	(822)	(28,056)
	(16,037)	(14,659)	(14,244)	(12,882)	(8,812)	(8,822)	(75,456)

APPENDIX C – EDUCATION EXPENDITURE PROPOSALS

	2015-16	2016-17	2017-18	2018-19	2019-20	2014-2020
Primary Expansion Programme	£6,759	£6,322	£249	£0	£0	£17,114
Penn Wood (Phase 2 and bulge)	£190					£190
Claycots (Monksfield Way Phase 3)	£310					£310
Ryvers (Phases 2 and 3)	£157					£157
Lynch Hill (Phase 3)	£300					£300
Castleview (Phase 2)						£0
Priory (Phases 2 and 3)	£444					£444
Godolphin Jun	£1,457	£50				£1,507
Montem (Phase 3)	£117					£117
St Anthony's (Phases 2 and 3)	£1,126					£1,126
Cippenham Pri (Phases 2 and 3)	£450					£450
St Mary's (Single Phase)	£528	£2,200	£87			£2,815
James Elliman (Single Phase)	£640	£2,200	£100			£2,940
Langley Primary Academy - 3G Pitch	£350					£350
Foxborough bulge class	£40					£40
Town Hall conversion and expansion (Claycots)	£650	£1,872	£62			£2,584
Willow bulge class						£0

Pipeline projects	Bulge classes (provisional sum)	£500	£500				£1,000
	Expand existing school by one form of entry	£500	£2,500				£3,000

Secondary Expansion Programme	£0	£0	£1,500	£1,500	£0	£3,000
Langley Grammar Expansion by 1FE			£1,500	£1,500		£3,000

Pipeline projects	Expand existing school by 2 forms of entry	£500	£4,000	£1,500			£6,000
	Expand existing school by 2.5 forms of entry			£1,500	£5,500	£500	£7,500
	Build a new school or expand other local schools					£7,000	£7,000

	2015-16	2016-17	2017-18	2018-19	2019-20	2014-2020
Additional Needs (SEN) Expansion Programme	£300	£300	£0	£0	£0	£600
Littledown expansion						£0
Haybrook College rebuild and expansion (phase 1)						£0
Ditton Park Resource Unit	£300					£300
SASH2 Resource Unit		£300				£300

Pipeline projects	New Resource Units	£400	£17	£250	£250	£250	£1,167
	Special School Expansion - Primary, Secondary and Post-16	£1,080	£3,800	£100			£4,980

School Capital Improvement Programmes

Modernisation Programme	£3,401	£100	£0	£0	£0	£3,501
Colnbrook entrance toilets and playground						£65
Claycots fire door replacement	£25					£40
Foxborough security, kitchen and car park	£21					£26
Foxborough heating and roof	£357					£362
Wexham Secondary entrance, hall, windows and roof	£620					£652
Wexham Primary security and roof repair	£60					£64
Montem heating and playgrounds	£440					£450
Parlaunt Primary roof works						£69
Pippins ceilings and wiring	£210					£218
Priory windows and roofs	£323					£623
St Mary's entrance and windows	£135					£135
Baylis Nursery reprovision	£1,150	£100				£1,700
Cippenham Nursery						£12
Western House floor repair	£30					£30
Asbestos Pippins						£6
Asbestos Foxborough						£30

	2015-16	2016-17	2017-18	2018-19	2019-20	2014-2020
Asbestos contingency	£30					£30

Universal Infant Free School Meal Project	£55	£0	£0	£0	£0	£55
Claycots	£55					£55
Parlaunt						£0
Penn Wood						£0
Pippins						£0
Priory						£0
St Mary's						£0
Western House						£0
Wexham Court						£0

Other Projects

Other Commitments	£820	£115	£115	£115	£115	£1,280
323 High St / Haybrook College						£200
Arbour Park Project - St Joseph's Improvements						
Children's Centres and Places for 2 Year Olds	£705	£40	£40	£40	£40	£1,352
DDA/SENDA access works	£90	£50	£50	£50	£50	£300
Youth Service upgrades	£25	£25	£25	£25	£25	£200
Schools Devolved Capital						£156

Ongoing Project Totals	£11,335	£6,837	£1,864	£1,615	£115	£21,766
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Contingency projects or schemes yet to be approved	£2,980	£10,817	£3,350	£5,750	£7,750	£30,647
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Grand Total	£14,315	£17,654	£5,214	£7,365	£7,865	£52,413
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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 8th February 2016

CONTACT OFFICER: Joseph Holmes; Assistant Director Finance & Audit, section 151 officer

(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr. Rob Anderson; Commissioners for Finance & Strategy

PART I
KEY DECISION**REVENUE BUDGET 2016/17****1 Purpose of Report**

To detail the overall Revenue Budget for 2016/17, and the decisions required for the Council to achieve a balanced budget for the year ahead.

The paper demonstrates the levels of Council Tax proposed at 3.75%, the Government grant assumptions and estimations required for the next financial year's budget.

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

To note the increase in Housing Rent Account rents and service charges (as detailed in Appendix J and set out in paragraph 2 below and approved by Council in January).

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

2 Recommendation(s)/Proposed Action

The Cabinet is requested to Recommend that the Revenue Budget 2016/17 be approved by Council on 25th February 2016, noting that other organisations have yet to set their Council Tax precepts.

Council Tax Resolution – In relation to the Council Tax for 2016/17

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2017 be as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 14 December 2015 Cabinet calculated the following Tax Base amounts for the financial year 2016/17 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:

- (i) 40,001.8 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2016/17; and
- (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2016/17:

a)	Parish of Britwell	xxx
b)	Parish of Colnbrook with Poyle	xxx
c)	Parish of Wexham	xxx
- (c) That the following amounts be now calculated for the year 2016/17 in accordance with sections 31A to 36 of the Act:
 - (i) £420,457,936 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);
 - (ii) £ 371,765,208 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);
 - (iii) £48,907,610 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
 - (iv) £1,222.65 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
 - (v) That for the year 2016/17 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £215,778 representing the total of Parish Precepts for that year.
 - (vi) £1,217.26 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

(vii) Valuation Bands

Band	Slough Area	Parish of Britwell	Parish of Colnbrook with Poyle	Parish of Wexham Court
	£	£	£	£
A	811.51	XX.XX	XX.XX	XX.XX
B	946.76	XX.XX	XX.XX	XX.XX
C	1,082.01	XX.XX	XX.XX	XX.XX
D	1,217.26	XX.XX	XX.XX	XX.XX
E	1,487.76	XX.XX	XX.XX	XX.XX
F	1,758.26	XX.XX	XX.XX	XX.XX
G	2,028.77	XX.XX	XX.XX	XX.XX
H	2,434.52	XX.XX	XX.XX	XX.XX

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

- (viii) That it be noted that for the year 2016/17 the Thames Valley Police Authority precept has been provisionally increased by x% in line with initial discussions. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Office of the Police and Crime Commissioner (OPCC) for Thames Valley
	£
A	XX.XX
B	XX.XX
C	XX.XX
D	XX.XX
E	XX.XX
F	XX.XX
G	XX.XX
H	XX.XX

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

- (ix) That it be noted that for the year 2016/17 the Royal Berkshire Fire Authority has provisionally stated x as the following amount in precept issued to the Council, in accordance with section 40 of the Act, for

each of the categories of dwellings shown below: As in previous years no increase is assumed

Band	Royal Berkshire Fire Authority £
A	XX.XX
B	XX.XX
C	XX.XX
D	XX.XX
E	XX.XX
F	XX.XX
G	XX.XX
H	XX.XX

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

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

Band	Slough £	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £	Royal Berkshire Fire Authority £	TOTAL £
A	811.51	XX.XX	XX.XX	XX.XX
B	946.76	XX.XX	XX.XX	XX.XX
C	1,082.01	XX.XX	XX.XX	XX.XX
D	1,217.26	XX.XX	XX.XX	XX.XX
E	1,487.76	XX.XX	XX.XX	XX.XX
F	1,758.26	XX.XX	XX.XX	XX.XX
G	2,028.77	XX.XX	XX.XX	XX.XX
H	2,434.52	XX.XX	XX.XX	XX.XX

- (xi) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.

- (xiii) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xiv) The above figures assume a council tax freeze for the Royal Berkshire Fire Authority. If this is not the case this report requests the Section 151 or nominated officer be authorised to adjust the council tax charges in line with final figures in consultation with the leader and leader of the opposition

Fees and Charges –

- (d) That the Cabinet resolves to increase Fees and charges as outlined in Appendix F for 2016/17 as follows:
 - (i) An increase to the court costs figures from **£129 to £152**
 - (ii) Charge VAT on local land searches
 - (iii) Further changes as highlighted in appendix F

Pay Policy –

- (e) That the Pay Policy outlined in Appendix O be noted for Council approval:

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

3a. Slough Joint Wellbeing Strategy Priorities –

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

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

3b Five Year Plan

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

4 Other Implications

(a) Financial

Detailed within the report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	none

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

(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any savings must not undermine the Council's responsibilities to provide minimum levels of provision in key areas. The set of savings proposals for 2016/17 does not recommend any savings that will affect the council's ability to carry out its statutory functions. However, Members should be mindful of the cumulative year on year effects of savings and reductions in services and continue to make assessments of the impact on statutory functions. All the savings proposals included within this report will be closely monitored throughout the financial year.

(d) Equalities Impact Assessment

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

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

(e) Workforce

The proposed savings included within this report will have an impact on staffing levels, with possibly more than 20 staff affected. The Council has a number of measures to minimise compulsory redundancies including;

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

5 Supporting Information

5.1 Summary

- 5.1.1 2016/17 is set to be another difficult year financially for the Council, with a continued reduction in Government funding, as well as an increased demand for Council services. The Council has managed to, wherever possible, protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver its key outcomes.
- 5.1.2 There remain many difficult years ahead for the Council due to the financial pressures that it faces, but the budget for the 2016/17 ensures that the Council's finances are based on solid footings for the future.
- 5.1.2 This paper sets out the revenue budget for 2016/17 and the associated plans and assumptions contained within it. The Medium Term Financial Strategy, which accompanies this paper for approval, details the longer term financial challenges that the Council faces into the future years, whilst the capital strategy sets out the wider financial implications of decisions made in investing in the borough's infrastructure. The Treasury Management Strategy details how the Council will undertake transactions concerning investments and borrowings and this is contingent on the capital strategy as well as having an impact on the revenue budget savings proposals for 2016/17.

Chart 1: Funding summary

No.	2015-16	Funding	2016-17
1	45.13	Council Tax	48.69
2	29.13	Retained Business Rates	29.87
3	24.01	Revenue Support Grant	18.48
4	1.46	Education Services Grant	1.37
5	2.60	New Homes Bonus	3.64
6	1.08	Other non-ring fenced grants	0.84
7	1.90	Collection Fund	0.84
8	105.31	Total Budgeted income	103.73
9	109.98	Prior year baseline (adj.)	106.58
10	3.72	Base budget changes	2.30
11	1.89	Directorate Pressures	5.75
12	0	Revenue Impact of Capital Investment	0.33
13	-0.5	Other adjustments	-1.10
14	0	Savings Requirement	0
14	-9.79	Savings identified	-10.13
15	105.31	Net Expenditure	103.73

n.b. the prior totals have been revised to move the Better Care Fund income directly into the Adult Social Care area.

5.2 Income

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

5.2.2 The amount of retained Business Rates is determined by the Council setting its estimation of Business Rates for the year ahead to central Government. The Government then allows the Council to retain 49% of this income, subject to a further tariff that the Council must pay Central Government. For 2016/17 the tariff has been set at **£18.6m**. The Government sets the tariff based on the historical average of business rates collected set against the level of spend the Government believes the Council should have. If Business Rates growth compared to the estimate, the Council retains 30% of this growth. If Business Rates drop, the Council is liable for 50% of the drop.

5.2.3 The Council also receives Revenue Support Grant (RSG). RSG is determined, and comes from, Central Government and consists of Government's expectation of what the Council should spend in line with the Government's deficit reduction plans.

5.2.3.1 The Comprehensive Spending Review and Autumn Statement were announced on the 25th November. Though the Local Government Finance Settlement has yet to be finalised during the consultation period, the probable funding reductions and changes going forward have been included in the MTFs summary above.

5.2.3.2 Overall, the Government are stating that the total funds to Local Government will reduce by 1.7% in real terms though this assumes that Councils Increase Council Tax to the maximum possible level before a referendum.

5.2.3.3 For 2016/17, the amount of RSG assumed in the MTFs is **£18.48m**. The finalised settlement is unlikely to be announced until just before the Cabinet meeting in early February

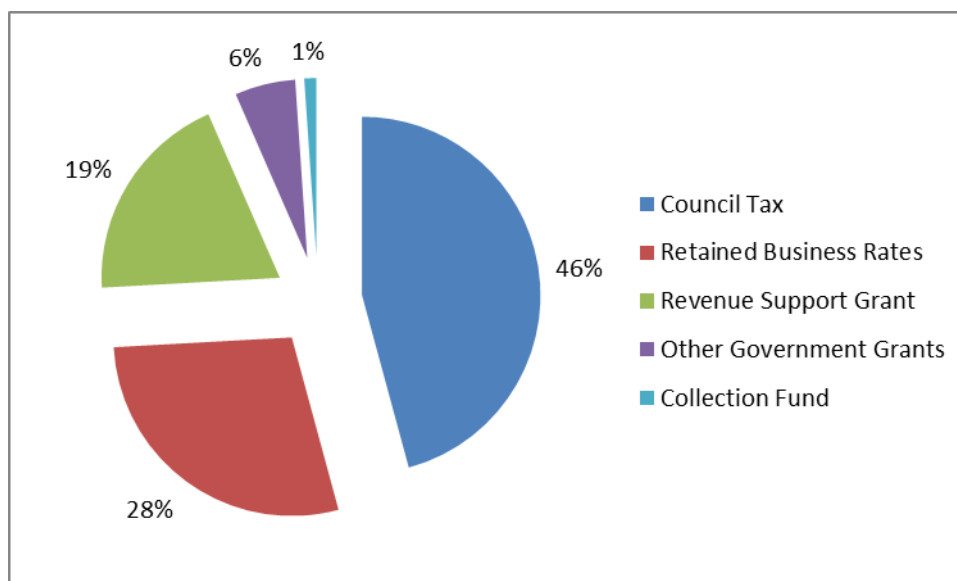
5.2.4 The final main sources of Council income is Council Tax. This is based on the Council Taxbase (i.e. the number of properties in the borough) as per the report to Cabinet in December 2015 multiplied by the average band D Council Tax amount. For 2016/17 the Council Tax levels across the borough currently assume a **3.75%** increase for the Slough Borough Council element at £1,207.76 for a band D equivalent. This leads to an assumed Council Tax income of **£48.69m** for the Council in 2016/17. The spending review announced that local authorities responsible for adult social care will be given an additional 2% flexibility on their current council tax referendum threshold to be used entirely for social care.

5.2.5 The other sources of Government grant income are clarified as per the Local Government Finance Settlement. Any variation from these in the finalised settlement will be reported to the Cabinet and Council. The total amount of non-ring-fenced Government Grants anticipated for 2016/17 is **£5.0m**. The main items included are the New Homes Bonus (£3.6m), and Education Services Grant (estimated at £1.4m).

5.2.6 The final source of income is the Collection Fund. This is a statutory account which details the actual income received in respect of Council Tax and retained business rates compared to the estimates made in January 2015 for the 2015-16 budget. At present this is anticipated to produce a surplus of **£0.8m** driven through an increase in the Council Tax base

5.2.7 The total income available to the Council for the 2016/17 for its net budget is therefore **£103.73m**.

Chart 1.1: Council income sources



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

5.2.9 By far the largest specific grant the Council receives is the Dedicated Schools Grant (DSG). The majority of this is pass-ported through to Slough Schools via a formula mechanism developed through the Schools Forum. The expected level of DSG for Slough is **£148.0m**.

