

Date of issue: Friday, 13 January 2017

MEETING:	CABINET Councillor Munawar Councillor Hussain Councillor Ajaib Councillor Bal Councillor Matloob Councillor Sharif Councillor Sohal	Finance & Strategy Education & Children's Services / Health & Social Care Housing & Urban Renewal Environment & Leisure Transport & Highways Digital Transformation & Customer Care Regulation & Consumer Protection
DATE AND TIME:	MONDAY, 23RD JANUARY, 2017 AT 6.30 PM	
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF	
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.



ROGER PARKIN
Interim Chief Executive

AGENDA

PART I

Apologies for absence.

1. Declarations of Interest

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

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

2.	Minutes of the Meeting held on 19th December 2016	1 - 12	-
3.	Five Year Plan 2017-2021	13 - 34	All
4.	Financial Report - Month 8 2016-17	35 - 46	All
5.	Performance & Projects Report: Q2 2016/17	47 - 70	All
6.	HRA Rents and Service Charges 2017/18	71 - 76	All
7.	Set up and Governance of Local Authority Controlled Company (LACC) for Environmental Services	77 - 102	All
8.	Repairs, Maintenance & Investment (RMI) Contract - Progress Update	103 - 118	All
9.	One Public Estate - Authority & Governance for participation in the Berkshire Property Partnership	119 - 182	All
10.	References from Overview & Scrutiny	To Follow	All
11.	Notification of Forthcoming Decisions	183 - 194	All
12.	Exclusion of Press and Public		

It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

PART II

13. Part II Minutes - 19th December 2016

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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. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 19th December, 2016.

Present:- Councillors Munawar (Chair), Hussain (Vice-Chair), Ajaib, Bal, Matloob, Sharif and Sohal

Also present under Rule 30:- Councillors Amarpreet Dhaliwal, Anderson, Bains, Nazir, Pantelic, Plenty, Rasib, A Sandhu, Shah, Swindlehurst and Wright

Apologies for Absence:- None.

PART 1

75. Declarations of Interest

Councillor Bal declared that his daughter worked for Slough Borough Council.

76. Minutes of the Meeting held on 21st November 2016

Resolved – That the minutes of the meeting of the Cabinet held on 21st November 2016 be approved as a correct record.

77. Leisure Strategy Capital Development Programme: Langley Leisure Centre and Salt Hill Leisure Facility

The Commissioner for Environment & Leisure introduced a report that sought approval for the refurbishment of Langley Leisure Centre and the Salt Hill leisure facility. The proposals were in line with the Leisure Strategy to help increase people's activity and improve health as part of wider renewal of the Council's leisure facilities.

Langley Leisure Centre had been built in 1997 and was in need of a substantial refurbishment to continue to offer swimming and leisure provision to a wide catchment. The Salt Hill Park facility would be handed back to the Council at the end of the leisure contract with the current provider on 31st May 2017, and would form part of the scope and portfolio of facilities for the new operator from 1st June 2017. The facility would be returned to the Council as an empty shell and an options appraisal had been conducted on the most appropriate facilities mix for the site to encourage greater participation and physical activity, especially for children and families. The Cabinet was informed that consultation had been undertaken on the facilities mix and received a presentation on the emerging proposals which included four lanes of ten pin bowling, soft play, a trampolining zone, Ski-Plex and a gaming zone. The concept would be further refined to meet the strategic objectives for the site.

The financial implications were considered and it was noted that the total capital cost of both schemes would be £14.6m. There were no ongoing revenue costs to the Council, apart from the borrowing costs. The Cabinet

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was informed that from year four there would be a net revenue benefit in excess of £1m per annum compared to the current position when the wider refurbishment of leisure facilities was completed in 2018 and when the new leisure provider was in place from 1st June 2017.

Commissioners welcomed the proposed investment to further enhance Slough's leisure offer and promote the strategic objective to get more people, more active, more often. The future revenue benefits were also noted, and a number of points were clarified about the financial and contractual arrangements. It was confirmed that the new leisure provider would operate and maintain the modernised and improved facilities, minimising any future costs to the Council, and the new contract would be structured differently to the model currently in operation. The Section 151 Officer confirmed that there would be some new borrowing to finance the work and that the business case and risks had been fully assessed prior to recommending the proposal to Cabinet.

The timetable for the works was discussed and Commissioners emphasised the importance of minimising periods of closure for the facilities, particularly in view of the current closure of the ice arena for refurbishment. Speaking under Rule 30, Councillors Plenty, Amarpreet Dhaliwal and Anderson all expressed concerns about the disruption to facilities, particularly the stated 65-week closure of Langley Leisure Centre. Officers confirmed that discussions were ongoing with the contractor, Morgan Sindall, to seek to reduce the refurbishment period and phase the works to minimise periods of closure. The timetable would be refined as part of the detailed programme development and it was agreed that the current project plan for the leisure strategy would be made available to Members. Councillors Swindlehurst and Plenty also commented on the facilities mix at Salt Hill Park, notably the provision of trampolining and the gaming zone. It was responded that the aim was to provide a mixed use facility on the site that was suitable for young people and families that encouraged participation in a range of different activities.

At the conclusion of the discussion the Cabinet agreed to the refurbishment of Langley Leisure Centre and the concept of changing the facilities mix at the Salt Hill leisure facility as proposed.

Resolved –

- (a) Langley Leisure Centre – That the proposals for the facilities extension, design, facility mix and timescales for delivery of the development be agreed.
- (b) Salt Hill leisure facility – That the proposals for the change of use and facility mix and timescales for delivery be agreed.
- (c) That the funding packages, amounting to £14.6 million for both schemes be noted and agreed.

78. Reconfiguration of the Borough's Activities Offer for People with Learning Disabilities

A progress report was received on the reconfiguration of the borough's activities offer for people with learning disabilities since the Cabinet decision of 18th July 2016 to invest £826k capital into the Priors and Phoenix day centre buildings and to delegate authority to the Director of Adult Social Care to close the Elliman day centre building.

Individual reviews had taken place involving service users, their families and/or advocates to ascertain their wishes, interests and needs to determine the support best able to meet their needs. A breakdown of the outcome of the completed reviews was provided and Commissioners were assured that no service user would leave the day centre without a review and an asset based support plan. The Cabinet was also informed of the progress that had been made in enhancing the range of community based opportunities which included the Britwell hub, allotment behind the Britwell centre, sports taster sessions and plans to develop ice skating, swimming and assisting maintenance of the borough's parks. Work had also been initiated to offer learning and employment opportunities. As a result of the progress that had been made, the Director of Adult Social Care, following consultation with the Commissioner, had decided that the closure of the Elliman Centre from 1st January 2017 be approved.

The Health Scrutiny Panel had received a report on the reconfiguration at its meeting on 23rd November 2016 and made two recommendations to Cabinet about the enhancement of employment and community activities, both of which were considered and approved.

Commissioners considered a number of other issues including the ongoing relationships with people no longer in receipt of a building based service and the timetable for completing the reviews of service users. It was noted that service users would continue to be supported by staff, but that for some the setting would change from a centre based to community provision. There was regular informal engagement with service users outside of the formal review process, which would be completed in a timely manner. Councillor Bains asked a number of questions under Rule 30 which were responded to by Officers.

The Cabinet agreed to note the report, including the decision taken by the Director of Adult Social Care under delegated authority to close the Elliman Centre, and agreed the recommendations of the Health Scrutiny Panel.

Resolved –

- (a) That the report be noted;
- (b) That it be agreed that officers continue the work to reconfigure the borough's activities offer for people with learning disabilities; and

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- (c) That the decision of the Director of Adult Social Care, taken under the delegated authority given by Cabinet on 18th July 2016, to close the Elliman centre on the 1st of January 2017 be noted.
- (d) That the references from the Health Scrutiny Panel meeting held on 23rd November 2016 be endorsed:
 - i. That the Commissioner for Health & Social Care work with the Head of Adult Safeguarding and Learning Disabilities to explore further employment and apprenticeship opportunities for people with learning disabilities.
 - ii. That the Head of Adult Safeguarding and Learning Disabilities review the opportunities for residents to use Council facilities and open e.g. allotments.

79. Financial Report - Month 7 2016/17

The Leader of the Council and the Assistant Director Finance & Audit introduced a report that updated the Cabinet on the forecast financial information to the end of October 2016 and sought approval for write offs and virements as detailed within the report.

There had been no significant change on the previous month in terms of the revenue position and the Council was forecasting an overspend of £1.596m. The main pressures were unchanged i.e. adult social care, homelessness and income from the strategic acquisition programme. Work was ongoing to address the overspend and it was anticipated that it would be reduced in future reports to the Cabinet. The Housing Revenue Account was showing a net surplus of £0.396m and the consolidated capital programme forecast net outturn was £78.032m (70%).

Speaking under Rule 30, Councillors Swindlehurst and Anderson both commented that the forecast revenue overspend remained high in comparison to previous years and expressed concern that a use of reserves in 2016-17 and one-off items to balance the 2017-18 budget would be seen as the Council failing to properly bring current spending under control. It was responded that the overspend was primarily due to demand led pressures in social care and homelessness and it was anticipated that future updates would reflect the action being taken to address the overspend.

The Cabinet considered the virement and write off requests set out in sections 8 and 9 of the report. The write offs totalled £1.086m, the majority of which was Business Rates caused by company liquidations. Commissioners discussed the actions undertaken to reduce write offs and assurance was provided that the Council's processes were sound and implemented as quickly as possible to maximise collection rates.

At the conclusion of the discussion, the Cabinet noted the report and approved the virement and write off requests.

Resolved –

- (a) That the current financial forecast at Month 7 and the ongoing work by departments to reduce the overspend be noted.
- (b) That the write offs detailed in section 9 of the report be approved.
- (c) That the virements detailed in section 8 of the report be approved.

80. Council Taxbases for 2017/18

The Leader of the Council and the Assistant Director Finance & Audit introduced a report setting out the Council taxbase for 2017-18 which needed to be set by 31st January. The taxbase had increased by 2.9% from 2016-17 with a net increase of 1,172.9 properties, and the Cabinet noted the taxbase calculations for the parishes and non-parish areas as set out in the report.

The Council was currently forecasting a Collection Fund deficit of £0.3m, which would be finalised for the budget setting period. In relation to Business Rates, the Council was yet to receive the NNDR1 form from the Department for Communities and Local Government and it was therefore proposed and agreed that the Section 151 Officer be given delegated authority to complete and return this form, following consultation with the Commissioner for Finance & Strategy. The Cabinet also considered and agreed that the level of Council Tax discount for second homes and long-term empty properties remained at 0%.

Speaking under Rule 30, Councillor Wright raised the issue of potential Council Tax increases and the value for money being provided to local taxpayers. The Leader responded that the level of Council Tax would be set by the Council in February 2017 and that he welcomed comments from all Members as part of the budget setting process.

At the conclusion of the discussion, the Cabinet agreed the recommendations as proposed.

Resolved –

- (a) That the level of council tax discount in respect of second homes remain at 0%.
- (b) That the level of discount in respect of long-term empty properties remains at 0%. With the charge of a 50% Empty Home Premium for on properties that have been empty longer than 2 years.
- (c) That the collection rate for the council tax for 2017/18 be set at 98.4%. This the same rate as for 2016/17.

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(d) In accordance with the Local Government Finance Act 2012 and the Local Authorities (Calculation of Council Tax Base) Regulations 2012 the amount calculated by Slough Borough Council as its council taxbase for 2017/18 shall be:

i)	Parish of Britwell	840.7
ii)	Parish of Colnbrook with Poyle	1,866.4
iii)	Parish of Wexham	1,329.6
iv)	Slough Town	37,138.0
v)	All areas	41,174.7

(e) That the S151 officer be delegated with responsibility to adjust the taxbase following Cabinet due to any changes in Government guidance around this subject and the Collection Fund figures for distribution.

(f) That the S151 officer be delegated with responsibility to adjust the taxbase following Cabinet should any new property information become available and the Collection Fund figures for distribution require amendment.

(g) That the S151 officer be delegated with responsibility to set the Business Rates baseline following consultation with the Commissioner responsible.

81. Council Tax Support Scheme 2017-18

The Leader of the Council and the Assistant Director Finance & Strategy introduced a report which sought approval of the Council Tax Support Scheme for 2017-18.

There had been a major review of the scheme for the 2016-17 financial year and it was proposed that this scheme be continued for 2017-18, with the annual uprating of relevant premiums, applicable amounts, non-dependent deductions and appropriate welfare benefit changes. The Cabinet agreed the scheme as set out in Appendix A to the report, and noted that the scheme would be fully reviewed again for 2018-19.

Resolved –

(a) To continue with the Council Tax Support Scheme adopted by Slough Borough Council for the 2016-17 financial year and uprate the relevant premiums, applicable amounts, non dependant deductions and to reflect the changes in the housing benefits regulations as defined in the scheme in line with the statement from the Department of Work and Pensions (DWP).

(b) That the Council Tax Support scheme as detailed in appendix A to the report be approved.

82. 2017/18 General Revenue Budget - Tranche 1 Savings Proposals

The Leader of the Council introduced a report that sought approval for the first tranche of savings proposals to include in the revenue budget that the Cabinet would recommend to full Council on 23rd February 2017.

The continued substantial reductions in the Revenue Support Grant contributed to a budget gap projected to be £12.6m in 2017-18 and the proposals set out in Appendices A and B to the report would, if agreed, reduce this figure to £4.1m. Commissioners reviewed the savings proposed in the Appendices, which comprised of a number of savings previously identified by the Cabinet at its meeting in November 2015 set out in Appendix A, and additional savings identified by officers set out in Appendix B. Further savings proposals were currently being developed by officers and would be considered by the Cabinet at future meetings.

The Assistant Director Finance & Audit summarised the key aspects of the Local Government Finance Settlement, which had been announced since publication of the agenda. There was no significant new funding available to local government, and other measures included a transfer from the New Homes Bonus to adult social care funding and the council tax precept for care had been front-loaded with authorities given the ability to raise it by up to 3% in the next two years.

Speaking under Rule 30, Councillor Plenty queried whether the savings proposed in adult social care detailed in Appendix B would still be required if additional funding could be raised from the precept. It was responded that the savings were part of a four year transformation plan for the service and that there were significant pressures caused by increasing demand. The 2% care precept was included as a budget planning assumption and the Council would need to consider the possible further increase of 1%. Councillor Swindlehurst raised concern about closing the budget gap in 2017-18 from the proposed use of one off profit dividends from Slough Urban Renewal totalling £4m, rather than finding the savings required to balance the budget on an ongoing basis. These comments were noted.

At the conclusion of the discussion, the Cabinet agreed to include the first tranche of savings included in Appendices A and B to the report in the revenue budget to be recommended to full Council on 23rd February 2017.

Resolved –

- (a) The savings previously considered by Cabinet in November 2015, set out in Appendix A, be approved and included in the Revenue Budget 2017/18 to be approved by Council in February.
- (b) The savings listed in Appendix B be approved and included in the Revenue Budget 2017/18 to be approved by Council in February.