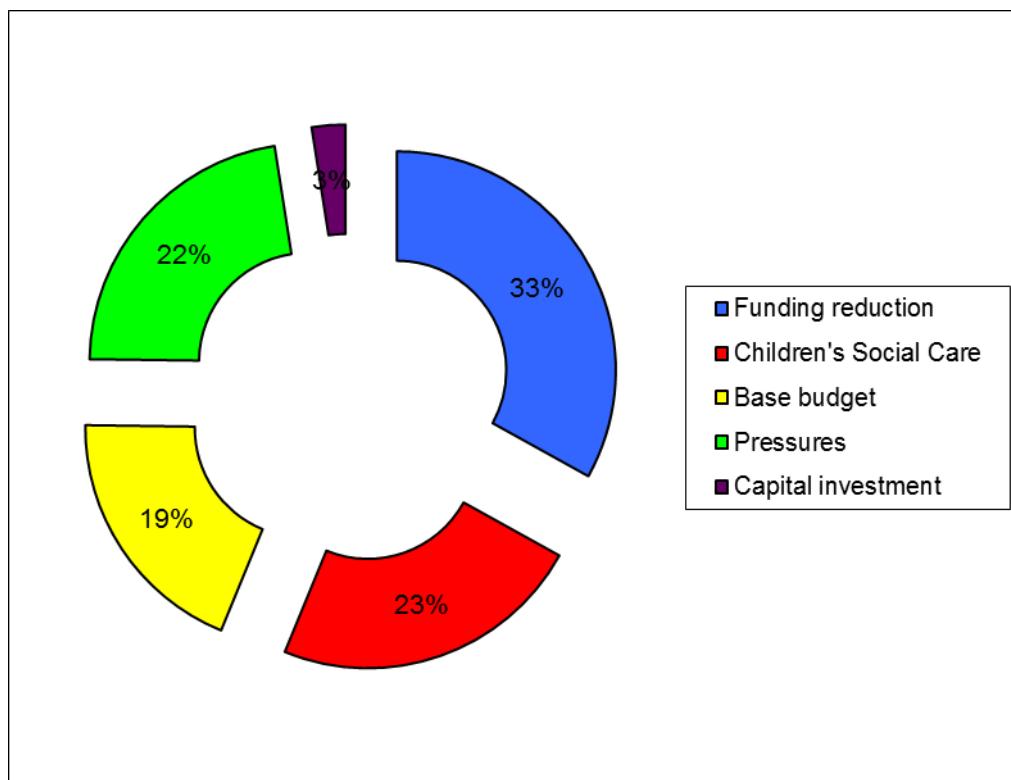
5.3 Expenditure

5.3.1 The Council's base budget for 2016-17 stood at £106.58m and it is against this figure that all adjustments are completed. The adjustments included:

- (1) Base budget **£2.3m** – these are movement due to inflationary pressures, pay award (assumed at 1% for 2016/17), incremental rises and other adjustments related to previous years and virements. Appendix B has further details.
- (2) Directorate Pressures **£5.75m** – these are the totals of increased pressures on the council for 2016/17. Appendix C provides details of these.
- (3) Savings of **£10.13m**. The items above combined with the reduced overall income to the Council leave a savings target that needs to be closed. Appendix A details the proposals behind the savings
- (4) Other Adjustment – This includes an allowance of £0.5m for business rate appeals, the use of £1m of reserves and the use of £0.3m of capital receipts.

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

Chart 1.2: Council wide pressures



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

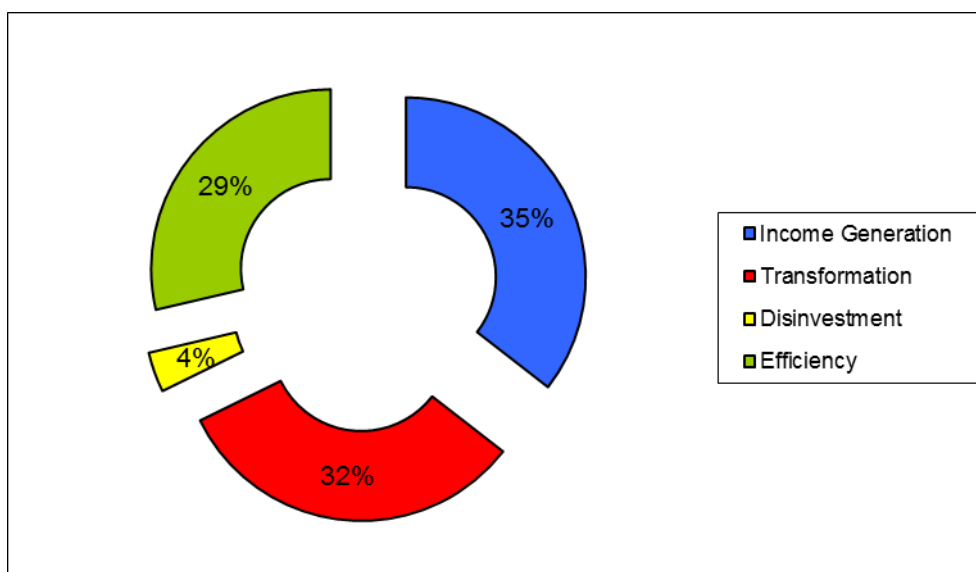
5.4 Strategy

5.4.1 The council has been regularly monitoring the levels of savings required for the year ahead, and reports have been presented to Cabinet in July and November detailing the levels of savings required and providing an early sight of the savings proposals themselves. Cabinet have approved for £4.84m of savings to be included in the 2016/17 Revenue Budget with a further £3.86m at the December Cabinet, and these are contained within appendix A to this report.

5.4.2 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. The outcome of the work undertaken so far has been to identify savings and income generation of over £10m per appendix A. Well over £3m of the overall savings are focused on more commercial activities with the aim to increase the Council's revenue streams in the future and thus support the longer term financial position of the Council.

5.4.3 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 1.3: Council Savings by type – 2016/17



5.5 Reserves

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

5.5.2 As per this report, the minimum level of recommended General Fund reserve has been set at 5% of the Council's net revenue budget. The current volatility and uncertainty over government funding in terms of Revenue Support Grant, Better Care Fund, Education Services Grant and New Homes Bonus as well as welfare reform costs pressures means that it is estimated an additional £2m of balances are required to cover these contingencies. This would mean a minimum level of **£7.2m** at the proposed budget figures. The current level of general reserves as at 31.3.2015 is £8.1m.

5.5.3 It is proposed to use £1m of an earmarked reserves as a result of the flexibility on capital receipts.

5.6 Risk Management

- 5.6.1 Given the level of savings for 2016/17, it is vital to ensuring the long term stability of the Council that these are delivered to enable a balanced budget, but also that the savings package as a whole is considered across the Council and that the sum of the savings do not create difficulties for other parts of the Council when delivering services for its residents.
- 5.6.2 During the 2016/17 financial year, as has been the case in 2015-16, there will be monthly monitoring of the savings proposals to identify which are green, i.e. on track to be delivered, amber or red (not expected to be delivered in year). This will enable the Council to adjust it's future budget position for any unmet savings as well as ensure that it can take appropriate in year steps to rectify any growing overspends that arise.

5.7 Impact on service budgets

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

Table 2.1: Impact on service budgets

	2015-16 / £m	2016/17 / £m	Variance / £m	% variance
Wellbeing	59.9	59.8	-0.1	-0.1
Customer and Community Services	17.0	16.3	-0.7	-4.1
Regeneration, Housing and Resources	26.4	25.1	-1.3	-4.9
Chief Executive	3.7	3.7	0.0	0.0

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

6 Comments of Other Committees

- 6.1 This report will be considered by the Overview and Scrutiny Committee on the 4th February 2016 and any comments will be reported at the meeting.

7 Conclusion

- 7.1. This report underlines a **3.75%** Council Tax rise for the local taxpayer for 2016/17, and the delivery of this is based on a variety of savings measures that are geared towards minimising the impact on service users. These savings measures need to be considered in light of the risks that they represent and in line with any impact assessments that are required.
- 7.2. This report also contains a subsequent number of Council Tax resolutions for approval to enable the Council to bill residents in appropriate time.

8 **Appendices**

- 'A' - Savings proposals
- 'B' - Base budget assumptions
- 'C' - Service pressures
- 'D' - Reserves position
- 'E' - Collection Fund
- 'F' - Fees & Charges
- 'G' - Council Tax Resolution
- 'H' - Section 151 officer statement
- 'I' - Specific Grants
- 'J' - HRA Rents and Service Charges
- 'K' - Equality Impact Assessment
- 'L' - Efficiency Strategy
- 'M' - Local Welfare Provision
- 'N' - Budget Simulator Consultation
- 'O' - Pay Policy Statement

9 **Background Papers**

- '1' - Local Government Finance Settlement 2016/17
- '2' - Council Taxbase Report (December 2015 Cabinet)
- '3' - Medium Term Finance Strategy update paper to Cabinet (November 2015, December 2015 and January 2016)

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Savings proposals

No	Outcome	Service	Directorate	Value 16/17	Item	Delivery	Risk	Type	EIA required
1	1	Highways	RHR	104	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service. Highways proportion of £1m savings in 16/17, remainder of £2.5m savings in 17/18	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
Page 105	1	Transport	RHR	69	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service. Transport proportion of £1m savings in 16/17, remainder of £2.5m savings in 17/18	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
4	1	Learning & Communities	CCS	11	Work based learning (apprenticeship scheme) to reduce	Through bringing functional skills training "in house" and an increase in the number of apprentices generating additional SfA external funding will lead to savings to be made without directly affecting the number of apprentices engaged.	Low - this will be managed to ensure savings are made.	Efficiency	No

5	1	Learning & Communities	CCS	7	Adult learning and skills - reduction in data and performance information	This will not directly affect delivery but will impact on the quality and ability to undertake detailed analysis of data to inform and review delivery, a requirement of Ofsted.	Low - Managers will need to increase their analytical skills. The Planning & Performance Manager will need a greater focus on this area of work.	Disinvestment	No
8	1	Public Protection	CCS	10	Additional income from TVP for CCTV - part of a funding package for the borough wide provision	Assist in crime reduction which will be used to reassure businesses considering moving to Slough	Medium	Income Generation	No
Page 166 9	1	Public Protection	CCS	5	Cost Recovery of Regulatory Advice with extension of Primary Authority partnerships(PA)	Commercialisation of existing service. PA should be considered a key part of the package available to businesses already established in Slough or considering moving to the area. An identified barrier to business growth is the time taken and confusion caused by compliance with regulation - the regulatory burden - PA support provides a cost effective solution for business to reduce regulatory burdens	Medium	Income Generation	No
11	1	Transport	RHR	524	Transport - 2016/17 Pause.	One year only savings	Low	Efficiency	No

12	2	Housing	RHR	19	HRA/GF split on OT post	Immediate	none	Efficiency	No
13	2	Housing	RHR	13	HRA/GF split on Home Improvement Officers	Immediate	none	Efficiency	No
15	2	Housing	RHR	37	Reduction in support for RSLs and shared equity schemes	Immediate	low-medium	Efficiency	No
17	3	Asset Management	RHR	150	Increased recharges to capital/income from strategic acquisitions		Low	Efficiency	No
18	3	Highways (RHR)	RHR	165	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service. Highways proportion of £1m savings in 16/17, remainder of £2.5m savings in 17/18	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
19	3	Transport (RHR)	RHR	85	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service. Transport proportion of £1m savings in 16/17, remainder of £2.5m savings in 17/18	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
21	3	Wellbeing and Community Services	CCS	17	Increased income + service efficiencies (@10%)			Efficiency	No
22	4	Public Protection	CCS	25	Additional income from TVP for CCTV as part of a funding package for the borough wide provision and in recognition of the support provided to TVP by CCTV	Existing service RISK that TVP policy may change and funding is reduced	Medium	Income Generation	No

25	4	Transport	RHR	10	Reduction in revenue budget for ETP in 2016/17 and £13 income from charging for VAS use and providing service to schools	Initial revenue saving to be identified in first round of H&T Transformational Change	Low - schools already advised of change with pricing schedule circulated	Income Generation	No
26	4	Neighbourhood Services	RHR	50	Reshaped provision of community warden service		Medium	Efficiency	No
Page 168	5	Young People's Service (W&C)	CCS	300	Reduce commission of locality based youth provision & Reduce staffing within Young People's Service	Universal Youth Work programme will need to become needs led and move away from having locality based provision across Slough. The Council to play an enabling role to develop communities to deliver some of their own provision. Staffing reductions within the Young people's Service will impact on Capacity to respond to street work intervention as a result of VMAP and police intelligence, reduce capacity to respond to NEET prevention and reduction, reduced capacity to support referrals from Early help, Troubled Families, schools etc.	Mid - YPS has secured a reputation for quality response supporting vulnerable young people. Impact would be reduced if Council amalgamated Prevention services	Disinvestment	No
30	5	Leisure (W&C)	CCS	5	TVAC management fee		Low - could impact on ability to top up sinking fund	Disinvestment	No
35	5	L&CS	CCS	6	Reduction in purchasing children's books for Slough's 4 main libraries & 3 satellite libraries	Amend stock purchases for 2016/17	Low - Approximately 10% reduction which shouldn't impact on current top quartile performance for loan of Children's Fiction & Non-fiction	Disinvestment	No

	5	L&CS	CCS	4	<p>Phased reduction in support to a series of activities that include summer and half term activities for all ages in targeted neighbourhoods delivered through a number of community centres.</p>	<p>The development of a brand new Community Activity Programme at Britwell and new activities at Chalvey. The delivery is through the community development team through a planned targeted approach that includes recruiting and training local people and current users to take responsibility for the planning and delivery of activities for children and young people. The training and community capacity building includes support with grant applications for activities and community programmes as well as hire costs for usage of community buildings, training to deliver activities, safeguarding, health and safety, planning and delivery. 12 children's and young people's activities and programmes will be delivered at Chalvey and Britwell Centres, targeted programmes will be delivered to engage with young people from these</p>	<p>High - to deliver no targeted children's and young people's programmes in community centres could lead to an increase in anti social behaviour / vandalism and fear of crime in these areas. A significant amount of people need to be trained and take ownership of activities and the community programming at the community centre. The high risk is associated with not recruiting / training enough community champions to take ownership of the activities and programming.</p>	Disinvestment	Yes
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						areas. Benefits to the individuals will include improved self esteem, employability skills improved, events and community programming experience gained and by engaging them in positive activities we will be reducing the risk of anti social behaviour.			
44	5	Other Education	Wellbeing	16	Various small savings totalling £16k from a review of cost centres and includes school audit fees, school library recharge, and a small amount from a staff restructure	N/A	Low	Efficiency	No
Page 5 170	5	Cambridge Education Contract	Wellbeing	300	Contract brought back to SBC during the Financial Year	tbc	tbc	Transformation	No
46	6	ASC	Wellbeing	300	Service reform of internal LD services	Saving in 15/16 of £350k delayed so full achievement of £650k needed in 16/17	Medium - unless a further delay in implementation	Transformation	Yes
48	6	ASC	Wellbeing	1800	Reform of social care 1 - Redesign of models of support	New ASC business model and processes - focus on prevention, self service, asset based approaches, early intervention, direct payments.	High - as new models of working not tested and impacts on ASC clients unknown and also impacts on other service areas not known	Transformation	Yes
50	6	L&CS	CCS	9	Library - Reduction in purchasing of adult stock, spoken word and large print resources.	Slight reduction in the choice of books available to the public to borrow.	Low - This would not lead to any significant reduction in delivery to the public.	Disinvestment	No
53	7	Finance & Audit	RHR	10	Increased recharges to the SUR (Slough Urban Renewal)	Requesting the SUR board to pay more to SBC's costs in respect of providing	Medium - would require approval from the SUR Board	Income Generation	No

						accountancy services. With further schemes coming on board this is more justifiable.			
54	7	AIR	RHR	1,250	Asset Purchase Strategy - assume a maximum of £25m investment portfolio with net 5%	Requires capital investment of £25m	High. The net yield is an assumption based on best information at the moment, and includes assumed financing costs of 1.5%.	Income Generation	No
55	7	AIR	RHR	15	SUR commercial and small sites	Additional loan note returns	<i>Low</i>	Income Generation	No
56	7	AIR	RHR	150	Asset Challenge - more effective utilisation of Council assets	More efficient use of Council assets	<i>Medium</i>	Transformation	No
58	7	Finance & Audit	RHR	100	Increased treasury management Returns & repayment of £4m loan in 2016-17.	Through amendments to the TM Strategy. Deliverable so long as the capital programme remains constrained for General Fund schemes as these will quickly erode the overall Treasury Management portfolio.	If TM returns increase by a further 0.25% p.a. with rising interest rates and more ambitious TM strategy options. There are different options – if we increased our risk appetite further income could be achieved, but with the other asset related schemes above there could be problems tying money up in the long term	Income Generation	No

59	7	Finance & Audit	RHR	60	Mortgages deposits being offered with rental (@4%). Assumed 20, then 75 then 133.	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
60	7	Finance & Audit	RHR	1,818	One-off interest on distribution from existing SUR schemes	Through the SUR schemes, dividend is provided on a one-off site by site basis after costs.	Medium – based on ledgers and scheme and depends on market conditions and ensuring completion and sale of the scheme in 2016-17	Income Generation	No
Page 172	7	Building Control	CCS	8	At least a 35% reduction in subsidy through additional income from discretionary work, expected increase in application numbers off the back of local plan review/growth agenda and review of fees and charges.	Requires some enablement through outcome 8 – the council will be a leading digital transformation organisation	low to medium	Income Generation	No
63	7	Development Management	CCS	11	Reduction in subsidy through additional income from pre-application and increased planning application numbers on the back of the local plan review/growth agenda.	Some linkage to local plan review under Outcome 1	low to medium	Income Generation	No
64	7	Environmental Quality	CCS	4	Savings from reducing specialist consultancy support by training existing staff to undertake both petroleum licensing and environmental permitting.	Phased training programme and some reallocation of work within the team	low	Efficiency	No
66	7	Finance & Audit	RHR	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,	Medium – already started discussions with external auditors and advisors	Transformation	No