83. Proposal to Establish Housing Company Group Structure

The Commissioner for Housing & Urban Renewal introduced a report seeking approval to take the necessary steps to establish two subsidiary housing companies, Herschel Homes and the provisionally titled 'Slough Homes', to improve choice, quality and standards in the local housing market and to generate an income stream to contribute to the financial resilience of the Council.

Herschel Homes would focus on providing mainly new build properties for open market rent and 'Slough Homes' would provide affordable homes to a wide range of people to contribute to the Council's strategic objectives in relation to housing, for example assisting key workers and addressing temporary accommodation pressures. It was proposed to dispose of Pendeen Court and properties at High Street, Langley to Slough Homes to support the objectives of the company. The business cases for both companies, shareholder agreements and other supporting Part II appendices all contained exempt information and were considered by the Cabinet without disclosing any of the exempt information.

The financial implications were set out fully in section 4 of the report and in the appendices. The Cabinet was asked to recommend to full Council additional capital expenditure of up to £3.1m for 'Slough Homes' to acquire suitable properties and that £28m be allocated to Herschel Homes and £23.4m to 'Slough Homes' to 31st March 2019 to deliver the objectives detailed in the business plans.

Commissioners welcomed the proposals for both companies which had the potential to contribute to a range of housing objectives such as support for key workers and care leavers; address long standing issues with the provision of temporary accommodation; and generate revenue income for the Council. Councillors Amarpreet Dhaliwal and Swindlehurst spoke under Rule 30, raising a number of issues about the detailed governance arrangements; the financial profile and risks to the Council; and the balance between income generation and strategic housing objectives.

After due consideration, the Cabinet agreed the recommendations set out in the report to take the necessary steps to establish the two housing companies as proposed and to recommend the capital expenditure to full Council at the next meeting on 31st January 2017.

Resolved –

- (a) That the business plan for Herschel Homes, set out in Appendix One, which seeks to establish a company that will acquire, manage and lease new build properties for full market rent be approved.
- (b) That the business plan for Slough Homes be approved, as set out in Appendix Two, which seeks to establish a company that will aim to acquire, manage and lease existing properties in a manner that will

provide an offering of homes for people facing particular difficulties in accessing suitable accommodation, possibly through cross-subsidy provided from homes let at market rents.

- (c) That it be noted that both Herschel Homes and Slough Homes will be companies that are limited by shares with the Council being the sole shareholder.
- (d) That the Head of Legal Services, following consultation with the Commissioner for Housing & Urban Renewal and Leader of the Council, be authorised to seek the incorporation or acquisition of companies to be wholly owned by the Council to operate under the names of Herschel Homes and Slough Homes and to complete all necessary procedures for this purpose.
- (e) Recommend to full Council that up to £3.1m of additional capital expenditure be incurred for Slough Homes to acquire suitable properties, which will be secured on property, and that £28m be allocated to Herschel Homes and £23.4m allocated to Slough Homes in the period to 31 March 2019 to acquire properties as set out in the business plan set out in appendices One and Two.
- (f) That authority be delegated to the Assistant Director Finance & Audit, following consultation with the Leader and Commissioner for Housing & Urban Renewal to approve the draft Heads of Terms for the Facility Agreement for the Council to provide loan and equity finance to Herschel Homes and Slough Homes and agree that the Assistant Director Finance & Audit, following consultation with the Leader of the Council is authorised to finalise the Facility Agreement and to enable up to £28m to be lent to Herschel Homes and £26.5m to be lent to Slough Homes in the period to 31 March 2019 and for a temporary cash facility of up to £50k to be available from the Council to the two Companies for the initial 18 months as 'working capital' (charged at the base rate plus 2%).
- (g) That the proposed governance arrangements for each company set out in Section 5 in this report and the Shareholder Agreement included as Appendix 7.4 be approved and authority be delegated to the Assistant Director Finance & Audit following consultation with the Head of Legal Service to complete the draft terms.
- (h) That the Assistant Director Finance and Audit and the Head of Neighbourhoods be authorised to agree prices for services provided by the Council (such as Housing, Property and Asset Management), between the Council and both housing companies.
- (i) That the Head of Legal Services, following consultation with the Strategic Director Housing, Regeneration & Resources in consultation with the Commissioner for Housing and Urban Renewal, be authorised to select an alternative company name for Slough Homes (which will be subject to availability at Companies House).

- (j) That the disposal of the Housing Revenue Account (“HRA”) asset at Pendeen Court and General Fund asset at High Street, Langley to Slough Homes be authorised for a sum that represents no less than best value.
- (k) That delegated authority be given to the Assistant Director Assets, Infrastructure and Regeneration following consultation with the Leader, the Council’s section 151 Officer and the Head of Neighbourhood Services to agree the final valuation sum for Pendeen Court and High Street, Langley and agree all non-financial terms.

84. Proposal to Introduce an Asset Management Company

The Commissioner for Housing & Urban Renewal introduced a report that sought approval to introduce a wholly owned Asset Management company to acquire, own and manage certain assets as part of the Council’s strategic acquisitions programme.

The Commissioner proposed a change to recommendation (a) to the report to clarify that the company would, if approved, own, manage and dispose of strategic assets in circumstances where the Council would borrow funds to acquire the asset whether it was located inside or outside of Slough. The Cabinet noted the legal and technical reasons for the establishment of a company, and also noted Part II Appendices One, Two and Three without disclosing any of the exempt information.

Speaking under Rule 30, Councillor Amarpreet Dhaliwal asked about the governance arrangements and the shareholder role; and Councillor Swindlehurst raised the issue of lending to the company and links to the Council’s Medium Term Financial Strategy.

The Cabinet agreed the recommendations to establish the company, including the change to recommendation (a) to clarify that company would used where the Council was borrowing funds.

Resolved –

- (a) That an Asset Management Company be developed, limited by shares and wholly owned by the Council, to acquire own and manage and dispose of strategic assets located inside and outside Slough when the Council is borrowing funds to acquire the assets.
- (b) That the proposed governance arrangements for the Asset Management Company including the Shareholder Agreement set out in Appendix Two to the report be approved.
- (c) That the Head of Legal Services, following consultation with the Commissioner for Housing & Urban Renewal and the Leader of the Council be delegated authority to develop Articles of Association and

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incorporate the Asset Management Company based on the content of this document and;

- (d) That Joe Carter, Assistant Director Assets, infrastructure & Regeneration be appointed as the founding director of the company in order to enable the company to be registered (as this requires at least one named director) and basics to be established (such as setting up banking arrangements).
- (e) That the Head of Legal Services, following consultation with the Commissioner for Housing and Urban Renewal and the Strategic Director Housing, Regeneration & Resources, be authorised to commence the incorporation of the Asset Management Company, select the company name in order to do so (which will be subject to availability at Companies House) and complete all necessary documentation as set out the report.
- (f) That the Assistant Director of Finance & Audit be delegated authority to develop the draft Heads of Terms for the Facility Agreement for the Council to provide loan and equity finance to the Asset Management company and following consultation with the Leader, be authorised to finalise the Facility Agreement and to enable all amounts agreed by full Council to be lent to the Asset Management Company.
- (g) That the Assistant Director of Finance & Audit be responsible for the Council's Shareholder function.
- (h) That the Assistant Director Finance & Audit be authorised to agree prices for services provided by the Council (such as Asset Management and Finance), between the Council and the Asset Management company.
- (i) That the request to provide an overdraft facility of £50,000 to establish the company, which will be repaid in 18 months from the company going operational, be approved.

85. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

86. Notification of Forthcoming Decisions

Resolved – That the published Notification of Decisions for the period between November 2016 to January 2017 be endorsed.

87. 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

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paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972.

Below is a summary of the matters resolved during Part II of the agenda.