						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			
67	None	Facilities	RHR	100	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
	None	Facilities	RHR	100	Additional Income – Corporate Landlord & Accommodation Strategy Initiatives	As above	Low – Needs CMT approval	Income Generation	No
69	None	Facilities	RHR	20	FM Contracts Review	Review all FM Contracts to establish if savings can be made.	Legal restrictions due to agreement still being in contract.	Efficiency	No
71	None	Public Protection Trading Standards	CCS	5	TS consultancy service with Slough based traders who are regarded as being Importers into the EU	Identify these traders via trade info website, visit and offer paid for consultancy service to assess 'sample'/prototype products before order to ensure compliance with various TS Regulations. Will require some training of officers prior to ensure consistency of advice.	Low – we will partner with importers whose products follow a similar assessment / compliance theme in order to ensure consistency of advice. The programme will be mutually beneficial as trader will be able to ensure their product is compliant before purchase which will be particularly beneficial to SMP and support several 5YP outcomes.	Transformation	No

72	None	Public Protection Trading Standards	CCS	3	Additional Income through commercial advertising on TS website. TS as a brand is very valuable and sort after for businesses and we could encourage advertising through our specific site. Nevertheless this model should be explored for the council as a whole.	Establish content/links through TS website.	Low. A disclaimer will be present to establish that the advertisements are in themselves commercial and TS/SBC does not endorse any business therein.	Income Generation	No
73	None	Public Protection Trading Standards	CCS	1	Restorative justice training. Where non compliance can be evidenced via Test Purchase/Inspection and the gravity of that contravention is serious we could insist on training (for a fee) taking place to ensure knowledge and skills are at a level to accommodate future compliance.	In house via established TS team. Rooms to be booked at council offices for training to take place. Leicestershire TS have adopted this model already. Will require benchmarking with existing models.	Low. Training will be compulsory by nature to negate consideration of further formal enforcement action. Refusal will result in consideration of such action in a similar way to the police organising speed awareness courses. As such SBC can insist on our training. Leicestershire TS have adopted such a model already.	Income Generation	No
74	None	Public Protection Trading Standards	CCS	5	The Redress Schemes for Letting Agency Work and Property Management Work(Requirement to Belong to a Scheme etc(England) Order 2014	Fixed Penalty Notices are allowable and expected to be processed at £5000 each should appropriate and prescriptive models to encourage trader compliance be followed and adopted (Notice of Intent etc). Benchmark with LB Newham.	Low. As long as prescriptive methodology of enforcement and avenues for appeal are considered then the processing of FPN's is entirely legal. Major resource issues will come where there may be appeals or fines are not paid requiring court action/collection orders etc.	Income Generation	No
75	None	Public Protection	CCS	5	SBC Legal to not have only delegation of authority on all court cases. Allow individual business units to either take the cases to magistrates themselves under S222 and	This model is adopted in many other authorities, particularly in TS where there are a number of specialist in house teams who in	Low-Medium. The actual preparation of legal docs, although prescriptive is time consuming and needs specialist in house legal knowledge. To ensure the	Income Generation	No

					S223 of the Local Government Act or allow them to instruct their own counsel/solicitors as the case befits.	turn brief to specialist chambers at a agreed predetermined rate (West London Alliance) which are currently less than the SLS agreed rates etc.	legal paperwork is all in order and the information's are worded correctly is a time consuming and laborious task which will take officers away from other duties. Coupled with this persons would need to be trained to deliver cases appropriately in magistrate's court and therefore advocacy training would be imperative. Additional personnel may be required to back fill the frontloaded resources as a result		
Page 175	None	Public Protection Trading Standards	CCS	2	Via SBC Business Engagement Strategy TS should be introduced to new and emerging SME who have IP. We could advise and support the expansion of their IP including protecting it and further ensuring registration of designs and patents in the appropriate manner.	Identify IP issues of a SME at an early stage and in a consultancy paid for basis advise the company on how to protect and manage that IP going forward.	Low. The Intellectual Property Act bears no 'duty' on a local authority to enforce so we may be able to act commercially in this respect.	Income Generation	No
81	None	Finance & Audit	RHR	280	Savings through the Agresso system and more effective external audit / internal audit procurement	Restructure – where possible removal of vacant posts. Need to add back in some time-limited transformation capacity	Organisation's management will need to use self service much more. Full risk based approach; many managers will not receive finance support / much reduced support. Flow of resources towards high risk areas i.e. ASC and contract management.	Efficiency	No
83	None	Finance & Audit	RHR	10	Internal audit savings – current contract		Low – already provided for	Efficiency	No

87	None	Corporate Procurement	CCS	10	Reduced involvement in tender evaluations	Under new UK Regulations, Corporate Procurement is able to carry out stage 1 financial analysis of bidder.	Low – Escalation to Finance is fallback position	Disinvestment	No
88	None	Corporate Procurement	CCS	10	Additional income through HRA cross charges for major projects e.g. RM&I	Requires dedicated resource of 1 FTE to cover all the planned projects through an invest to save	Medium – needs to be fully resourced (Invest to Save)	Income Generation	No
89	None	Corporate Procurement	CCS	10	Additional income for HRA cross charges for BAU projects	As and when required	Medium – needs to be resourced from existing headcount which is currently under headcount	Income Generation	No
90	None	Corporate Procurement	CCS	5	Additional income through providing procurement support to other Las e.g. tendering for Frameworks	As and when required	Medium – needs to be resourced from existing headcount which is currently under headcount	Income Generation	No
91	None	Corporate Procurement	CCS	5	Reviewing compliant tender processes for schools	As and when required	Medium – needs to be resourced from existing headcount which is currently under headcount	Income Generation	No
94	None	Environmental Quality	CCS	2	Re-negotiate landfill monitoring contract and reduce scope to statutory minimum for Kennedy Park.			Transformation	No
97	None	Transactional Services	CCS	114	Arvato savings due to implementation of Agresso	Through the contract with arvato	Low – agreed	Efficiency	No
99	None	strategy and Engagement	CE	3	Removal of media support at council meetings	Leader has already agreed with effect from 1/1/16	Low	Disinvestment	No
100	None	strategy and Engagement	CE	15	Interim restructure of Democratic Services	Consultation completed		Disinvestment	No

101	None	strategy and Engagement	CE	6	Democratic Services housekeeping, delete unused budgets		Low	Efficiency	No
106	None	L&CS	CCS	111	By bringing the library service "in house" from 1 st July 2016 there will be a saving in management fees charged by Essex County Council.	There will no change to service delivery	Low – the transition will be managed within the time scale to achieve the saving.	Efficiency	No
107	None	L&CS	CCS	29	Essex County Council currently charge for payroll and HR, legal, finance support.	There will no change to service delivery	Low – AVARTO 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
108	None	L&CS	CCS	10	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	Low – assuming the council's own insurance arrangements will pick up this cover.	Efficiency	No
109	None	L&CS	CCS	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
111	None	Transport	RHR	50	Potential surplus budget following change to concessionary fare start times	Approximately 17,000 bus pass holders in Slough including companion pass holders. The cost to	Medium – Following the change to concessionary fares in April 2015 there has been a reduction in bus pass holders using the service.	Efficiency	No

						the borough is approximately £2.2m which is based on a rate to the bus operators of ensuring they are no “better or worse off”. This is split across a number of operators of which First are the largest.	The initial outputs indicate that there may be a further saving of £50K at the end of this year however this depends on the usage over the winter periods.		
112	Trust	Trust	Trust	635	Reduced spending in line with contract and negotiations on the budget – per the Cabinet and Council paper in September.	SCST		Efficiency	No
113	Corporate	All	All	811.5	Further savings target across directorates	Distributed across directorates; @£200k per each with £100k to CEX directorate and corporate	Medium – finalisation before the 1 st April. Some plans already in place	Efficiency / Transformation	No

Base Budget Adjustments

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

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

	Wellbeing	CCS	RHR	CEX	Corporate	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Pay Changes	88	114	140	133	0	475
Pension						
Increases	51	60	64	10	0	185
Incremental						
Increases	57	101	97	14	0	269
No Pay	592	165	382	13	219	1,371
	788	440	683	170	219	2,300

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

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APPENDIX C

No	Directorate	Service	Service Lead	Year	Growth bid	Amount / £k	Service Benefits
1	CCS	Procurement & commercial services	GA	2016-17	Impact of welfare reforms - homelessness & temp accom	275	Allows the Coucil to continue a Local Welfare Prvoision Scheme - dependent on Cabinet's decision
2	RHR	Hsg ASC	Na Asi	2016-17	Homelessness prevention	50	Housing pressures on the current GF budget
3	Wellbeing			2016-17	ASC demography and removal of Care Act funding into RSG	850	To meet the cost of demographic / transitions for adult social care clients and ASC Care Act funding removed by Government
4	RHR	Corporate Landlord	CD	2016-17	Curve property revenue cost	411	Enables savings exceeding the additional cost in other council budgets. Improved customer services. Manifesto commitment. £391k. Plus further £20k for additional security costs at Council buildings.
5	Corporate	All	Jholmes	2016-17	National Insurance / LGPS changes due to Government pension reforms	480	None
6	Wellbeing	SCST	DCS	2016-17	Children's Services Trust	2800	Additional costs through the creation of the Trust per the September Council report
7	CCS	ICT	SP	2016-17	ICT hosting - ERP	150	Allows hosting of the ERP solution in the 'Cloud'. Enables signficiant savings as detailed elsewhere in the budget
8	RHR	Environmental Services	NA	2016-17	Waste Management	100	Copes with increase demand for disposal of waste as a result of increased households
9	RHR	AIR	JC	2016-17	car parking	304	Recognise obsolete income targets and security at Multi Storey Car Parks
10	CCS	PubPr	GDH	2016-17	trading standards	42	Improved regulation
11	Corporate	Transactional Services	RP	2016-17	Loss of Government Hsg Benefit Admin. Grant	100	Reduction of Government Grant
12	Corporate	Finance	Jholmes	2016-17	Council Tax Support scheme costs due to CTX changes	150	Loss of Council tax income through any changes to Council Tax levels
13	CCS	Community & Skills	AH	2016-17	Arbour Park running costs	40	Operational Costs at new Community Sports facility
						5752	

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2016/17 Council Reserves

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

During the year, a review of all earmarked reserves has been undertaken to ensure that these are fit for purpose and where any excess reserve has deemed to be held this has been re-provided into other reserves or released to support the 2016-17 budget position.

General Fund

The Council's General Fund reserve is the amount set aside for the year ahead that is uncommitted and for any purpose. The s151 officer's commentary in the later appendix details the level of reserve that the Council's Chief Finance Officer believes should be set aside as a minimum. For 2016-17, the minimum level has been set at £7.2m

General Fund	Amount / £m
As at 31.3.2015	8.1
Forecast Q3 (2015-16) position (under / over (-) spend - <i>estimated</i>	-0.5
Forecast 31.3.2016 position	7.6

Medium Term Financial Volatility Reserve

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

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

- Reductions to Government ring fenced grants

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

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

MTFVR	Amount / £m
As at 31.3.2015	1.6
Payment in respect of Business Rates levy due to increase Business Rates collected	-0.7
Increase in reserve following a review of all earmarked reserves held	0.5
Forecast 31.3.2016 position	1.6

Future Debt repayment reserve

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

The present value of this reserve is £0.97m

Collection Fund

This the balance of the previous year's deficit or surplus carried forward on the Collection Fund. The Collection Fund is an in-year account comparing the anticipated Council Tax and Retained Business Rates receipts with the forecasts made in January the previous year. Any deficit or surplus must be recognised in the next financial year's budget setting. Appendix E provides further detail.

Economic Risk fund

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

The forecast year end value of this reserve is circa £1m

Organisational change / Transformational reserve

The purpose of this reserve is to provide funding for future on-savings or to fund in year efficiency measures. A business case must be produced for funding to be allocated from this reserve. Going forward the use of capital receipts will fund transformation activity.

The forecast year end value of this reserve is £0.2m

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

Unusable reserves

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

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2016/17 Fees and Charges

To approve an increase in court costs fees in respect of Business Rates from 1st April 2016 to £70 for a summons and £82 for a liability order, total amount £152. The charge is currently £129

Local Land Charges Institute (LLCI) Update

HMRC will confirm its decision that VAT will become payable on all income derived from the CON 29 R and O products.

VAT will be levied at the rate of 20% on the income received on the (local land searches) CON29 R and O (and we believe the associated additional parcels of land fees). The LLC1 fee will NOT attract VAT because it provided by local authorities under a special legal.

Due to the timing of the next meeting, at which LLCI expects HMRC to confirm its decision and the implementation date of 1st February 2016, LLCI's best advice is to assume VAT will be implemented with effect from 1st February.

LLC Officers will need to consider a number of issues including

- Will the Council be levying the VAT?
- What if any Council approval is needed if the fees are to be increased.
- How VAT receipts will be issued.
- Discussions with software suppliers where necessary.
- Any changes to accounting practices.
- Preparing communications to solicitors.
- NLIS and others regarding any changes in fees.
- Give thought to how you will deal with searches received with incorrect fees, LLCI's advice is that in the best interest of customer service, authorities do not reject searches but instead request the balance due.

This will be a change that the industry as a whole has very little time to prepare for and implement.

We are advised that in line with standard practice, no official notification of HMRC's decision will be issued but that the minutes of their meetings are a public document. LLCI will be notified as soon as possible by our colleagues on the CIPFA VAT Committee as to the outcome of the meeting. LLCI will notify you immediately when we are informed.

LLCI will be writing to the Law Society to update them.

We will, along with the LGA, Land Data and colleagues in Finance, continue to do all we can to argue that VAT should not be applied to the CON 29 R and O.

Notwithstanding those arguments and the fact that this proposal has been under discussion for some time, LLCI is extremely concerned at the lack of formal notice from HMRC and at HMRC's apparent insistence that such a significant change for local authorities and their customers should be implemented in an unreasonably short timescale and with no detailed guidance. LLCI is concerned that, given the usual and not unreasonable lead-in times for software suppliers to change their systems, many local authorities will struggle to implement the changes on February 1st. Given the introduction of the new CON29 form in July this year, LLCI regrets that HMRC may not delay the introduction of VAT until either April or July. LLCI recommends that this year local authorities avoid where possible changing their fees more than once to incorporate VAT and once to reflect the requirements of the new CON29.

Presently this income is paid non-vatable. Therefore in essence customers would see a 20% increase if the net fee (£88 each) remains unchanged. The fee is set locally and supposed to be fee recovery. We are proposing to charge the VAT on top of the current charges.

Estimated average income per year from Con29 is £120k

Community Learning & Skills Service - w/e from 1st August 2016

Activity	Existing fee	Proposed fee	Concession	% increase
ESOL – English for Speakers of other languages	£2.50 per hour	£3.00 per hour	Free if unemployed plus other approved categories	20%
IT related qualifications	£2.50 per hour	£3.00 per hour	50% reduction	20%
Personal Development and wellbeing programmes	£3.75 per hour	£4.25 per hour	50% reduction	20%
Note* - Initial engagement and preparation for employment activity, English, maths, basic IT, Family Learning are free of charge				

Library Services

Item	Existing Fee	Proposed fee	% increase	Rationale
Printing Black and white	20p/A4 sheet	30p/A4 sheet	+50%	Current fee unchanged for couple of years, assessment even with self service is that 20p is not covering costs. Also boosts differential between b/w colour printing

Printing Colour	50p/A4 sheet	£1/A4 sheet	+100%	Current fee unchanged for couple of years, assessment even with self service is that 50p is not covering costs
Final postal letter re overdue items	Free	£1.00	New charge	We will be introducing free email and text pre overdue and overdue reminders, so this fee covers postage and staff time. Fee avoided if items are returned on time
Books Children's books on adult card	£0.02/day	£0.05/day	+150%	To encourage children to borrow children's books on child cards and therefore incur no fines

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Statutory Determination of Council Tax

Council Tax Resolution

In relation to the Council Tax for 2016/17 Cabinet is requested to resolve:

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2016 be as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 14 December 2015 Cabinet calculated the following Tax Base amounts for the financial year 2016/17 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
 - (i) 40,001.8 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2016/17; and
 - (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2016/17:

a) Parish of Britwell	xxx
b) Parish of Colnbrook with Poyle	xxx
c) Parish of Wexham	xxx
- (c) That the following amounts be now calculated for the year 2016/17 in accordance with sections 31A to 36 of the Act:
 - (i) £420,457,936 being the aggregate of the amounts which the Council estimates for the items set out in section 31A(2)(a) to (f) of the Act. (Gross Expenditure);
 - (ii) £ 371,765,208 being the aggregate of the amounts which the Council estimates for the items set out in section 31A(3) (a) to (d) of the Act. (Gross Income);
 - (iii) £48,907,610 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);

- (iv) £1,222.65 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
- (v) That for the year 2016/17 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £215,778 representing the total of Parish Precepts for that year.
- (vi) £1,217.26 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.
- (vii) Valuation Bands

Band	Slough Area £	Parish of Britwell £	Parish of Colnbrook With Poyle £	Parish of Wexham Court £
A	811.51	xx.xx	xx.xx	xx.xx
B	946.76	xx.xx	xx.xx	xx.xx
C	1,082.01	xx.xx	xx.xx	xx.xx
D	1,217.26	xx.xx	xx.xx	xx.xx
E	1,487.76	xx.xx	xx.xx	xx.xx
F	1,758.26	xx.xx	xx.xx	xx.xx
G	2,028.77	xx.xx	xx.xx	xx.xx
H	2,434.52	xx.xx	xx.xx	xx.xx

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

- (viii) That it be noted that for the year 2016/17 the Thames Valley Police Authority precept has been provisionally increased by x% in line with initial discussions. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

BAND	Office of the Police and Crime Commissioner (OPCC) for Thames Valley
	£
A	XX.XX
B	XX.XX
C	XX.XX
D	XX.XX
E	XX.XX
F	XX.XX
G	XX.XX
H	XX.XX

- (ix) That it be noted that for the year 2016/17 the Royal Berkshire Fire Authority has provisionally stated the following amount in precept issued to the Council, in accordance with section 40 of the Act, for each of the categories of dwellings shown below: As in previous years no increase is assumed.

BAND	Royal Berkshire Fire Authority
	£
A	XX.XX
-B	XX.XX
C	XX.XX
D	XX.XX
E	XX.XX
F	XX.XX
G	XX.XX
H	XX.XX

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

Band	Slough	Office of the Police and Crime Commissioner (OPCC) for Thames Valley	Royal Berkshire Fire Authority	TOTAL
	£	£	£	£
A	811.51	XX.XX	XX.XX	XX.XX
B	946.76	XX.XX	XX.XX	XX.XX
C	1,082.01	XX.XX	XX.XX	XX.XX
D	1,217.26	XX.XX	XX.XX	XX.XX
E	1,487.76	XX.XX	XX.XX	XX.XX

F	1,758.26	xx.xx	xx.xx	xx.xx
G	2,028.77	xx.xx	xx.xx	xx.xx
H	2,434.52	xx.xx	xx.xx	xx.xx

- (xi) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiii) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xiv) The above figures assume a council tax freeze for the Royal Berkshire Fire Authority. If this is not the case this report requests the Section 151 or nominated officer be authorised to adjust the council tax charges accordingly in line with final figures.

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

Section 25 of the Local Government Act 2003 requires the Section 151 Officer (Assistant Director, Finance and Audit) to formally report to Council as part of the tax setting report his view on the minimum level of reserves available to the general fund and on the robustness of estimates used on the budget setting process. The Council is required to take these views into account when setting the Council Tax at its meeting on 23rd February 2016.

Adequacy of Reserves

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

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

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

- Increased population increases demand on 'universal services' i.e. more bins to collect, more Council Tax bills to issue etc.
- Increased volatility from the retention of business rates
- Savings are increasingly based on commercial income generation opportunities so fluctuate much more – this is especially so in the current year budget with over £3m of additional income through commercial schemes and represents a significant increase in the risk exposure to outside economic conditions
- Increased adult social care pressures due to changes in demography
- Increased risk over the delivery of savings; the savings figures in the MTFs and since 2010 are far higher than in previous years and are over a sustained period through to 2020
- Risk of grants fluctuating during the financial year e.g. Education Services Grant

- The impact of the macro-economic position and the impact on residents and businesses being able to pay for respective fees and charges
- Change in control of Children's Social Care expenditure to the SCST

In light of the above, the proposed minimum level of reserve for the Council should be 5% of the net budget (as defined by Council Tax, retained business rates and non-ring fenced revenue Government grants); plus £2m to allow for current funding volatility. This results in a total of **£7.2m¹**.

¹ Circa 5% of £104m and £2m to cover funding volatility.

Robustness of Estimates

The treatment of inflation and interest rates

The 2016/17 pay award for staff has been included at an average of 1% in line with the Government's pay announcements. Non pay related budgets have been inflated at the contractually committed rate of inflation or where services can demonstrate a requirement to do so to maintain service delivery levels.

Efficiency saving and productivity gains

The budget contains proposals to deliver approximately £10m of savings. The medium term financial strategy includes a four year savings programme to ensure that future revenue budgets remain in financial balance to ensure the council has adequate resources to deliver its Council Strategy outcomes. The savings programme will also help to ensure that Council Tax increases are kept to as low a level as possible and deliver efficient local services. The proposals continue to set high levels of required savings and there are inherent risks to the delivery of a balanced budget at the end of the 2016/17 financial year. Given the year on year reductions in Government funding, the Council's risk profile for savings is increasing as more transformational activity and income generation schemes are brought forward. Though these will endeavour to drive additional income and reduced costs, they are by their very nature more difficult and complex to deliver, and are at greater risk of market conditions.

Budget and Financial management

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

- 2011/12 – £1,736k underspend – 1.7% of budget
- 2012/13 - £23k underspend – 0.0% of budget
- 2013/14 - £150k underspend – 0.1% of budget
- 2014/15 - £224k underspend - 0.1% of budget
- 2015/16 - £486k overspend forecast – 0.5% of budget

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

The Council has a number of demand led budgets and has historically been able to manage changes to demand to ensure a sound financial standing at the end of the financial year. The revenue budget includes £0.85m for adult social care cost pressures and £2.8m for Children's social care.

Adequacy of insurance and risk management

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

Overall financial standing of the authority

Slough Borough Council borrows money to support the Council's capital Programme. It has calculated its capacity for borrowing within the provisions of the prudential framework and budgeted accordingly. The assumed Council Tax collection rate is 98.4% and this is an achievable if demanding target. Each 1% uncollected amounts to approximately £0.47m and any surplus or deficit on the collection fund is apportioned between the Council and its major precepting bodies the Royal Berkshire Fire and Rescue Authority, and the Office of the Police and Crime Commissioner (OPCC) for Thames Valley.

Maintaining balances

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

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

Specific grants

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

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

<u>Grant</u>	<u>Amount / £m</u>
Public Health	7.23 tbc by end of January
Local Council Tax Support	0.2
Housing Benefit administration subsidy	0.6
Better Care Fund (through existing NHS and Social Care budgets)	8.1 tbc by the end of January

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HRA Rents and Service Charges 2016/17

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

- Council house dwelling rents for 2016/17 to **decrease by 1%** over the 2015/16 rent with effect from Monday 4th April 2016. This is in line with current government guidelines and legislation.
- Garage rents, heating, utility and ancillary charges to **increase by 0.8%** with effect from Monday 4th April 2016. This is based upon the September RPI figure.
- Service charges to **increase by 0.8%** with effect from Monday 4th April 2016. This is based upon the September RPI figure.
- 'Other committee' property rents to increase by an average of 0.8% from Monday 4th April 2016 in line with the September RPI figure.

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Equality Impact Assessment

Directorate: Customer & Community Services																																																		
Service: Community Development																																																		
Name of Officer/s completing assessment: Claire Skeates/ Kam Bhatti																																																		
Date of Assessment: 27th January 2016																																																		
Name of service/function or policy being assessed: Phased reduction in support to a series of activities that include summer and half term activities for all ages in targeted neighbourhoods delivered through a number of community centres.																																																		
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>12 children's and young people's activities and programmes will be delivered at Chalvey and Britwell Centres, targeted programmes will be delivered to engage with young people from these areas. Benefits to the individuals will include improved self esteem, employability skills improved, events and community programming experience gained and by engaging them in positive activities we will be reducing the risk of anti social behaviour.</p>																																																	
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The initial delivery is through the community development team with a planned targeted approach that includes recruiting and training local people and current users to take responsibility for the planning and delivery of activities for children and young people. Plan is to shift responsibility from Community development team to local groups and individuals as part of community capacity building.</p>																																																	
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <table border="1"> <thead> <tr> <th rowspan="2">Protected Characteristic</th> <th colspan="3">Differential Impact</th> </tr> <tr> <th>Yes</th> <th>No</th> <th>N/A</th> </tr> </thead> <tbody> <tr> <td>Age:</td> <td>X</td> <td></td> <td></td> </tr> <tr> <td>Disability:</td> <td>X</td> <td></td> <td></td> </tr> <tr> <td>Gender Reassignment:</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>Marriage and Civil Partnership:</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>Pregnancy and maternity:</td> <td></td> <td></td> <td>X</td> </tr> <tr> <td>Race:</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>Religion and Belief:</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>Sex:</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>Sexual orientation:</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>X</td> </tr> </tbody> </table>			Protected Characteristic	Differential Impact			Yes	No	N/A	Age:	X			Disability:	X			Gender Reassignment:		X		Marriage and Civil Partnership:		X		Pregnancy and maternity:			X	Race:		X		Religion and Belief:		X		Sex:		X		Sexual orientation:		X		Other			X
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Sex:		X																																																
Sexual orientation:		X																																																
Other			X																																															

	<p>Age: Predominantly children and young people</p> <p>Disability: Some of the programmes and projects offer opportunities for people with a learning or physical disability to be fully integrated into mainstream activity.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>No positive impact with reduction in service.</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>Children and young people will be directly affected by the savings through potentially less activities held at Community venues for young people organised by Community Development team. Will impact in number of key areas including improved self esteem, employability skills improved, events and community programming experience gained. By reducing activities there is a risk that young people will engage in anti-social behaviour and crime. The fear of crime and changing perceptions of an area may occur as children will not be engaged in positive activities.</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>Community development team only been operational since June 2015 and evidence from activities planned so far is anecdotal. Team are using police crime data, antisocial behaviour information and feedback from local groups to identify what activities are required in community venues. We know that current community activities at the community centres are well attended with up to 20 plus young people participating in the activities. We also know that with youth centre provision is limited across the borough and we predict that more than 50 young people will be affected each month.</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>Community groups are being engaged and spoken to about taking on more and doing more in community settings. We have arranged skills training for smaller groups, with a view to these groups developing their capacity and working with us to develop programmes for young people and adults across the borough.</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>There is a risk if communities/ community groups do not pick up the opportunity to run activities themselves. We also know that community</p>

	<p>activities in community centres are proven to bring communities together, improving community relations and cohesion.</p> <ul style="list-style-type: none"> • Not all community organisations have been informed of these proposals and future funding reductions
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>Look for external funding / partnership funding to sustain current programmes.</p> <p>Engaging and working with a range of community and voluntary organisations and supporting them with bid applications to help them put on targeted activities at community venues. This has already been successful in helping other groups access new activities and services e.g. Milan Centre users, Colnbrook neighbourhood scheme</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>Feedback from community groups developing bids Regular community group meetings Increased support for grant bid applications Increased training provided in partnership with Slough Council for Voluntary Services to support voluntary sector skills and group development including capacity building and a drive to change and focus on neighbourhood priorities Monitor the reports of anti social behaviour Monitor usage of community buildings through bookings and income</p>

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

Action Plan and Timetable for Implementation

At this stage a timetabled Action

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

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date
Look for external / sponsorship funding to sustain Community programmes and activities	Children and young people	Kam Bhatti	External funding is secured to enable the continuations of the community programmes by the Community Development Team across community settings, which offers children and young people to experience new programmes and activities which support their wellbeing, learning and behaviour.	Ongoing	January 2017	
Develop new courses / training opportunities to ensure the voluntary sector are ready to take on the additional	Children, young people, families and adults	Kam Bhatti	That the voluntary sector is has the skills and ability to manage and run community programmes	Monitor impact of voluntary sector takeover and	Jan 2017	

responsibilities and management of community activities in community centres				delivery of key programmes		
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Name:
Signed: ...Claire Skeates/ Kam Bhatti.....(Person completing the EIA)

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

Date:

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Efficiency Strategy – for the use of Capital Receipts

As part of the Local Government Spending Review announced on the 17th December, the Government has provided Councils with the flexibility of utilising Capital Receipts for qualifying expenditure. This is to enable authorities to fund transformation and cost reduction programmes from capital receipts rather than revenue expenditure.

Qualifying expenditure

The Government has termed qualifying expenditure per the below. Appendix A highlights some of the suggestions from Government, but these are not exhaustive.

Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility. Set up and implementation costs of any new processes or arrangements can be counted as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.

Requirements of the Strategy

As part of the Strategy, Government have set out that the following must be included:

- list each project that plans to make use of the capital receipts flexibility, that it details the split of up front funding for each project between capital receipts and other sources, and that on a project by project basis, a cost benefit analysis is included to highlight the expected savings.
- The Strategy should report the impact on the local authority's Prudential Indicators for the forthcoming year and subsequent years
- From the 2017-18 Strategy and in each future year, the Strategy should contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial cost/benefit analysis
- restructuring must payback within 1 year in the whole, and within 24 months for an individual
- The Strategy should be approved by the full council

Timescales

The flexibilities for using capital receipts are due over the period April 2016 to March 2019.

Key projects

Below are a list of key projects that could incur capital receipts to fund them. These are indicative at present as the timings of the costs will not all be in the next financial year, but these give a summary of the key projects that could be used as qualifying expenditure under the Efficiency Strategy. They will each be subject to a business case as well to identify the costs and benefits of the respective programmes.

Project	Capital Receipts funded / £m	Other sources / £m	Expected Savings / £m
Adult Social Care Transformation programme resources	0.8	0.4	5.1 ongoing savings by year 3
Agresso system efficiencies	0.25		Tbc subject to formal business case – expected to be £0.1+ p.a
Development of income generation proposals from capital assets	0.25		0.7 income generation
Development of housing company	0.2		0.2 income generation
Development of Berkshire shared finance service	0.2		0.2 ongoing savings
Asset Challenge & support for flexible working	0.2		0.2 ongoing savings
Re-commissioning of major contracts to delivery procurement savings and more effective use of frameworks	1.5		Depends upon market price, but at least 0.5 ongoing savings post new commissioning options from 2018
Restructuring	0.5		Depends upon other budget savings over the MTFS but payback on all posts to be within a maximum of within 1 year in the whole, and within 24 months for an individual.
Digital Transformation to deliver more efficient services	0.12		Tbc – depends upon proposed solutions to meet the 5YP
Counter-Fraud Invest to Save proposal	0.05		Additional income through counter-fraud arrangements – 0.05
Council Tax and Business Rates collection increases	0.3		0.6 ongoing increases in CTX collection over life of the MTFS

Slough Children's Services Trust	0.55		Invest to save bid to reduce ongoing revenue costs to projections of between £1-2m p.a. over the next four years
Devolution bid funding for service change and integration	0.05		tbc

Capital receipts expected in 2016-17

- **Ledgers Road**

Prudential indicators impact

The Council has factored in utilising £2.5m of capital receipts in the next financial year. The Capital strategy has been adjusted to take account of the above and impact on utilising borrowing / internal balances and impact on the MRP / revenue balances.

Government summary of example programmes

- Sharing back-office and administrative services with one or more other council or public sector bodies
- Investment in service reform feasibility work, e.g. setting up pilot schemes
- Collaboration between local authorities and central government departments to free up land for economic use
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation
- Sharing Chief-Executives, management teams or staffing structures
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others)
- Integrating public facing services across two or more public sector bodies (for example children's social care, trading standards) to generate savings or to transform service delivery.

Local Welfare Provision

There is a £275k budget proposed in this paper to be allocated to LWP, including administration costs, as part of the pressures summary.

1. Background

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

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

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

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

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

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

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

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

- Crisis Awards
- Community Care Awards

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

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

2. Statement of Objectives

The Council will consider making an LWP award to applicants who meet the qualifying criteria, as specified in this policy, providing sufficient funding from the Government grant for this purpose is

available at the time of the Council's decision. We will treat all applications on their individual merits. An LWP award will normally be an urgent, one off provision used as a short term fix to prevent a long term problem, and we will seek to:

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

3. Policy

3.1. Main Features of the Scheme

The main features of the Slough LWP scheme are that:

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

3.2. LWP award applications

1. An application for an LWP award must be made in a way that is acceptable to the Council. The application must be made by the person to whom the application relates (the applicant) but the applicant can ask a council officer or another person to complete the application.
2. We may determine such other bodies, as we decide are appropriate, to be authorised to decide applications and they will be granted secure access to the necessary Council systems for this purpose.
3. Applications from people not meeting the minimum eligibility criteria will not be considered.
4. We may request any reasonable evidence in support of an application for an LWP award. The applicant will be asked to provide the evidence and it must be provided within one month of the request although this will be extended in appropriate circumstances.
5. We reserve the right to verify any information or evidence that the applicant supplies, in appropriate circumstances, with other council departments, government agencies and external organisations or individuals. We may also use the information for the detection/prevention of fraud.
6. If the applicant is unable to or does not provide the required evidence, in the agreed time, we may treat the application as withdrawn by the applicant and we will not be under an obligation to decide it.