88. Part II Minutes - 21st November 2016

Resolved – That the Part II Minutes of the Cabinet meeting held on 21st November 2016 be approved as a correct record.

89. Subsidiary Housing Companies Update - Appendices One to Seven

The Cabinet had considered and noted Appendices One to Seven of the report on the establishment of two Subsidiary Housing Companies in resolving matters in Part I of the agenda without disclosing any exempt information.

90. Strategic Asset Purchases 2016/17 & Proposed Disposal of 204-208 High Street (former BHS store)

The Cabinet agreed:

- That the strategic asset purchases made during 2016-17 be noted.
- That the disposal of 204-208 High Street (the former BHS store) on the terms set out in the Part II report be agreed.
- That the Strategic Acquisition Board be given delegated authority to acquire, manage and dispose of assets acquired via the strategic asset purchase scheme.

91. Proposal to Introduce an Asset Management Company - Appendices

The Cabinet had considered and noted Appendices One to Three of the report on the establishment of an Asset Management Company in resolving matters in Part I of the agenda without disclosing any exempt information.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.05 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 23 January 2017

CONTACT OFFICER: Dean Tyler, Head of Policy, Partnerships & Programmes
(For all enquiries) (01753) 875847

WARD(S): All

PORTFOLIO: Councillor Munawar, Leader of the Council and Commissioner of Finance and Strategy

PART I
KEY DECISION

FIVE YEAR PLAN 2017 – 2021

1. **Purpose of Report**

1.1 To recommend to the Council to agree the new Five Year Plan.

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

2.1 The Cabinet is requested to recommend the Council to agree the refresh of the Five Year Plan attached as Appendix A.

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

3a. **Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment**

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
3. Improving mental health and wellbeing
4. Housing

The Five Year Plan has been developed using the evidence base of the Joint Strategic Needs Assessment and the Slough Story.

3b. **Council's Five Year Plan Outcomes**

The review of the Five Year Plan proposes streamlining the outcomes down to five to replace the previous eight which were:

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 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

4 **Other Implications**

(a) Financial - the Five Year Plan is important in determining the priority outcomes against which resources will be allocated. The time frame for the Five Year Plan is aligned with our medium term financial planning and will roll forward each year, i.e. the new Plan looks ahead for the five years 2017/18 to 2021/22.

(b) Risk Management - There are no identified risks associated with the proposed actions.

(c) Human Rights Act and Other Legal Implications - There are no direct legal implications. The specific activity in the Strategy and other plans may have legal implications which will be brought to the attention of Cabinet separately. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Strategy, as required.

5 **Supporting Information**

- 5.1 The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.
- 5.2 The Five Year Plan is therefore an important element of our strategic narrative in explaining our ambitions for Slough's future. It also describes the role of the Council in achieving this, recognising the importance of working with our communities and putting people first in everything we do.
- 5.3 The Plan is updated every year and we also produce an Annual Report so that we can check progress. Last year, 2016, we carried out a light-touch refresh of the Five Year Plan to update the actions in the Outcome Plans and set out how we will work with our partners and communities.
- 5.4 This year there has been a more in-depth review. The Leader and Cabinet have worked with officers to define their political priorities and revised the outcomes to reflect these. The Leader has been clear in his Foreword about his priority to put people first. We have reduced the number of outcomes from eight to five, combining some where there was overlap and duplication and removing others where they were more about ways of working than tangible outcomes.

- 5.5 The Plan therefore sets out our vision, priority outcomes and how we will make this happen:

VISION: GROWING A PLACE OF OPPORTUNITY AND AMBITION

Our priority outcomes – putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

Making this happen – how we will do this

- We will listen to and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses
- We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job

6 Measuring progress

- 6.1 We produce an Annual Report of progress with case studies and performance indicators setting out how we are delivering our priority outcomes.
- 6.2 The refresh of the Five Year Plan includes a summary of the success measures that will be used to keep track of how we are achieving the outcomes. We are particularly keen to ensure that we meet Members' requirements expressed at both Cabinet and Overview and Scrutiny Committee to improve performance reporting. We are working on a new format for the performance report to focus on a high level set of measures.
- 6.3 Cabinet will also receive an Annual Report of progress against the Five Year Plan and this will reflect the comments made at Overview and Scrutiny and any views of Cabinet.

7 Comments of Other Committees

- 7.1 We have worked with the Leader and all Commissioners to ensure that the priority outcomes reflect the political priorities of the new Administration.
- 7.2 Overview and Scrutiny Committee considered the draft Five Year Plan at its meeting on 20 December. The Council's Scrutiny function will challenge and track progress of the outcomes and Members reiterated their comments about performance and how we measure the outcomes. Between now and publication we will therefore check and add to the actions and success measures in the outcome plans section of the Five Year Plan. Other comments at Scrutiny asked for more

examples of what we have done and what we will do to deliver the Five Year Plan; how we will work together as a Council and with partners; how we will ensure we listen to and engage with communities including community groups; more explanation of the values; and more clarity on a number of service specific issues. We have addressed the majority of these comments in the attached draft and will continue to look to add further examples before the document is published.

8 **Conclusion**

8.1 The new Five Year Plan will provide the strategic direction for the Council over the next five years and will enable a clear focus of resources and activity.

9 **Appendices Attached**

'A' Five Year Plan 2017-2021

10 **Background Papers**

None.

Five Year Plan 2017-2021

‘Growing a place of opportunity and ambition’

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1. Leader's Foreword

It's a great honour to have been elected to serve this town and an even bigger honour to lead Slough.

We sit on the cusp of a fantastic opportunity where the future of Slough is being shaped right around us, and I want to ensure that as a council we are working with residents so they are involved in shaping our town's future.

Since becoming Leader of Slough Borough Council last year I have started a conversation with residents about the future of our town. They are the life blood of all we do and under my leadership this council is becoming a people focused organisation.

This means listening to people and doing things with, rather than to, them. The council will become more inclusive and transparent in its decision making as well as being more accountable to the people we serve.

I want Slough to continue to grow and continue to be a world class destination to do business and I am proud to have some of the biggest names in global business based here. However we have to grow differently - and I will ensure we do. This includes looking at where we position ourselves in the world as well as looking to London and partnering with our West London neighbours who share many of the same opportunities and challenges. I want a growth that is inclusive for all. Slough has changed, and will continue to change, but local people must feel the full benefit of this change. I will ensure we have an offer to local residents that guarantees their place and their children's place in Slough for years to come.

This means we need a housing offer for local people; when businesses come to Slough they take on local young people in high quality apprenticeships; and we must ensure we have an inclusive education system in Slough that drives forward attainment for all our children.

I will be relentless in driving an agenda that puts local people first, to secure their future and that of their children in Slough. We need to support people who need us most, ensuring we have a healthy and active population able to grasp opportunities and live well. Our agenda is to allow everyone in this great town to feel the council is working with them and for them.

Some examples of our achievements against this agenda from the past year are highlighted below:

- The flagship Curve building launched in September bringing library, registrars, adult and community learning into one venue, supported by museum pods, a new multi-purpose space Venue@TheCurve and Gallery@TheCurve, available for exhibitions
- A series of school expansion projects have been delivered including new facilities such as a new four court sports hall for St Joseph's Catholic High School
- Housing regeneration projects at Britwell and Milestone housing in Ledgers Road were completed
- The new community sports stadium at Arbour Park was opened
- All Slough parks retained their Green Flag status

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- The Slough Youth Awards were held to recognise the significant contribution and achievements of Slough's young people
- The Make your Mark Campaign resulted in the second largest percentage turnout across the UK
- The number of people that are managing their social care support via a direct payment increased from 200 to 325 people in less than a year, helping people live independently with more choice and control over the care and support they need
- Over 1000 people were invited to the National Diabetes Prevention Programme 18 week free lifestyle courses, more than anywhere else in the country
- More than 500 people aged 60 and over were assessed for falls risk via the FallsFree4life programme and 60 percent of those attending the 12 week balance classes reduced their risk
- The Slough Women's Forum was established to identify and address issues that matter to women in the local community
- The Council continues to demonstrate strong partnership with the police and the Slough Children's Services Trust effectively safeguard vulnerable people
- Funding was secured from the Local Enterprise Partnership to deliver the new LED lighting programme
- An Investors Day was held to increase investment in the borough securing increasing income via business rates

I am proud of the successes the Council has delivered over the past year and the Five Year Plan sets out our plans for the future so we can build on these achievements and further improve the lives of people in Slough.