7. We are under no duty to make an LWP award. Where funds are available from another source we will signpost the applicant to those sources rather than make an LWP award.
8. We will aim to decide applications for emergency assistance within 1 working day and all other applications within 10 working days, excluding any days that it takes for an applicant to provide any evidence.

3.3. Eligibility Criteria

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

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

AND

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

or

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

3.4 Awarding an LWP

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

- any sources of credit such as cash cards, store cards, credit cards, cheque cards, cheque accounts, overdraft facilities, loan arrangements;
- any help which is likely to be available from other funds, such as Short Term Advances and Budgeting Advances issued by the Department for Work and Pensions to out of work benefit claimants; [This facility is appropriate for applicants that have lost or spent money, or are in need of money while they wait for their first payment.]
- the financial circumstances of the applicant, any partner, their dependants and other occupiers of their household;
- the income and expenditure of the applicant, any partner, their dependants and other

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

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

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

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

3.5. Payment of an LWP award

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

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

3.6. Notification

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

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

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

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

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

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

3.7. The Right to Appeal

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

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

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

3.8. Overpayments

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

3.9. Fraud

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

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

3.10. Publicity

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

4. Monitoring/ Audit of the Scheme

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

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

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

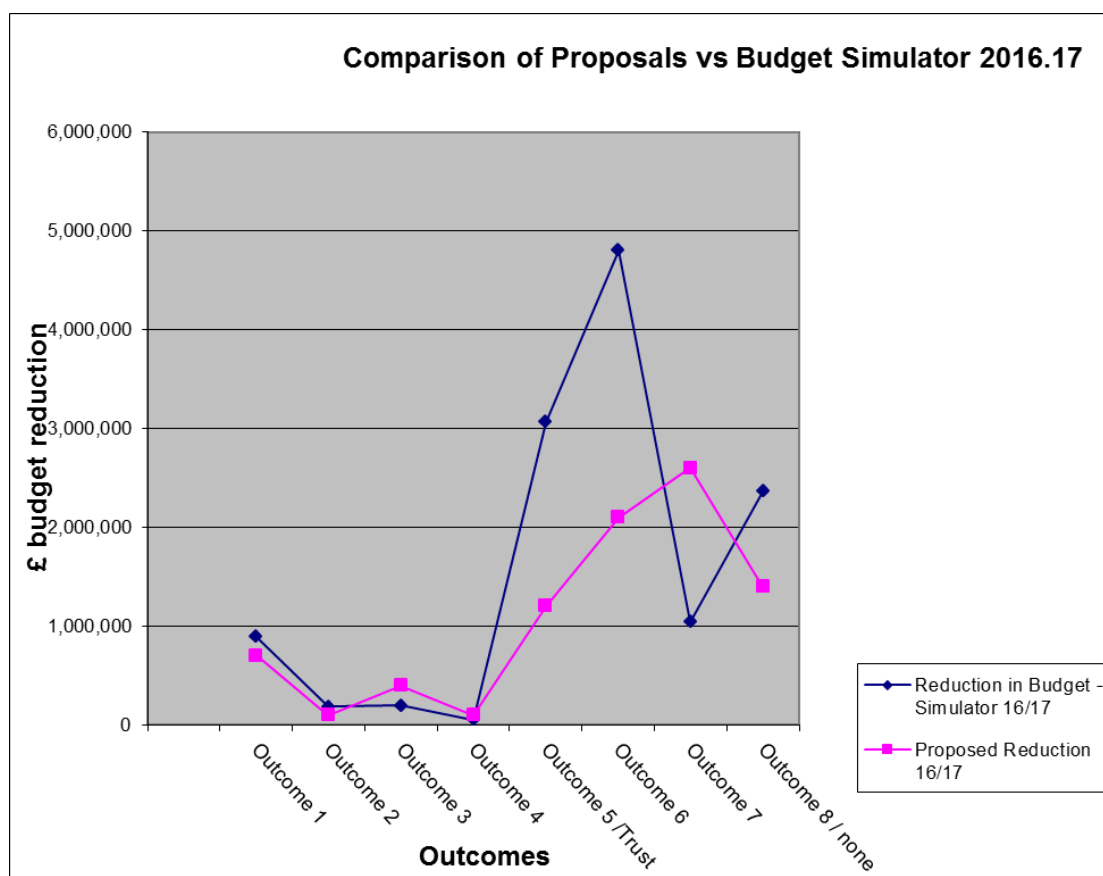
Summary of Budget consultation

In autumn 2015, the Council consulted residents and businesses through a budget simulator exercise on the Council’s budget and proposals to ensure it balances for 2016-17. The consultation was supported by a Facebook campaign as well.

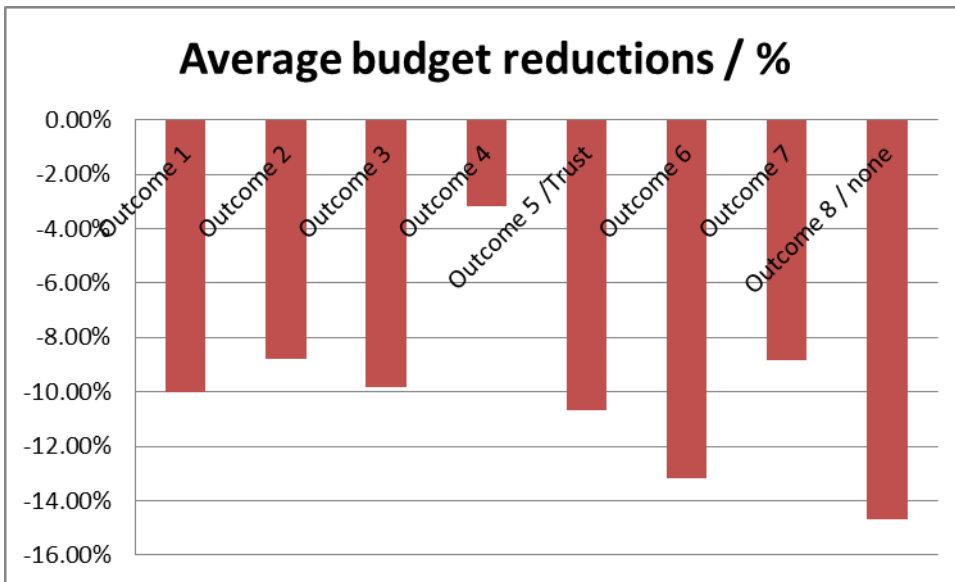
The Council also took this to the Slough Business Community Partnership on the 10th December 2015 along with an overview presentation on the key budget issues and their impact on local businesses.

Over 500 people used the simulator with 176 completed responses.

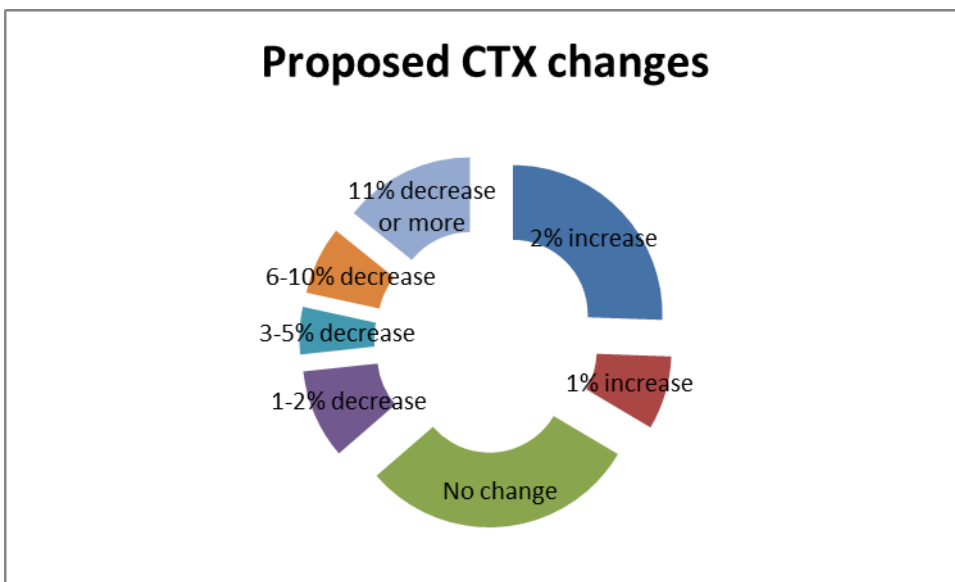
The simulator asked residents to increase or decrease spending across the outcomes identified in the Council’s 5 Year Plan. Below is a summary of how the respondents to the simulator completed the budget against the Council’s proposals. There were many areas of similarity in the first four outcomes. Outcome 5 (Children’s & Education), Outcome 6 (Adults) and Outcome 8 (Digital & Support services) saw respondents propose greater levels of savings than the Council is current setting out. Outcome 7 (Income and Assets and including waste management) saw respondents protect this area more than the Council’s proposals. However, the 2016-17 Council proposals are primarily income generation orientated rather than focussed on waste management.



The responses also highlighted the comparative % reduction overall to the different outcomes with the greatest protection for Outcome 4 ‘safe’ and the largest reductions in Outcomes 8 and 6.



Respondents were also asked to ensure that the budget balanced. Below is a summary of the responses. A majority of respondents went for somewhere between non change and a 2% rise (the maximum allowable in the model). There were a number of people who did propose major reductions with 8 people voted for up to a 60% reduction.



Written responses

Respondents also took time to make suggestions both in the simulator and on the Facebook page. There are a number of comments which are available, but this paper summarises some of the key themes from respondents.

The Council Tax Support scheme proposals were not commented on by anyone.

The most talked about topic was roadwork's, road congestion, and in particular the congestion caused by the roadwork's. 13 respondents commented on how unhappy they were with the continual "messaging about" with Slough's road network.

11 respondents also thought senior management were paid too much, with a number also stating that there were too many of them. Whist two other respondents suggested that the

Council employ too many expensive Agency and Contract staff. Three other people suggested more shared services and shared senior management.

4 people suggested that Councillors should be paid less.

11 respondents commented on Council wasting money, and working inefficiently. However in most cases these comments were not backed up with an example. Where there were examples it was around being given incorrect information on the phone relating to council tax and benefits and having to make more than one phone call to get the issues resolved. The other example, raised by two people, was on the waste of money spent on the banners welcoming people to Slough

7 respondents all commented that we need to ensure we protect the vulnerable and need to be careful about cutting Social Care services further. No-one commented that the Council spends too much on Social Care; this is in contrast to the simulator results where 40% of people supported the proposal to charge users more for the services they receive and the average reduction in budget for Outcome 6 was 13%.

6 respondents talked about making Slough “cleaner”. This included suggestions to involve schools by educating children with projects around “A Clean Slough”, increasing fines to businesses creating litter and also more council activity.

There were 5 responses around stopping benefit fraud and a further 6 comments about rogue landlords, and the requirement to regulate properly. This included comments about more affordable housing.

Although we did not get any responses directly from business, 5 people commented that we should be doing more to attract businesses into the area, and get them working in partnership with the Council, and sponsoring certain activities. 2 people also suggested that we should be pushing large companies on the industrial estate to take more apprentices. One comment was that we need a long term push within the schools to give children an education which gets them apprenticeships with the large companies based in Slough, this in turn will improve the traffic problems because...”at the moment low skilled workers have to commute out of Slough whilst the higher paid workers on the trading estate commute in”

There were 3 comments along the lines of running more services “for the people by the people”. This included community centres run by charities or local people.

5 people suggested we should be using capital resources efficiently to generate revenue...whether this be housing projects or businesses owned by the Council paying rent. However, 6 other people commented on the Curve and 2 on the bus station, and all but one of these comments were unfavourable.

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SLOUGH BOROUGH COUNCIL**Pay Policy Statement
for the Year 2016/17****1. Introduction**

- 1.1 The Localism Act requires local authorities to publish, on their website, an annual Pay Policy Statement which has been approved by Full Council.
- 1.2 No remuneration may be made to officers which falls outside of the Pay Policy Statement, although it is possible for a meeting of the Full Council to amend the statement at any time.
- 1.3 In drawing up this statement, Slough Borough Council has taken into account the guidance issued by the Department of Communities and Local Government in February 2012, and the supplementary guidance issued in February 2013.
- 1.4 Slough Borough Council is committed to complying with the statutory obligation to pay the National Living Wage.
- 1.5 This statement does not apply to schools staff as local authority schools staff are outside the scope of the legislation.
- 1.6 This statement was approved by Full Council on 25th February 2016.
- 1.7 Slough Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our staff.
- 1.8 The Council is committed to paying nationally negotiated pay awards and this Pay Policy Statement will be updated as and when any such pay awards are agreed.

2. Remuneration of Chief Officers

- 2.1 In accordance with the Localism Act, the following SBC posts are defined as Chief Officers, and their salary bands are as follows. (The SBC grading structure is attached in Appendix A).

Head of the Paid Service and Statutory Chief Officers		
Post	Reports To	Salary Band
Chief Executive / Head of Paid Service.	-	£131,232 - £157,479
Director of Wellbeing (Encompasses the statutory roles of Director of Adult Social Services and Director of Children's Services).	Head of Paid Service	SML 16 £108,014 - £125,983
Interim Director of Children's Services	Head of Paid Service	Short-term interim arrangement, 3 – 5 days per week, £682.18 per day.

Monitoring Officer (Assistant Director, Commercial Services and Procurement).	Strategic Director of Customer & Community Services	SML 13 £74,198 - £86,540 Plus a Monitoring Officer supplement of £5,000 per annum.
Chief Finance Officer / Section 151 Officer (Assistant Director, Finance).	Strategic Director of Regeneration, Housing, & Resources	SML 13 £74,198 - £86,540
Director of Public Health	The Director of Public Health is employed by Bracknell Forest Council.	
Posts that report directly to the Head of Paid Service or Statutory Chief Officer		
Post	Reports To	Salary Band
Strategic Director of Regeneration, Housing, & Resources (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £108,014 - £125,983
Strategic Director of Customer & Community Services (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £108,014 - £125,983
Assistant Director, Strategy and Engagement	Head of Paid Service	SML 13 £74,198 - £86,540
Assistant Director, OD&HR	Head of Paid Service	SML 13 £74,198 - £86,540
Assistant Director, Adult Social Care	Strategic Director of Wellbeing	SML 14 £88,948 - £101,709
Assistant Director, Public Health	Strategic Director of Wellbeing	SML 13 £74,198 - £86,540
Head of Early Years Schools Services & Special Needs	Strategic Director of Wellbeing	Vacant
Deputy Monitoring Officer	Monitoring Officer	Ad hoc external arrangement, paid at a daily rate according to need.
Corporate Financial Controller	Chief Finance Officer / Section 151 Officer	SML 11 £54,483 - £61,980 Plus a deputy s151 Officer supplement of £3,500 per annum. Plus a market supplement of £5,161 per annum.
Directorate Finance Manager x2	Chief Finance Officer / Section 151 Officer	SML 11 £54,483 - £61,980
Posts that report directly to Non-Statutory Chief Officers		
Post	Reports To	Salary Band
Assistant Director, Assets,	Strategic Director of	SML 13

Infrastructure & Regeneration	Regeneration, Housing, & Resources	£74,198 - £86,540
Assistant Director Housing & Enforcement	Strategic Director of Regeneration, Housing, & Resources	SML 13 £74,198 - £86,540 (Currently protected at SML 14 £88,946 - £101,709)
Assistant Director, Commercial Services and Procurement	Strategic Director of Customer & Community Services	SML 13 £74,198 - £86,540
Head of Consumer Protection & Business Compliance	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980
Head of Building Control & Planning	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980
Head of Wellbeing & Community Services	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980
Head of Learning & Community Services	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980

The Head of Democratic Services is appointed as the Council's Returning Officer in accordance with the Representation of the Peoples Act 1983. The Returning Officer is eligible for fees linked to duties undertaken for running national, European or local elections/referenda. These fees are determined by the number of electors registered in the borough/parliamentary constituency and are paid subject to a formula applied by the Government for determining fees to all Returning Officers across the Country.

2.2 Remuneration on Appointment

Newly appointed chief officers are paid in accordance with the pay scales set out above.

Salary packages amounting to £100,000 or more for new appointments will be approved by Full Council.

2.3 Job Evaluation

The pay of all employees, including Chief Officers, is based on job evaluations undertaken through the Hay Job Evaluation Scheme.

2.4 Terms and Conditions of Employment

The Chief Executive is employed on JNC for Local Authority Chief Executives terms and conditions of employment.

All other chief officers are employed on JNC or NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to these posts.

2.5 Travel and Subsistence Expenses

There are occasions when employees incur additional expenditure than normal in the course of undertaking their official duties on behalf of the Council away from their normal place of work.

The Council has a comprehensive Travel and Subsistence Expenses Scheme which applies to all our staff, including Chief Officers, in such circumstances.