Councillor Sohail Munawar
Leader of the Council

2. Introduction and vision

The purpose of the Five Year Plan is to do three things –

- To set out our vision
- To be clear about our priority outcomes
- To explain how we will do this

VISION: GROWING A PLACE OF OPPORTUNITY AND AMBITION

Our priority outcomes – putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

Making this happen – how we will do this

- We will listen to, and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximising the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses
- We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job

The Five Year Plan was launched in 2015 to define the council's ambition; the opportunities and challenges we face; the role of the council in meeting these and the priority outcomes against which resources will be allocated.

The introduction of the Five Year Plan was important in providing clarity of vision and direction, explaining how and why the council is changing and identifying more effective and efficient ways of working together.

The Five Year Plan is updated every year and we also produce an Annual Report so we can check progress. Last year, 2016, we carried out a light-touch refresh of the Five Year Plan to update the actions in the Outcome Plans and set out how we will work with our partners and communities.

This year there has been a more in-depth review. The Leader and Cabinet have worked with officers to define their political priorities and revised the outcomes to reflect these. The Leader has been clear in his Foreword about his priority to put people first. We have reduced the number of outcomes from eight to five, combining some where there was overlap and duplication and removing others where they were more about ways of working than tangible outcomes.

Opportunities and challenges

People are proud to live and work in Slough. We are ambitious for Slough's future and have bold plans in place to deliver the best outcomes for the town and its people.

The Leader has been clear about the opportunities for Slough's future. Our reputation and identity are strong. Heathrow and Crossrail are already attracting new development and investment into

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the town. If we can continue to attract growth and shape and manage it effectively we can ensure we deliver benefits for local residents.

Our population of around 145,000 is young, growing and dynamic. We need to ensure their future from an early age and education, to local employment opportunities and the availability of housing to meet their needs. People are living longer today than ever before but this adds pressure on local services such as adult social care to meet more complex needs while enabling people to live independently for as long as possible. There are inequalities across our population including household income, living conditions, wellbeing and health.

As a council we need to have a strong local economy to generate income from business rates for our budget, particularly as our funding from Government disappears. We start from a position of strength in Slough. With a turnover of around £9 billion the underlying strength of our economy and reputation as a place to invest means growth provides a number of opportunities. Inward investment, regeneration and infrastructure improvements will bring real benefits to Slough, from housing and jobs, to better transport, shopping and leisure facilities.

Local government has become increasingly adept at managing growing demand for services against a backdrop of reduced resources. The introduction of the government's austerity agenda hit us hard so we are increasingly having to make difficult decisions about our priorities and what we do. Section 6 on the budget explains the scale of the challenge and our response in more detail.

By the time our grant from Government disappears we will be almost entirely reliant on income from business rates and Council Tax. Developing these twin sources of income and other opportunities is essential to our finances and paying for services.

Given this context, we need to be clear about our priorities and how we will work to achieve these. This is why the Five Year Plan is so important as we will use it to:

- drive the decisions made in the medium and long term financial strategy
- focus on delivery of outcomes by prioritising reducing resources
- provide a basis for discussions with partners about the services they provide
- develop a performance framework to which services and staff will be held accountable

The role of the Council

We will meet the challenges and opportunities we face by:

- demonstrating community leadership
- enabling people to help themselves
- supporting the most vulnerable
- shaping and managing the changing place

We believe we can do more to close gaps and reduce inequalities by enabling people to take more responsibility for their own lives, for example, by living healthier lifestyles. We will build on the strengths of our communities and partnerships. Wherever possible we will also look to manage future demand for services through targeted intervention and prevention. We will always ensure the most vulnerable in our community know how to get the support they need.

We have set a series of equality objectives to reduce inequalities and improve outcomes for local people in specific service areas. This is in line with our focus on putting people first as well as ensuring we meet our requirements under the Public Sector Equality Duty (Equality Act 2010).

3. Our priority outcomes – putting people first

At the heart of everything we do are the people of Slough – they are our residents, customers, service users – the communities that together give Slough its identity. It is our responsibility to ensure that as we change the way we do things, we communicate and engage with people so that they understand what is happening around them and why – and that they have an opportunity to be part of the conversation.

Our response to the opportunities and challenges we face is to focus on five priority outcomes to improve the lives of people in Slough. **Resources will primarily be allocated to achieve these outcomes.** Resource allocation will be evidence based – there will need to be a demonstrable, evidenced link between the outcome and the key action.

Our priority outcomes – putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

These cross cutting outcomes are important in ensuring that we are joining up resources to focus on shared priorities – this approach means we will increasingly be seen to be working as ‘One Council’.

The Outcome Plans in section 5 set out in more detail the actions we will take to achieve these.

In line with our agenda to put people first we will be clear about how new development, infrastructure and regeneration projects will provide benefits for the people of Slough. Some of the planned highlights for the year ahead are summarised below.

840 new primary school places are to be created in Slough under £20 million plans to expand and improve three primary schools. Working in partnership with Slough Urban Renewal the redevelopment plans will also provide enhanced learning environments with improved teaching spaces, dining halls and libraries as well as new sports halls and playground

Work to create a new "state-of-the-art leisure facility" on the Centre site in Farnham Road began in January following the demolition of the old building. The new leisure centre, which is being built by Slough Urban Renewal, will include an eight-lane swimming pool, a poolside sauna and steam room, a four-court sports hall and a gym. Leisure facilities will also be refurbished elsewhere including the extended Ice Arena, Salt Hill and Langley Leisure Centre. In addition, our parks and open spaces will be cleaner, safer and better promoted by a multi-agency group led by the Safer Slough Partnership.

We will implement our new housing strategy to provide more new and affordable homes and improve the standards of existing homes. New homes construction will begin on a series of ‘small sites’ to provide council housing for people on the council waiting list. Our two new Subsidiary Housing Companies will provide better and more affordable homes for homeless households and key workers and lead the way in providing high standards of private sector housing. A new Repairs, Maintenance and Investment contract for Council homes will improve services and value for money for council tenants and leaseholders

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Highways and public transport improvements at Windsor Road, Slough and Bath Road, and Langley will be completed. We will be working more closely with West London in order to maximise economic growth.

Access to lifestyle improvement programmes and 'step down' help from hospital will be easier through the Cardiowellness 4 Slough programme. This single point of access will triage and refer people through a wellbeing hub to the right programme for them and report on a common set of outcomes across a range of agencies.

4. Making this happen – how we will do this

The Five Year Plan means that we are clear in Slough about our priorities and the Outcome Plans in the next section set out how we will work as a council and with others to achieve these.

Our capacity to provide people with support is under growing pressure. We know that we can no longer provide services in the way that we have in the past – we will not be able to provide everyone with everything. We need to rethink and change not only what we do but how we do it.

Our outcomes approach means that we are already working across teams in a more collaborative way which makes sense for many reasons, not least of which where we are working with the same people in our community.

This section explains how we will work to make the Five Year Plan happen and achieve the outcomes.