2.6 Payment of Professional Fees

The Council will pay the cost of one professional subscription per annum, per employee, including Chief Officers, which is relevant and necessary for the role.

2.7 Honoraria

An honoraria payment may be made to an employee, including to a chief officer, in recognition of undertaking temporarily additional or outstanding extra work, which is:

- outside the normal scope of the duties and responsibilities of the employee
- over an extended period undertaking part of the duties of a higher graded post
- or where the additional duties and responsibilities are exceptionally onerous
- or in situations which merit the employee being rewarded for specific work.

The Honoraria Scheme applies in these circumstances and the amount of payment is based on the duties undertaken.

2.8 Acting Up

Acting up arises when an employee temporarily undertakes full or part duties of a higher graded post for a consecutive period of at least four weeks.

All employees, including Chief Officers, are entitled to an acting up payment in recognition of the responsibilities. Decisions on payment take into account the following:

- The nature and complexity of the responsibilities, undertaken by the employee and their current spinal column point.
- Whether the employee is undertaking full or part responsibilities
- If the employee is placed into post as a development opportunity

2.9 Secondment

Secondments are intended to provide developmental opportunities to gain skills and experience rather than for financial gain. Therefore, secondees will normally transfer from their current position into the secondment on their existing salary. Terms and conditions of the secondee may change depending on the local variations within the department, i.e. flexi-time. However, if there is a significant difference between the secondment and the individual's salary this must be brought to the attention of the HR Department and a decision will be taken on whether to review salary arrangements in line with complexities of the job.

2.10 Market Supplements

A Market Supplement is payable, in exceptional circumstances, for posts (including Chief Officer posts) which are critical to the delivery of essential/statutory services, and to which the Council has been unable to recruit.

2.11 Pay protection

An employee who is redeployed to a suitable post which is one grade lower, will receive protection of earnings (basic pay plus local weighting allowance) for a period of three years. The salary will be frozen at its current level and the employee will not receive annual pay awards. At the end of the protection period the employee will be placed on the salary grade relevant to the redeployed post.

Where an employee accepts redeployment to a post which is more than one grade lower, there is no entitlement to protection of earnings. In exceptional circumstances, in order to minimise financial hardship and avoid redundancies Strategic Directors may, subject to budgetary considerations, exercise discretion to grant some element of protection. This would apply for no longer than three years.

2.12 Termination Payments

In the event of a redundancy situation, all employees, including chief officers, are entitled to redundancy payments based on a multiple of 1.5 times statutory provision, based on weekly pay, subject to a cap of 30 weeks as the maximum number of weeks payable, and to a cap of 20 years service.

The terms, and any payment relating to the termination of employment of any officer of the Council in any contentious circumstances which do not result from an award made by an Employment Tribunal or Court are settled by the Council on the basis of the legal merits of the case, the time and disruption which protracted litigation would involve, any limit of statutory entitlement on monetary claim available to an employee, and what is considered prudent in all circumstances.

Any redundancy or severance packages of £100,000 or more will be approved by Full Council. In presenting the information to Full Council the components of any such severance package will be set out including; salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid.

If an applicant for a post (including Chief Officer posts) is in receipt of a severance payment from any local authority, or a Local Government retirement pension, this does not form part of the Council's decision as to whether or not they should be appointed.

Any employee who is made redundant, including Chief Officers, must have a break of at least four weeks in order to retain a redundancy payment before they can be re-employed by the Council in a different position.

Consultancies over £5,000 (excluding cover for established posts) or any consultancy / employment offered to former senior officers of the Council of third tier and above is a "significant officer decision." (Significant officer decisions are circulated monthly to all members and published on the website).

2.13 The Government is consulting on regulations regarding the recovery of public sector exit payments. SBC will comply with any future legislative requirements.

2.14 Pension Payments

All employees who are members of the Local Government Pension Scheme, including Chief Officers, are entitled to a retirement pension calculated in accordance with the Local Government Pension Scheme Regulations.

3. Remuneration of Our Lowest Paid Employees

3.1 All SBC employees are paid in accordance with a locally determined salary scale, appendix A.

3.2 "Lowest Paid Employee" means the employee on the lowest grade, assuming that the posts are full-time, excluding apprentices. The lowest grade is Level 1, £15,144.90.

3.3 Unsocial Hours Payments

The Council has a comprehensive Working Pattern Arrangement Scheme which

sets out the allowances payable for:

- Overtime (for employees up to and including Level 5)
- Saturday and Sunday working
- Bank holidays
- Night working
- Sleeping-in duty
- Shift working
- Standby, on-call and call-out

3.4 Terms and Conditions of Employment

Employees who are not Chief Officers, are employed on NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to NJC employees.

4. Relationship Between the Remuneration of Our Chief Officers and Our Lowest Paid Staff

- 4.1 The pay of the Chief Executive is currently £157,479. This is 10.4 times the pay of our lowest paid employees.
- 4.2 The pay of the Chief Executive is currently 4.42 times the pay of mean average earnings of our employees. Mean average pay is currently £35,641.

NEW SLOUGH LEVELS STRUCTURE

1st January 2015 (inclusive of living wage at SCP 9)

Level	SCP	Basic	L/W	Inclusive Annual Salary		
L1	01	5				
	02	7				
	03	9	14269.90	875	15144.90	Living Wage
L2	01	10	14338	875	15213	
	02	11	15207	875	16082	
	03	13	15941	875	16816	
L3	01	14	16231	875	17106	
	02	16	16969	875	17844	
	03	18	17714	875	18589	
L4	01	19	18376	875	19251	
	02	20	19048	875	19923	
	03	21	19742	875	20617	
	04	22	20253	875	21128	
L5	01	23	20849	875	21724	
	02	24	21530	875	22405	
	03	25	22212	875	23087	
	04	27	23698	875	24573	
	05	29	25440	875	26315	
L6	01	30	26293	875	27168	
	02	31	27123	875	27998	
	03	32	27924	875	28799	
	04	34	29558	875	30433	
	05	35	30178	875	31053	
L7	01	36	30978	875	31853	
	02	37	31846	875	32721	
	03	38	32778	875	33653	
	04	40	34746	875	35621	
	05	41	35662	875	36537	
L8	01	42	36571	875	37446	
	02	44	38405	875	39280	
	03	46	40217	875	41092	
	04	47	41140	875	42015	
L9	01	48	42053	875	42928	
	02	50	43868	875	44743	
	03	52	45716	875	46591	
	04	53	46647	875	47522	
L10	01	54	47632	875	48507	
	02	55	48613	875	49488	
	03	57	50593	875	51468	
	04	59	52555	875	53430	

SLOUGH BOROUGH COUNCIL
SENIOR MANAGEMENT GRADES
EFFECTIVE FROM 1st January 2015

<u>GRADE</u>	<u>SALARY RANGE</u>	<u>GRADE</u>	<u>SALARY RANGE</u>	<u>GRADE</u>	<u>SALARY RANGE</u>
SML111	54,483	SML121	64,428	SML131	74,198
SML112	56,982	SML122	66,876	SML132	78,103
SML113	59,481	SML123	69,324	SML133	82,212
SML114	61,980	SML124	71,772	SML134	86,540
SML141	88,946	SML151	100,197	SML161	108,014
SML142	93,627	SML152	103,404	SML162	113,699
SML143	98,555	SML153	108,846	SML163	119,684
SML144	101,709	SML154	114,575	SML164	125,983

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 8th February 2016

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

BUSINESS RATES POLICY CHANGES**1 Purpose of Report**

The purpose of this report is for members to consider all Business Rates related policies in one document and to review and comment on these before approving the range of policies and therefore reliefs available.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the Business Rates policies included in Appendix A be approved.
- (b) That the reliefs which have ended be noted.

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

Slough Borough Council supports businesses facing financial issues by referring them to business coaches that can provide expert advice on how to strengthen and grow their business. This is part of a collaboration between the Council, Thames Valley Berkshire Local Enterprise Partnership and the Business Growth Hub. This support prevents businesses from decline and closure and can provide routeways out of financial hardship.

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

4 Other Implications

- (a) Financial

Wherever the Council exercises discretion over Business Rates, there is a cost to the overall taxpayer. As part of the financial planning assumptions for the year ahead, the Council makes an estimated assessment as to the level of Business Rates discretionary relief that will be awarded, though the final award will be based around compliance with the various policies and the enabling legislation included within this report. If members decide to take a different approach to the policies included in this report it will have an impact on the next year's budget position; for example if an extra period of relief was granted then there would be a cost in the next financial year, the estimated Business Rates income for the Council would fall, and extra savings would need to be delivered.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial – changed policies lead to more applications	The criteria have been changed in some policies to further comply with the Council's objectives and make a more focussed level of discretion	Demand falls for these policies, leading to less Business Rates being paid
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

No identified need.

5 Supporting Information

5.1 The Council has a variety of policies in place in respect of Business Rates and these include the following. The table below sets out an update on these policies in respect of Business Rates, and where changes to existing policies that are continuing have been made these are included in appendix A.

Policy	Changes for 2016-17
Discretionary Business Rate Relief to Charities and other Not-for-Profit Organisations	None
Rate Relief for Properties that are Partially Unoccupied for a Temporary Period	Amendments to fit with 5YP – see appendix A
Hardship Relief	None
General Rate Relief	None
Reoccupation Relief	Removed per the Autumn Statement
Retail Relief	Removed per the Autumn Statement
Inward Investment Policy	None
To extend the existing Business Rate relief policy in respect of flooding	None

5.2 At the Autumn Statement, the Government also announced that Small Business Rate Relief will continue for a further 12 months.

6 **Comments of Other Committees**

N/A

7 **Conclusion**

This report summarises a range of changes to existing Business Rates related policies and, if approved, these will be placed in the same updated document on the Council's website.

8 **Appendices Attached**

'A' - Changes to Business Rate Relief policies

9 **Background Papers**

'1' - Existing Business Rates relief policies 2015

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Business Rates Policy 2016-17 onwards

Partially Unoccupied (Temporary Period) Rate Relief - Section 44a

Rate Relief for Properties that are Partially Unoccupied for a Temporary Period

1.0 Legal Background

- 1.1 Occupation of part of a property is occupation of the whole in rating law. There may be occasions where a property is only partly occupied for a short period of time. This may be due to a business moving in or relocating to a new property. In certain circumstances, the Council may use its discretion to award a part empty relief; also known as Section 44A (s.44a of the Local Government Finance Act 1988).
- 1.2 The granting of this relief is entirely under the discretion of Slough Borough Council and each case will be considered on its merits and be referenced to the interests of Slough Council Tax payers.
- 1.3 Section 44A relief may be applicable in the following circumstances: and where the occupied and unoccupied parts of the property can be easily segregated
 - a) Short term practical or financial difficulties in occupying.
 - b) Phased vacations may be considered when moving within the SBC area
 - c) Where the business is relocating machinery
 - d) Temporary occupation due to remedial building or refurbishment works.
 - e) Where Fire/Flood has rendered a part of the assessment unoccupied for a short period

2.0 Calculation of Rate Relief

- 2.1 The amount of relief is calculated on a statutory basis based on the rateable value of the empty portion of the property. The appropriate rateable value is provided by the Valuation Office Agency.

3.0 Cost to the Council

- 3.1 The Localism Act 2011 has changed the financial cost of awarding charitable relief. This means that with effect from the 1st April 2013 for every pound collected in business rates 49p is retained by Slough Borough Council. Consequently the cost of awarding relief is 49% of the total amount awarded in relief, subject to possible tapers.
- 3.2 The Council recognises that awarding partially occupied rate relief (also referred to as Section 44a Relief) is beneficial to local businesses

and can contribute to the Sustainable Community Strategy, priority of Economy and Skills.

4.0 Policy

- 4.1 A ratepayer is liable for the full business rate whether a property is wholly occupied or only partly occupied. Where a property is partly occupied for a short time, the local authority has discretion to award relief on the unoccupied part
- 4.2 The Council recognises the important part this relief can play in the economic regeneration of the borough and will give serious consideration to each complete application submitted
- 4.3 Relief can only be awarded where the partial occupation is of a temporary nature. Where the same area, or part of the same area, is, or is expected to be, unoccupied for a period in excess of one year the Council will not consider this to be of a temporary nature. Periods which exceed this time period will be treated as a permanent change and will not attract an award of section 44A. A period of less than 6 weeks will not be considered for Section 44A purposes except in exceptional circumstances.
- 4.4 From 1 April 2008, as a consequence of the reforms to empty property relief, the empty part will receive a complete exemption from business rates for the first 3 months it is empty (or, if it is an industrial property, for the first 6 months). After the initial rate-free period expires, in most cases the apportionment will cease to have effect and the occupied business rate will apply to the whole property.
- 4.5 The granting of this relief is entirely under the discretion of Slough Borough Council and each case will be considered on its merits and be referenced to the interests of Slough Council Tax payers.
- 4.6 Section 44A relief may be applicable in the following circumstances: and where the occupied and unoccupied parts of the property can be easily segregated
 - a) Short term practical or financial difficulties in occupying.
 - b) Phased vacations may be considered when moving within the SBC area
 - c) Where the business is relocating machinery
 - d) Temporary occupation due to remedial building or refurbishment works.
 - e) Where Fire/Flood has rendered a part of the assessment unoccupied for a short period
- 4.7 In all of the above cases, the period of part occupation must be for a temporary period only, and relief will not be awarded where it appears

to the Council that the reason that part of the property is empty is for the purpose of applying for partial empty rate relief.

- 4.8 The granting of relief must be in the interests of the Slough Council Tax payers, the council will consider all applications but where the rateable Value is more than £50,000, the council will insist that the ratepayer states why it is in the interest of the Council Tax payers to provide the relief and take this into consideration when making a decision.
- 4.9 Rate relief will not be awarded where the partial occupation is due to the normal day to day operation of the business i.e. a warehouse which has recently despatched a large order and has limited stock. Nor will relief normally be considered where the property is due for demolition.

5.0 Applications

- 5.1 To qualify for relief the ratepayer is required to make a written application and must supply a plan of the property with the unoccupied portions clearly identified.

6.0 Verification of Claim

- 6.1 The Council will require access to the property during normal working hours within four weeks of receiving the application, to verify the claim.
- 6.2 Further access may be required on at least one occasion each month, during normal office hours, during the period for which relief is being awarded.
- 6.3 Relief will not be awarded under any circumstance where it is not possible to verify the claim.
- 6.4 There will be no retrospective granting of relief where a request is made after the premises become fully operational or fully vacated.

7.0 The Decision Making Process

- 7.1 All applications will be considered on an individual basis.
- 7.2 In order to ensure there is a fair and consistent approach to the award of relief, all applications will be considered within the guidelines of this policy.
- 7.3 All applications will be considered on an individual basis by the Business Rates Manager who will provide an in depth report and

recommendations which will include but not be limited to review sheet, with findings and financial implications and initial recommendations to the Council's Section 151 officer.

- 7.4 A written record will be kept of the decision and of the factors considered in the process. This record will be available to the applicant free of charge on request.
- 7.5 The decision will be notified to the applicant in writing and where less than the maximum amount of relief is granted an explanation of the reasons why full relief was not granted will be given.
- 7.6 Appeals against awards to be determined by a Member Appeals Panel.
- 7.7 Details of the recipients and the amount of awards will be reported to the Cabinet annually.

8.0 Interest of Officer and Members

- 8.1 Officers and Members who have an interest in any aspect of an application for relief must not participate in the decision making process and must declare their interest.
- 8.2 Examples of interests include those in the following list. However, the list is not intended to be exhaustive.
 - An interest in the business making an application
 - A close relative who has an interest in the business making an application
 - An interest in the property for which the relief is being sought
 - In interest in a similar business

Where an officer is unsure whether they have an interest they should seek advice from the Section 151 Officer. Where a Councillor is unsure whether they have an interest they should seek advice from the Council's Monitoring Officer.

These three officers (i.e. Section 151 officer, Democratic Support & Legal) may in turn need to liaise with the Head of Revenue and Benefits on any case referred to them (e.g. where cases of conflict of interest will need to be monitored by Revenue Services on an on-going basis).

9.0 Appeals

- 9.1 The ratepayer may appeal against a decision to refuse relief within four weeks of being notified of the refusal.

- 9.2 Any appeal must be in writing and should set out the reasons for the appeal.
- 9.3 Appeals will be considered by the Members Appeal Panel whose decision will be final.

10.0 Duration of Relief

10.1 Relief will end under the following circumstances:

- a) At the end of a financial year
- b) All or part of the unoccupied area becoming occupied
- c) A change of liable person
- d) Where all or part of the unoccupied area has remained unoccupied for one year*

10.2 A new application may be submitted immediately if relief ends for any of the reasons numbered from (a) to (c) above.