Making this happen – how we will do this

- We will listen to and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses
- We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job

- **We will listen to and work with our communities, customers and partners**

Listening to people, genuine community engagement and communication between the Council, communities and partners will be a key focus for us. By working with local people and helping them to do more for themselves we can reduce the demand on the council.

Many of our partners are facing the same twin challenges as the Council – rising demand at a time when resources are diminishing. Like us, they cannot deliver their outcomes without additional support. But what we also have in common is that we are all working with the same communities.

We will work through the Slough Wellbeing Board to facilitate a wider partnership network across the public, private and voluntary sectors to coordinate action and resources to achieve the best results for Slough. In September 2016 we launched a new Slough Wellbeing Strategy at the first in a series of annual partnership conferences to build collaboration across the borough.

The Council is committed to working with our key partners to develop a more integrated way of working with our residents. In the first instance we will be developing a 'one council' approach to working with our communities including the large number of community groups who are already to keen to work more with us. This will ensure Slough has more resilient communities, with people better able to help themselves, developing social networks that will ultimately reduce demand on public services and take a co-production approach to achieve better outcomes.

- **We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources**

As a Council we will need to be more commercially minded and innovative to make the best use of our resources. We all need to think, act and work differently. We want to establish a reputation for innovation.

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One example of this is the establishment of a new Local Authority Controlled Company (LACC) to oversee the commercialisation of services. This major new venture for the Council will reinforce our direction to deliver key frontline universal services as well as offer competitive commercial services to the market. By using our embedded subject matter experts and subject leads within the authority and the LACC we will identify opportunities to deliver commercial solutions for our residents and businesses.

- **We will use digital technology to provide smarter services for people and businesses**

Our services need to be smarter and relevant to the way in which people want to access them. We need to think about the customer and what they need rather than what suits us.

This year will see council staff better meeting customers' needs by working more in the community and on site, using technology to provide services in a timely and more efficient way, and reducing costs.

- **We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job**

In keeping pace with all these changes we need to support our staff to acquire new skills and capabilities. Change is fast becoming a constant and the new normal. This is about more than just how we develop our staff – it means a change in the culture of the organisation and a mind-set that is about working differently.

Being clear about our values and behaviours means we can support our staff who want to continue to make a positive difference in their services to improve the lives of people in Slough. We have therefore launched a new set of Values and Behaviours for the Council that sets this out in more detail. Our five **values** are:

- Responsive
- Accountable
- Innovative
- Ambitious
- Empowering

We will use these to drive our behaviours and how we work. We will recruit and manage people by checking how they are performing against these. We have completed a series of Management Development Programmes for all our managers to support them to recruit, retain and develop our staff. We are now evaluating the programme to identify if any revisions are required before we launch another series.

We have reviewed our Recruitment and Selection Policy to give opportunities to all staff for vacancies that arise within the Council before these are advertised externally. There will be exceptions to this, for example, social workers, where we are aware there is not only a shortage locally but also nationally. We are using a broad range of advertising including social media to attract potential candidates and we will continue to explore other methods of recruiting especially within the local community.

5. Outcome Plans

Each of our outcomes will be delivered through key actions delivered by the council in partnership with a range of organisations and the community. Below is a summary of these actions. The detail of delivery, including performance measures, is set out in individual plans for each outcome. The table below therefore includes a summary of the types of success measures that will be used to keep track of how we are achieving the outcomes.

The detailed actions and success measures in the table below will be checked and added to where necessary before the Plan is published –

Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
<p>Outcome 1:</p> <p>Our children and young people will have the best start in life and opportunities to give them positive lives</p> <p>N.B There is a responsibility for all children and young people in the borough and a duty towards vulnerable groups.</p>	<ol style="list-style-type: none"> 1. Enable children and young people have physically and emotionally healthy lives. 2. Ensure children and young people are supported to be “safe, secure and successful” 3. Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their individual potential. 4. Support young people into employment, education and training. 5. Provide young people with opportunities to have their voice heard and to shape service planning and delivery. 	<ul style="list-style-type: none"> • Slough Children’s Services Trust • Slough Borough Council / Young People’s Services • Public Health • Joint Corporate Parenting Panel, • The Local Children’s Safeguarding Board • Schools • Voluntary and Community Sector • Youth Forum • Children in Care Council • Creative Education Partnership • East Berkshire College 	<p>Establishment of a ‘good’ children’s service judged good by Ofsted by the end of 2018</p> <p>Health targets (healthy start, oral health, child obesity, health inequalities)</p> <p>Social care data: Numbers of children subject to a child protection plan. Number of Children in care. Number of contacts / Referrals to Social Care. Number of early help assessments.</p> <p>Education outcomes (Key stages, GCSE, Pupil Premium benchmarking, LAC attainment, SEN attainment,)</p> <p>Levels of those not in education, employment or training (NEETs)</p>
<p>Outcome 2:</p> <p>Our people will become healthier and will manage their own health, care and support needs</p>	<ol style="list-style-type: none"> 1. Target those individuals most at risk of poor health and wellbeing outcomes to take up health checks 2. Develop preventative 	<ul style="list-style-type: none"> • Social care providers • Voluntary and community organisations • Residents • Slough CCG • Thames Valley Police 	<p>Smoking levels</p> <p>Increase in NHS health checks</p> <p>Levels of physical activity</p> <p>Numbers referred to national diabetes</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>approaches to enable our residents to become more able to support themselves.</p> <p>3. Build capacity within the community to enable a focus on supporting more people to manage their own health, care and support needs.</p> <p>4. Deliver a new model of public service that empowers residents to live independent and healthy lives.</p> <p>5. Ensure people are at the centre of the adult safeguarding process and are supported to manage any risks.</p>	<ul style="list-style-type: none"> • Probation Service • Leisure provider and sports' agencies • Slough Safeguarding Adults Board • Slough Children Services Trust • Local Safeguarding Children's Board • Schools • Business community • Housing Associations 	<p>prevention programme</p> <p>Reduction in the number of people receiving long term care.</p> <p>Increase in people receiving short term care and direct payments</p> <p>Increase in those people supported by voluntary and community sector</p> <p>Levels of social isolation</p> <p>Increased number of people involved in their safeguarding enquiries</p>
<p>Outcome 3:</p> <p>Slough will be an attractive place where people choose to live, work and visit</p>	<p>1. Work with members to conduct a residents survey on perceptions and combine with other survey data to create a clear understanding of peoples current perception of Slough (baseline)</p> <p>2. Work with the Safer Slough Partnership and other stakeholders (e.g. Town Centre Group) to ensure that crime prevention and community safety is at the heart of an attractive and vibrant Slough</p> <p>3. Work to promote Slough as an attractive, safe and vibrant place with opportunities for all</p> <p>4. Work with SBC teams and stakeholders to</p>	<ul style="list-style-type: none"> • Safer Slough Partnership • Schools • Community organisations • Wellbeing Board • LSCB and LSAB • SBC Teams • Community Safety • Community Cohesion • Planning • Building Control • Environmental Quality • Housing • Highways • Parks & Open Spaces • Neighbourhoods • The SUR • Slough Children's Trust • Youth Services • Leisure • Community 	<p>Establish a baseline to measure progress and success.</p> <p>Comparison of annual Crime rates</p> <p>Number/ % of strategic decisions & new policies that fully consider and document response to s17 (Crime & Disorder Act)</p> <p>% increase in positive perception (SMART Target for parks, open spaces, leisure residential, etc to be discussed)</p> <p>Number of parks with Green Flag status</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>enhance and promote Slough's open space, leisure, arts and culture, residential and visual offer and identify strategic improvements e.g. gateways to the town, and other strategic locations</p> <p>5. Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained</p> <p>6. Work with SBC teams and stakeholders to improve air quality</p> <p>7. Deliver the council's community cohesion strategy to increase community resilience.</p> <p>8. Work with partners to ensure that children and vulnerable people are protected (Child Sexual Exploitation and Trafficking)</p>	<p>Services</p> <ul style="list-style-type: none"> • Voluntary Sector • Businesses • Creative People and Places – HOME Slough • Waste & Environment 	<p>Gateway inspections, levels of street cleanliness, fly-tipping and graffiti removal</p> <p>Improve the average air quality concentrations by 10% against the current 2015 baseline By 2021</p> <p>SMART Target for Community Cohesion (% improvement from Baseline)</p> <p>A reduction in the number of high and medium risk CSE cases</p>
<p>Outcome 4:</p> <p>Our residents will have access to good quality homes</p>	<p>1. Build Healthy Lifetime homes that can be easily adapted to take account of changing conditions</p> <p>2. Review our allocations policy with a view to giving higher preference to those with long term disabilities who are unable to work</p> <p>3. Robust regulation of the private rented sector to ensure health and safety standards are met and overcrowding is reduced.</p> <p>4. Increase home</p>	<ul style="list-style-type: none"> • Private rented sector landlords • Private sector developers • Registered Providers • Slough Urban Renewal • Housing Associations 	<p>Number of new homes built each year</p> <p>Number new homes warranted and issued with building control completion certificates each year</p> <p>Number of social housing allocations each year</p> <p>Number of</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>improvements to allow people to stay in their own homes longer and not require expensive and unwanted residential care</p> <p>5. Make best use of existing public sector housing stock</p> <p>6. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need</p> <p>7. Make better use of land and existing housing within the borough including using opportunities for new high quality, family and high density residential developments</p> <p>8. Prevent homelessness where possible through early intervention and using a range of housing options</p> <p>9. The Council will actively promote a new garden suburb in an area to the north of Slough</p>		<p>adaptations carried out each year that enable people to stay in their own homes</p> <p>Increase in council tax base and new homes bonus</p> <p>Levels of homelessness acceptances</p> <p>Void turnaround times and under-occupation moves</p> <p>Progress towards new Local Plan</p>
<p>Outcome 5:</p> <p>Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</p>	<p>1. Focus the council's business inward investment and retention function on growing business rate income to support service provision</p> <p>2. Deliver infrastructure improvements to attract and support businesses</p> <p>3. Support businesses and partners to enable residents to develop</p>	<ul style="list-style-type: none"> • Public and private transport providers • SEGRO • Thames Valley Berkshire Local Enterprise Partnership • Slough Aspire • East Berkshire College • Key landlords, developers and commercial property agents 	<p>Business rate income</p> <p>New business investment</p> <p>Local skill levels</p> <p>Unemployment rate</p> <p>Town centre footfall</p> <p>Investor and developer enquiries</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>skills to meet local employers' needs</p> <p>4. Deliver a Local Plan that supports economic growth</p> <p>5. Maximise the opportunities for local people of an expanded Heathrow Airport</p> <p>6. Cultivate a vibrant town centre</p>	<ul style="list-style-type: none"> • Heathrow Airport Limited • Slough Urban Renewal • Secondary schools • Retailers • Slough CCG • Public sector partners • Waste & Environment – Local Authority Controlled Company 	<p>Vacancy rates decreased by xy%</p> <p>Footfall and spending increased by xy%</p> <p>Investor and developer enquiries/net promoter score</p> <p>Gap between residents and incoming workers weekly wages</p>