11. Payment of Business Rates

- 11.1 Payment of Business rates cannot be withheld because an application has been submitted or pending the receipt of the Section 44a Certificate from the Valuation Office Agency.
- 11.2. Unless otherwise agreed, ratepayers are required to continue to pay, in accordance with the latest demand notice, pending the outcome of an application

12 State Aid

12.1 All amounts of relief awarded are subject to the state aid limits as defined by European legislation. Relief will not exceed €200,000 in any 3 year period. Each application must be accompanied by a statement signed by the appropriate person representing the business setting out the amount of state aid, including but not limited to discretionary rate relief, which the ratepayer has received within the previous three years across England and Wales.

13 Review of Policy

13.1 The policy will be reviewed, on a regular basis and will be presented to members when and if a change is required either because of legislation changes or another reason.

SLOUGH BOROUGH COUNCIL

REPORT TO Cabinet **DATE:** 8th February 2016

CONTACT OFFICER: Stuart Aislabie, Principal Asset Manager
(01753) 477226

WARD(S): All

PORTFOLIO: Neighbourhoods & Renewal - Cllr James Swindlehurst

PART I
KEY DECISION**LOCALISM ACT 2011, SECTIONS 87-108****1 Purpose of Report**

The purpose of this report is to propose amendment to the application process relating to the community right to bid for assets of community value introduced in April 2013.

2 Recommendation/Proposed Actions

The Cabinet is requested to resolve that the amendment be approved that removes the avenue for a Nominator to appeal the decision taken by the Head of Asset Management in approving/rejecting a nomination of an asset of community value.

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

Economy and Skills – The Act provides the opportunity for eligible community interest groups to potentially acquire assets that create varied business concerns that are supported by a local workforce.

3b Five Year Plan Outcomes

Cabinet approved the 5 Year Plan in February 2015. The Localism Act 2011, Sections 87-108 has the potential to make the following contributions to corporate objectives:

Changing, retaining & growing – Disused and/or neglected assets are currently a blight on the local environment and may undermine the activities of the Council and its strategic partners. The provision of viable community uses will enhance the image of the town and support the overall desire to encourage local people to help make Slough a more attractive location for businesses.

Enabling & preventing – The provision of viable community assets supports the overall desire to encourage local people to help create safer communities and take responsibility to manage health/support needs.

4. Other Implications**(a) Financial**

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

(b) Risk Management

Risk	Mitigating action	Opportunities
Community	None as a result of this report	
Financial	None as a result of this report	
Legal The current application process allows for a Nominator to appeal the Council's decision where there is no provision to do so under the Localism Act 2011. This could be challenged by owners in the event a nominator 'appeals' a rejected application.	Currently the Council will have to treat an appeal as a second application. There is no limit on a nominator making a further nomination. Revise the application process.	
None as a result of this report	None as a result of this report	
Employment	None as a result of this report	
Planning	None as a result of this report	
Public Consultation	None as a result of this report	

(c) Human Rights Act and Other Legal Implications

None as a result of this report.

(d) Equalities Impact Assessment

Not required as a result of this report.

(e) Land and Property Implications

None as a result of this report.

5. Supporting Information

- 5.1 Cabinet approved Localism Act 2011, Section 87-108 Report, on 24th April 2013.
- 5.2 This report set out the application process relating to the community right to bid for assets of community value.
- 5.3 The current application process, which is provided in Appendix A, allows for the Nominator of an asset of community value to appeal against the Council's decision.
- 5.4 The Localism Act 2011, Section 87-108 does not provide for a Nominator being able to appeal against the Council's decision.
- 5.5 The current application therefore leaves the Council exposed to an appeal from a Nominator. As this is not provided for in the Act the Council could be challenged by an asset owner for providing a Nominator with an avenue to escalate application which is not provided for under the Act.
- 5.6 A revised application process, which is provided in Appendix B, removes this Nominator right to appeal and brings the process in line with the current provisions of the Act.

5.7 Information published by the Council on its website relating to the application process will be update with the revised application process subject to approval.

6. Conclusion

6.1 The proposed revision of the application process will enable the nominations of assets of community value to be processed in accordance with the Localism Act 2011, Sections 87-108 and will not leave the Council open to challenge with regards it's handling of applications.

7. Appendices Attached

Appendix A: Application Process Flowchart approved April 2013.

Appendix B: Revised Application Process Flowchart

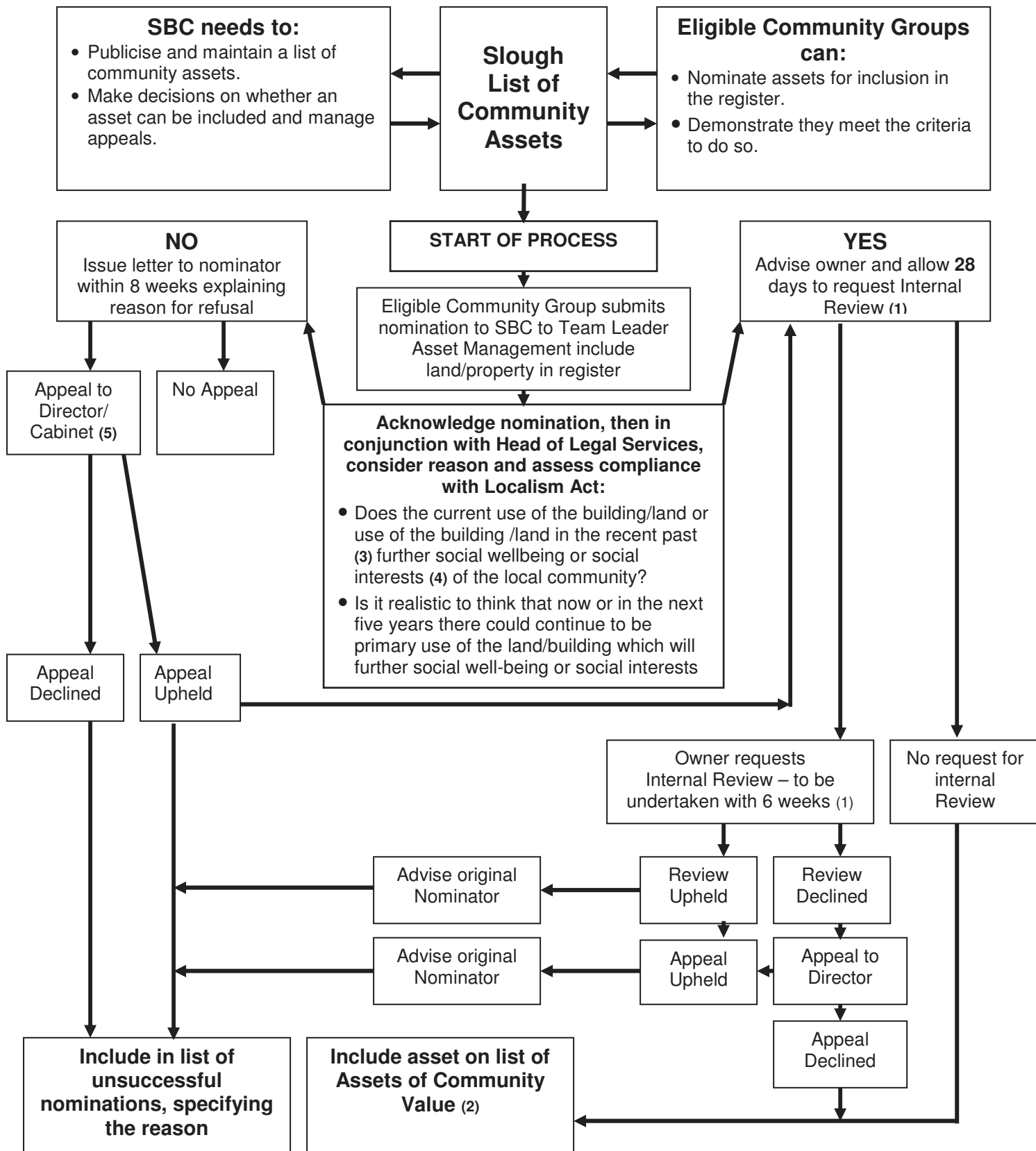
8. Background Papers

The Localism Act, Sections 87-108 Report 24th April 2013 can be found on the Council's website:

<http://www.slough.gov.uk/moderngov/ieListDocuments.aspx?CIId=109&MIId=5007&Ver=4>

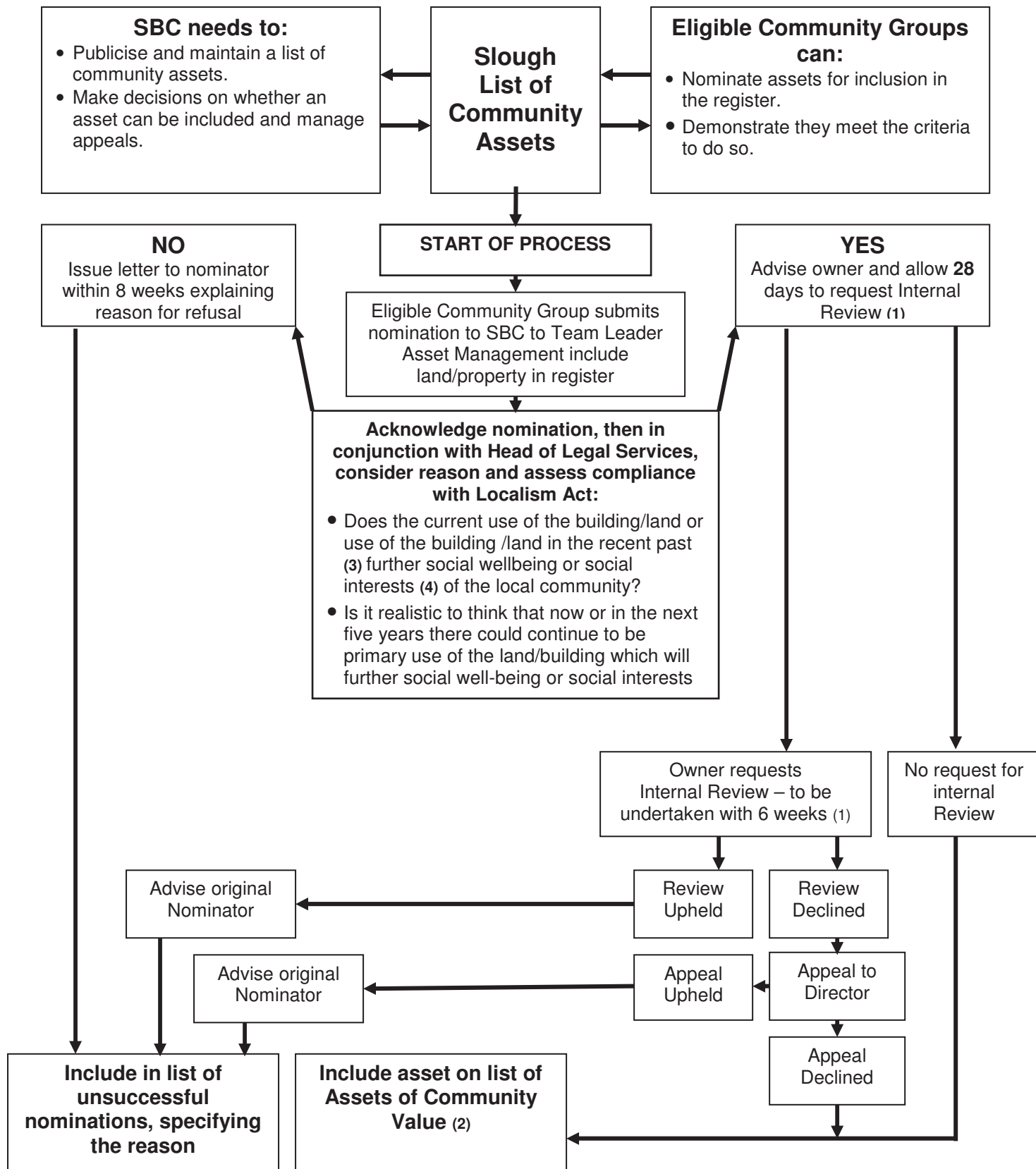
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Appendix A – Including an asset in the Register



1. Section 92 gives the owner of land included in the list of assets of community value the right to request a review by the local authority. It must be carried out within 6 weeks. The Council must notify the owner of the outcome of the review and give the reason for the decision. The owner has a subsequent right to appeal.
2. Where land is included in the list, the entry for that land is to be removed after 5 years on the anniversary of its date of inclusion unless already removed due to the sale of the asset or an Internal Review.
3. For the purpose of the Act, SBC is of the view that the "recent past" be defined as within 2 years.
4. Social interest includes cultural, recreational and sporting interests.
5. Other than circumstances where an asset is held within the Regeneration & Estate portfolio, the appeal is to the Director RH+R in consultation with a Cabinet member whose portfolio contains no potential or actual conflict of interest. In the event that the asset is held within the R & E portfolio, the appeal will be to a Director and Cabinet member with no conflict of interest. The alternative is for the Director to refer the decision to

Appendix B – Revised Including an asset in the Register



1. Section 92 gives the owner of land included in the list of assets of community value the right to request a review by the local authority. It must be carried out within 6 weeks. The Council must notify the owner of the outcome of the review and give the reason for the decision. The owner has a subsequent right to appeal.
2. Where land is included in the list, the entry for that land is to be removed after 5 years on the anniversary of its date of inclusion unless already removed due to the sale of the asset or an Internal Review.
3. For the purpose of the Act, SBC is of the view that the “*recent past*” be defined as within 2 years.
4. Social interest includes cultural, recreational and sporting interests.
5. Other than circumstances where an asset is held within the Regeneration & Estate portfolio, the appeal is to the Director RH+R in consultation with a Cabinet member whose portfolio contains no potential or actual conflict of interest. In the event that the asset is held within the R & E portfolio, the appeal will be to a Director and Cabinet member with no conflict of interest. The alternative is for the Director to refer the decision to

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 8th February 2016

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

WARD(S): All

PORTFOLIO: Cllr Sharif – Commissioner for Performance and Accountability

PART I
NON-KEY DECISION

**REFERENCES FROM OVERVIEW AND SCRUTINY –
CASEWORK TASK & FINISH GROUP**

1. Purpose of Report

The purpose of this report is to ask Cabinet to consider the report completed by the above Task & Finish Group, and its recommendations which were approved by the Overview and Scrutiny Committee on 20th January 2016.

2. Recommendations

The recommendations adopted by the Overview and Scrutiny Committee can be found on page 5 of the report included as appendix 1.

The Cabinet is asked to approve recommendations 1, 2, 3, 4 and 5, namely:

- That the possibility of a system upgrade be investigated, with the system requiring the following elements to justify its procurement;
 - The ability to act as a central repository for casework, from submission to completion or final decision;
 - The ability to be interrogated by officers, allowing previous cases on the same policy matters to be found and used in decision making;
 - The ability to be accessed via Councillors' iPads; and
 - The ability to be accessed by residents via the Slough Borough Council (SBC) website to track the progress of their cases.
- For any such system to include automated escalation points, whereby inaction by an established deadline would cause responsible officers to receive an alert;
- SBC officers be asked to establish previous decisions made in comparable cases where applicable, in order to avoid any inconsistencies in decisions made, actions taken or advice given to residents;
- SBC officers to ensure that final responses are sent to residents, with the relevant Councillor copied into the response. Councillors are to be made aware that this is the standard procedure and should not act as spokespeople for decisions made by officers; and
- In cases where the decision made or the action taken has an impact across their ward, Councillors are to inform other Councillors in that ward.

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

- 3.1 Slough Borough Council (SBC) is responsible for the receipt of and response to casework raised by local residents. As such, this casework may relate to any of the priorities of the above policy documents depending on the issues involved.

4 **Other Implications**

(a) Financial

Any resource implications of purchasing a new complaints management system would need to be considered by the relevant officers within existing resources.

(b) Human Rights Act and Other Legal Implications

There are no human rights act or other legal implications arising as a direct result of this report.

5 **Supporting Information**

- 5.1 Concerns over the system used to resolve casework were raised by Members during the summer of 2015. As a result, the Overview and Scrutiny Committee commissioned a Task & Finish Group to undertake a study of the matter, and adopted the proposed terms of reference for the Group on 10th September 2015. These terms of reference are available on page 4 of Appendix A.

- 5.2 The Task and Finish Group met on 17th September 2015 for its main meeting. This meeting examined the areas outlined in the terms of reference, and the information gathered is included in the main body of Appendix A.

- 5.3 A major concern of the Members of the Task and Finish Group was the current system being used. This had not been upgraded for a significant period of time, and thus a) had limited functionality and b) could become obsolete relatively soon. In terms of the functionality, there were particular concerns over the degree to which the progress of cases could be tracked by Councillors and the amount of officer time spent on pursuing updates. As a result, it was concluded that improved efficiency could be generated through investment in an upgraded system. These matters are covered in recommendations 1 and 2 in the final report.