6. Budget

The Five Year Plan runs from 1 April in line with our budget so that our service and financial planning are aligned. The Five Year Plan is refreshed each year along with the budget so we have as much clarity as possible for the year ahead.

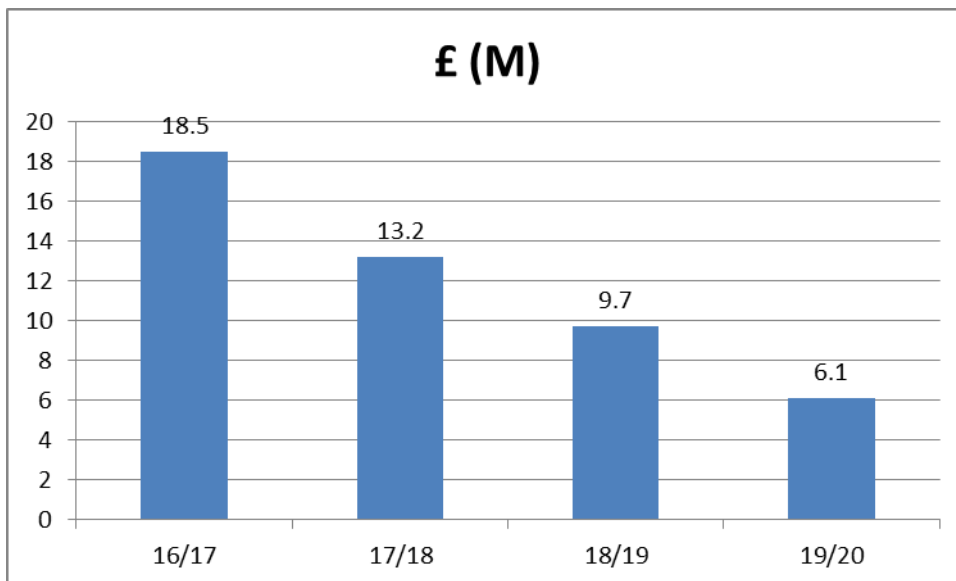
This section explains the scale of the financial challenge and savings required and our approach to tackle this as set out in our medium term financial strategy.

The challenge

Alongside all other local authorities, we are affected by severe financial constraints. Under the government's deficit reduction programme – intended to reduce the government's budget deficit – national funding for local government has significantly decreased. The local impact of these decisions has resulted in a 66.8% decrease in the amount of central government revenue support grant funding we receive from £39.8m in 2013/14 to £13.2m in 2017/18. Meanwhile our population continues to grow with added pressure on service expenditure as well as ongoing government reforms for example to the funding of adult social care and welfare.

Government has offered all local authorities the opportunity to take up a four year funding settlement if they publish an Efficiency Plan. In October 2016, the Council signed-up to this agreement and accepted the government's offer of minimum guaranteed funding levels (for the period 2016/17 to 2019/20) whilst also accepting that these funding levels will be significantly reduced - see table below.

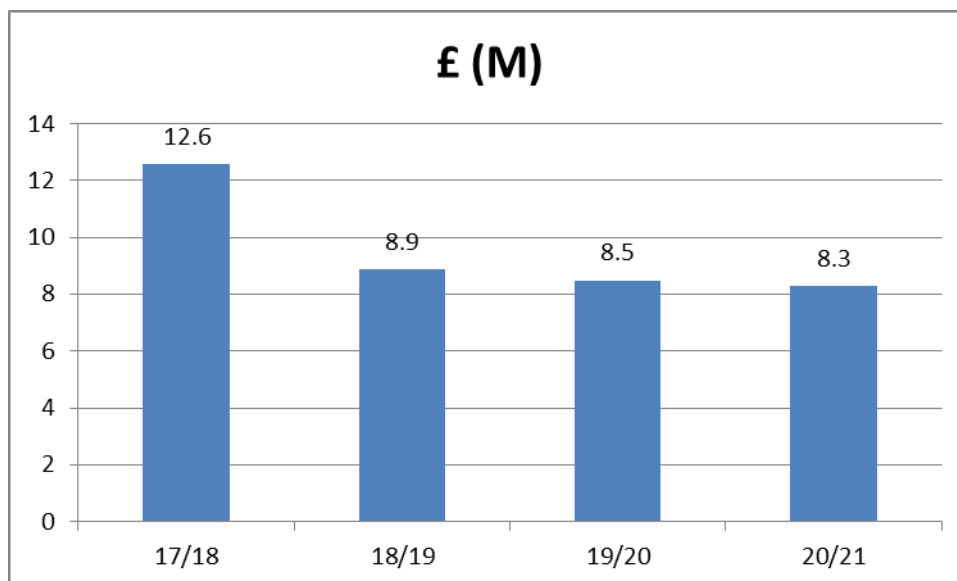
Revenue Support Grant to Slough Borough Council



Following the reductions in Revenue Support Grant the local government finance settlement in December included significant changes to the continuing operation of the New Homes Bonus and adult social care funding which have implications for our future funding assumptions. The Government is using the savings from New Homes Bonus to contribute towards a new £240m adult social care support grant. There will also be an increase in the adult social care precept from the current 2% to a new threshold of 3%.