- 5.4 In addition, Members discussed the level of standardisation of responses given by SBC. This is both in terms of the policies involved in making the decision (covered by recommendation 3) and the process used to convey the decision (covered in recommendation 4). It is intended that, by adopting these recommendations, all parties involved will become clearer as to exactly what has been decided and the reasoning behind that decision. Further to this, the Task and Finish Group did discuss the potential need to be clearer with residents about the resources available to SBC, and therefore the possible need for some work to be undertaken as budgets allowed. At present, Members felt that residents were being informed that an action could be fulfilled, only to discover subsequently that SBC could not complete the work due to financial or workforce restraints.

- 5.5 Recommendation 5 has been made in an attempt to increase efficiency through improved communications. It is hoped that, by ensuring that all ward Councillors are

aware of a decision which impacts on their ward, they can convey better quality information to local residents. As well as the improved relationships this should generate, it may also save on officer time as residents may already know the outcome of a case without the need to generate a new item of casework.

6 **Conclusion**

- 6.1 On the basis of the supporting information in appendix 1, the Cabinet is requested to decide upon recommendations 1, 2, 3, 4 and 5 of the final report.

7 **Appendices**

'A' - Casework Task & Finish Group – Final Report

8 **Background Papers**

'1' - Agenda papers, Overview and Scrutiny Committee (20th January 2016)

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Casework Task & Finish Group

Findings of Task and Finish Group
commissioned by Overview and Scrutiny
Committee

September – November 2015



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Background to the Review	Page 6
Information gathering	Page 7
Attendance record	Page 10

Preface

It gives me great pleasure to introduce the recommendations of the Casework Task and Finish Group. The review was commissioned by the Overview and Scrutiny Committee after several Councillors had raised concerns regarding issues such as:

- The tracking of casework, from initial submission to resolution;
- Standardisation of responses given, both in terms of substance of the response and the means used to convey the final decision to residents;
- The completion of casework involving externally contracted service providers; and
- The limitations of the existing information technology used for casework, and the potential to upgrade the system.

These are the central aspects addressed in the terms of reference which can be found at the start of the report. Our meetings also discussed the present system, its potential and limitations and the costs involved in any upgrade; our eventual recommendations have been made with this factor in mind, but are also requesting that the possibility of an improved system could be revisited on the basis that its benefits (in terms of improved services and saved officer time) could be justified by the benefits it would give. The further responses of Slough Borough Council officers to these matters has also been included in this report.

The swift, transparent and consistent resolution of casework is of vital importance to local residents, and a central commitment of Slough Borough Council towards the local population. By ensuring that clarity is given at all stages, even where the decision may not have been the one desired by the individual raising the case, we can ensure that the best possible local service is provided and that the Council's reputation is enhanced. Given the Five Year Plan's pledges to use technology to redefine the way customers contact the Council, streamline customer journeys and invest in technology to enable better working for staff, we would hope that the recommendations' potential to support these aims is clear.

The Members of the Task and Finish Group would like to thank the officers who have provided information to the Group. I would also like to thank Councillor Wal Chahal, Councillor Roger Davis, Councillor Fiza Matloob and Councillor Ted Plenty for all their work and support in completing this project.

Councillor Zaffar Ajajib
Chair of the Casework Task and Finish Group



Terms of reference

The following terms of reference were proposed by the Task & Finish Group following a meeting on 7th July 2015, and were agreed by the Overview & Scrutiny Committee on 10th September 2015.

1. To establish the potential for a more transparent and comprehensive system of tracking casework from initial receipt to completion, with specific reference to the following:
 - 1.1 The capability of the present casework logging system.
 - 1.2 The feasibility of creating a clear log of the progress of cases registered with Slough Borough Council (SBC) for each Councillor.
 - 1.3 Increasing the effectiveness and impact of SBC responses to casework.
 - 1.4 Ensuring that response deadlines (and subsequent undertakings) are adhered to.
 - 1.5 Creating a series of different categorisations to clarify the precise status of individual cases
 - 1.6 Monitoring the performance of different Departments in meeting key performance indicators for casework.
 - 1.7 Clarifying procedures for progressing casework with outsourced service providers.
 - 1.8 The process for escalating cases where the final response has not been to the satisfaction of Councillors.
 - 1.9 Standardised communications for the outcomes of casework to local residents.
2. To make recommendations on the above matters.

Summary of Recommendations

The Task and Finish Group would like to propose the following recommendations based on its investigations:

- 1) That the possibility of a system upgrade be investigated, with the system requiring the following elements to justify its procurement;
 - The ability to act as a central repository for casework, from submission to completion or final decision;
 - The ability to be interrogated by officers, allowing previous cases on the same policy matters to be found and used in decision making;
 - The ability to be accessed via Councillors' iPads; and
 - The ability to be accessed by residents via the Slough Borough Council (SBC) website to track the progress of their cases.
- 2) For any such system to include automated escalation points, whereby inaction by an established deadline would cause responsible officers to receive an alert;
- 3) SBC officers be asked to establish previous decisions made in comparable cases where applicable, in order to avoid any inconsistencies in decisions made, actions taken or advice given to residents;
- 4) SBC officers to ensure that final responses are sent to residents, with the relevant Councillor copied into the response. Councillors are to be made aware that this is the standard procedure and should not act as spokespeople for decisions made by officers; and
- 5) In cases where the decision made or the action taken has an impact across their ward, Councillors are to inform other Councillors in that ward.

1 Background to the Review

1.1 Introduction

The issue was first raised by the Overview and Scrutiny Committee on 17th June 2015. This was in response to concerns raised during the summer recess that casework could be hard to track, with Councillors and / or residents having been unaware of the progress, completion or final decision made in relation to casework raised with Slough Borough Council (SBC). This had caused concerns amongst both Councillors and residents, and was leading to a negative impact on both the service offered to the local community and the reputation of the Council. It had also led to Councillors having to fulfil the role of officers in some instances, informing residents of decisions in the absence of an official response.

As result, the Committee agreed to commission the review and then also adopted its proposed terms of reference (as included at the start of this report).

The Task and Finish Group was chaired by Councillor Zaffar Ajaib and membership comprised Councillor Wal Chahal, Councillor Roger Davis, Councillor Fiza Matloob and Councillor Ted Plenty.

1.2 The Approach

Once the terms of reference had been agreed, the Group held two meetings with SBC officers. The first of these was a demonstration of the existing IT system and its capabilities, provided by Finbar McSweeney (Corporate Complaints Manager). After this, a discussion was held around the questions raised by the terms of reference, with SBC represented by Finbar McSweeney and Tracy Luck (Assistant Director, Strategy and Engagement).

The information provided at that meeting is included in the report; these officers have also been asked to provide initial responses to the final recommendations made on 3rd November 2015. This has also been covered in the report to provide all parties making decisions on the recommendations to have the most accurate evidence to hand in their deliberations.

1.3 Potential financial implications

The Group is aware of the potential budgetary implications of its request, and also the need to apply the relevant procurement procedure for any acquisitions arising from the report. It has also consulted with SBC officers during the process of forming its recommendations,. An initial cost – benefit analysis was requested at the meeting on 3rd November 2015 with this in mind, and has been included in this report in section 2.

In terms of meeting the aims of the Five Year Plan, the following would seem to back the request for an improved casework management system:

- Outcome 8 key action 1: Use technology to redefine the way customers contact the Council.
- Outcome 8 key action 3: Invest in technology to enable staff to work smartly wherever they are located.

By creating a system where residents can access details of casework via the SBC website, pressure on officers would be reduced. Meanwhile, improvements to 'smart working' would accrue from a more centralised, accessible system and would assist with remote reporting of progress by officers working away from SBC offices.

2 Information gathered

2.1 Meetings - 10th and 17th September 2015

The following information was gathered by the Casework Task & Finish Group:

- A demonstration of the current system on 10th September 2015 showed that it could log core data. However, the system was also relatively old and had limitations in terms of user interaction which could restrict its potential to produce summary reports.
- In addition, whilst the process up to the point of referring a case to the relevant department was fairly clear, there were issues with the tracking of the response which had been given. Cases were noted as 'closed' on the system by the logging officer once the responsible officer had been allocated and they had replied to the Councillor and resident, rather than at the point at which the responsible officer had completed work or informed the resident of the final decision.
- The issue of undertakings given not being followed through remained a concern on a small number of cases. Members also reported that, in some cases, although acknowledgements and initial replies had been sent to residents, some Councillors believe it seemed to be left to them to notify residents, whilst this responsibility lay with the officer who had been allocated the case.
- In terms of capacity, the team dealing with casework was small (only one full time member) and had limited resources. They had not previously been asked to produce reports, and the understanding had been that Councillors were responsible for pursuing outstanding actions.
- Councillors had the option of reporting unsatisfactory actions (separate from the complaints process for residents); however, an exercise on such cases had been undertaken in late 2014. This had received only 10 such incidents.
- The recording of such cases was not the responsibility of the casework team; however, when these cases generated complaints from residents or Councillors, these would come through that team. Any trends emerging regarding Council departments or areas of Council work would be raised with the relevant team, but clear evidence was required to make any such observations.
- Quarterly reporting of casework on a Councillor-by-Councillor basis would be possible. This would take a similar format to a response given to a request under the Freedom of Information Act and would be liable to be fairly high level in its content.
- Web interface was also not possible under the present system.
- The system was sufficiently flexible to be amended in some respects; however, this would be highly limited and would also need a feasibility study to assess the potential for useful innovation.
- There was no external helpdesk or similar facility offered by the providers of the current software.
- Whilst it may be possible to highlight cases on the basis of the individual Councillor who had raised it, any further work undertaken on a case-by-case basis could be highly time consuming and impractical.
- The cost of an upgrade to the casework system was unknown, although it could be put forward as a bid against the IT capital programme for which a business case would need to be made.
- Beyond the casework team, only the Leader's office and the housing department had the ability to mark casework as 'closed'.
- Members raised some dissatisfaction with the responses offered to residents. Whilst residents and Councillors were interested in the outcome, sometimes the answers provided were based on policies and not as clear as desired. Members were aware that the answer could be 'no', but required clarity.
- In addition, there had been cases where the answer indicated that action would be taken; however, subsequently when the matter was chased up Councillors had been informed that the budget did not allow for action to be undertaken. Members felt that the public would understand

the budgetary pressures placed on SBC, but that clarity on this and the required prioritisation of services needed to be given at the start of the process.

- In addition, there had been concern over a small number of cases where one officer had been named at the start of the response as responsible, only to claim later that it was not part of their role.
- Reductions in budget were leading to SBC's ability to undertake work facing review. Communicating the reality of the situation, and the amount of work that SBC to commit to, would be vital in relationships with the public.
- Outsourced services were subject to the same key performance indicators as services run directly by SBC. Any records of complaints could be reported as part of any retendering processes and were shared with the service providers concerned. Meetings with account directors could be called.
- Residents had the power to raise level 1, 2 and 3 corporate complaints regarding responses to casework. Councillors did not have this, but could use a separate process where escalations could reach the Head of Service.
- Concerns regarding cases where Councillors received the officer response but residents did not were also raised. It was clarified that this should not be the case, with residents to be the first priority in terms of communicating outcomes.

On the basis of this information, the Task & Finish Group decided that the following matters would be the priorities:

1. Researching the possibility of upgrading the system to improve efficiency.
2. Ensuring that the process used to make decisions and inform residents was standardised and clarified with all parties responsible.
3. Ensuring that the messages conveyed to residents were clear, consistent and (where commitments were given) could be enacted.

As a result, these are the focus of the recommendations made on page 5 of this report.

2.2 Cost – benefit analysis

Should any alterations to the current system be recommended, then a formal procurement process will be required. This will involve the submission of at least three quotations and a full evaluation of their merits. However, to clarify the likely parameters of such systems, some preparation work was undertaken after the final recommendations of the Task & Finish Group were agreed.

The Task & Finish Group requested that some options for any potential upgrade should be researched. One example mentioned was the system used by Fiona Mactaggart MP; however, the current supplier of this does not offer their software to local organisations, and as a result this line of enquiry cannot be not taken any further.

The current supplier has significantly altered their system since SBC's last upgrade. The Respond system on offer is Respond 6.0.1 (SBC currently employs version 3.7) and offers levels of functionality, user interaction and sophisticated case management options which would not be required; either by the recommendations listed on page 5 of the report, or by local residents' inquiries and the processes used by SBC to resolve them. As a result, the costly nature of the product (the company estimated that an initial outlay of £44,720 plus an additional £6,320 per annum would be the price) would render it highly unlikely to be adopted by the Council, whilst in addition the Information Technology systems required to use the system would limit its accessibility for staff. This would run counter to many of the improved accessibility options it provides, further undermining any business case for its adoption.

As a result, should there be an available budget for a new system, the Task & Finish Group would recommend that the formal procurement process should investigate options more in line with the Council's requirements. One such system, researched in conjunction with the Corporate Complaints Team, would have the functionality required by the specifications in Recommendation 1 on page 5, allowing for greater tracking of progress on cases by SBC officers, Councillors and members of the public. In terms of delivering efficiencies beyond the improved service, any such system would need to justify its procurement by being more efficient as the public will be able to enter a reference number into a portal on the SBC website to track the progress of their case, rather than having to contact SBC directly.

The costs of the system outlined above are as follows:

- Initial cost of establishing system - £5,000 for 10 day consultancy session, to frame the system for SBC requirements.
- Annual licence of £8,995 per annum to cover 9 main users (responsible for entering details on to the system and updating on progress).

It should be noted that any new system would also require the approval of arvato both in terms of its purchase and any ongoing support required by arvato for which they may be a cost.

3 Attendance record

	7th July 15	17th Sept 15	3rd Nov 15
ClIr Ajaib	P	P	P
ClIr Chahal	P	P	Ap
ClIr Davis	P	Ap	Ap
ClIr Matloob	P	P	P
ClIr Plenty	P	P	P

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 8th February 2016

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

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Anderson

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS**1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be approved.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

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

4. Other Implications**(a) Financial**

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

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

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Notification of Decisions

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 FEBRUARY 2016 TO 30 APRIL 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.

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

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

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

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

Are there exceptions to the above arrangements?

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

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

For further information, contact Democratic Services as detailed above.

Cabinet - 8th February 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Financial & Performance Report - Quarter 3 2015-16</u></p> <p>To receive the latest financial and performance information for the period between September to December 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><u>Medium Term Financial Strategy 2016-2020</u></p> <p>To consider, and if agreed, to recommend to Council the Medium Term Financial Strategy 2016-20.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	O&S, 4th February 2015	None		
<p><u>Treasury Management Strategy 2016-17</u></p> <p>To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2016-17.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	O&S, 4th February 2016	None		
<p><u>Capital Strategy 2016-2021</u></p> <p>To consider, and if agreed, to recommend to Council the Capital Strategy for the period 2016 to 2021.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	O&S, 4th February 2016	None		

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

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

<u>Revenue Budget 2016-17</u> To agree the recommendations to be made to Council on the 2016-17 Revenue Budget.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	O&S, 4th February 2016	None		
<u>Business Rates & Council Tax Policies</u> 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		
<u>Amendment to Asset of Community Value Application Form</u> Amendment is required to Asset of Community Value application process contained within Appendix A of Localism Act 2011 Report that was approved by Cabinet on 15th April 2013.	N&R	All	Regeneration & Environment	Stuart Aislabe, Principal Asset Manager Tel: 01753 477226	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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

Cabinet - 14th March 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Strategic Asset Purchases 2015/16</u></p> <p>To receive a report informing the Cabinet of recent assets purchased through the Strategic Acquisition Board process in line with the Strategic Acquisition Strategy.</p>	F&S	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<p><u>Environmental Services and Highways Contract Procurement</u></p> <p>The request to procure the new Environmental Services & Highways Contract for the delivery of the services including waste collection, street cleaning, green estate and Highways. There will also be an explanation of the outcomes of the commissioning process, soft market testing and the preferred contract vehicle and services scope.</p>	E&O	All	Regeneration & Environment	Nicholas Hannon, Environmental Strategy & Governance Manager Tel: 01753 875275	Overview & Scrutiny Committee, February 2016	None		
<p><u>Review of DHP Policy 2016-17</u></p> <p>To consider a report on the policy for Discretionary Housing Payments for 2016/17.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		

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

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

<p><u>Small Sites Development Strategy Update</u></p> <p>Further to the Cabinet report in September 2015, the receive an update on the progress of the Small Sites Development Strategy.</p>	N&R	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		
<p><u>Trelawney Avenue Redevelopment Plan Update</u></p> <p>Further to the Cabinet report of November 2015, to receive an update and take key decisions on the Trelawney Avenue Redevelopment Plan.</p>	N&R	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<p><u>Notification of Forthcoming Decisions</u></p> <p><i>To endorse the published Notification of Decisions.</i></p>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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

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

Cabinet - 11th April 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Contracts in Excess of £250,000 in 2016/17</u> To report those contracts in excess of £250k likely to be awarded in 2016/17.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<u>Notification of Forthcoming Decisions</u> To endorse the published Notification of Decisions.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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