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The table below shows how we need to make £38m savings over the next four years.



Our response

We have 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.

We start from a position of strength in Slough. With a turnover of around £9 billion the underlying strength of our economy and reputation as a place to invest means that growth provides a number of opportunities. Inward investment, regeneration and infrastructure improvements will bring real benefits to Slough. We need to ensure the town remains economically viable. The development of our new Local Plan is facilitating discussions and decisions about our commitment to growth including more and quality housing which is important to meet the needs of local people as well as increase our tax base.

Our medium term financial strategy therefore aims to look for opportunities and seek innovative solutions to help not only protect frontline services wherever possible, but also to enhance the borough's infrastructure and communities to ensure long term benefits to the borough.

Our jointly owned development company, Slough Urban Renewal (SUR) is delivering some major changes to the infrastructure of the borough while providing income to the council. SUR has rapidly developed since 2014 into a key enabler of the council's regenerative and commercial policy. The company, jointly owned by Slough Borough Council and Morgan Sindall Investments Ltd, is building council infrastructure as well as major housing schemes across the borough.

Our Strategic Asset Purchase scheme is designed to use our balance sheet to improve ongoing revenue streams and increase our asset base. The scheme is limited to £25m initially for properties that provide a good yield back to the council and/or are designed to regenerate.

The council has committed to invest heavily in infrastructure over the next five years, specifically on providing new leisure facilities, the landmark civic building – The Curve, as well as major investment in transport and housing infrastructure.

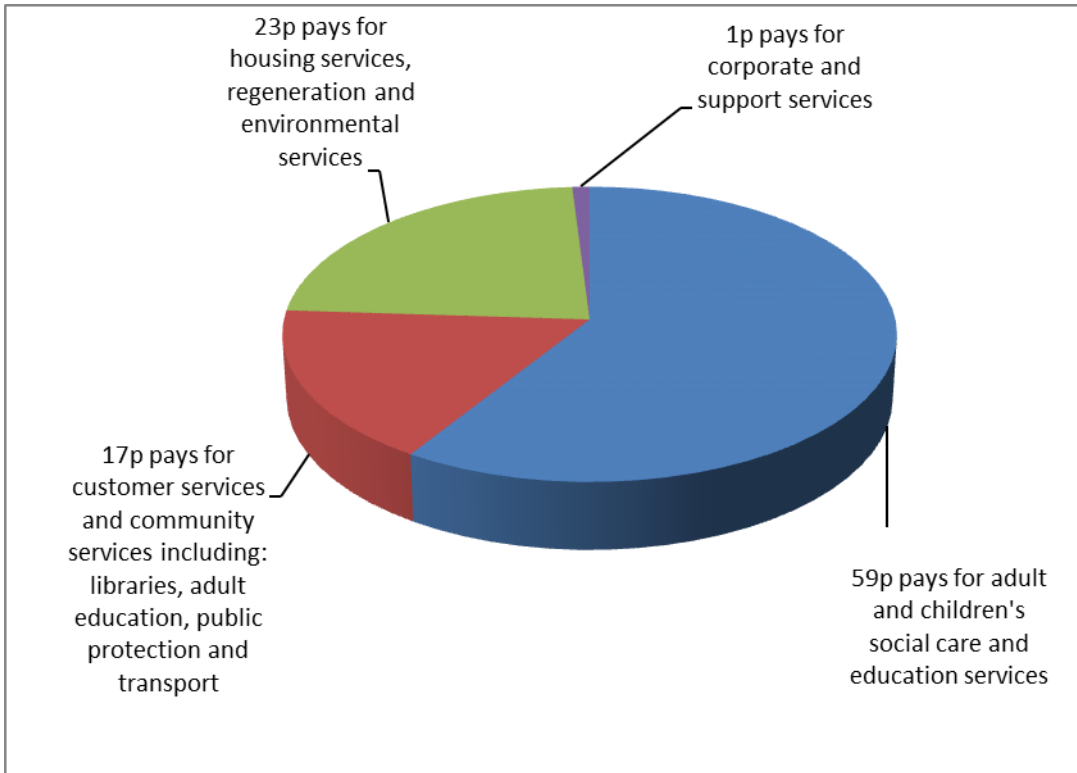
Alongside the council's investment, Crossrail opening in 2019 will also have a significant uplift to the borough, as will the planned western rail link to Heathrow due by the early 2020s.

This more innovative and entrepreneurial approach will also stand us in good stead in future years. Much of this income is on-going revenue streams, and where there is a one-off profit from the

DRAFT FIVE YEAR PLAN 2017-2021

SUR, the schemes as a whole are helping to drive up council tax and business rates income overall and thus provide greater long term stability to the council's overall funding. This in turn helps to relieve the pressure on service expenditure in areas of high demand such as adult and children's social care.

The chart below shows how our money is spent -



7. Performance scorecard

It is important that we are able to provide evidence of progress towards achieving better outcomes to improve people's lives. The Outcome Plans in section 5 above include a series of success measures which we will use to monitor this.

We have identified a high level set of key performance indicators in the table below. These will form part of our Annual Report of progress against the outcomes. They will also be included in future annual refreshes of the Five Year Plan so that we have a consistent set of key performance measures to report against – whether performance is good or bad - so we can spot trends and tackle issues to get us back on track where needed.

Five Year Plan outcome	Performance measure
<p>1 Our children and young people will have the best start in life and opportunities to give them positive lives</p>	<ul style="list-style-type: none"> • Increase % pupils achieving a good level of development across the Early Years Foundation Stage • Reduce prevalence of childhood with excess weight at start and end of primary school • Safeguarding measure (from Corporate Parenting Plan) • Reduce levels of those not in education, employment or training (NEETs)
<p>2 Our people will become healthier and will manage their own health, care and support needs</p>	<ul style="list-style-type: none"> • Increase number of people starting a smoking cessation course / % of those who successfully quit smoking • Increase number of adults managing their care and support via a direct payment • Increase the uptake of health checks
<p>3 Slough will be an attractive place where people choose to live, work and visit</p>	<ul style="list-style-type: none"> • Increase levels of street cleanliness • Reduce crime rates per 1,000 population
<p>4 Our residents will have access to good quality homes</p>	<ul style="list-style-type: none"> • Increase in number of dwellings • Increase number of affordable homes • Increase number of planning applications approved
<p>5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</p>	<ul style="list-style-type: none"> • Increase business rate collection / increase in business rate base • Reduce unemployment rate • Reduce journey time
<p>Enabling</p>	<ul style="list-style-type: none"> • Increase Council Tax in year collection rate • Increase proportion of Council Tax payments by direct debit • Increase proportion of residents signed up for self service

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd January 2017

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

WARD(S): All

PORTFOLIO: Councillor Munawar, Commissioner for Finance & Strategy

PART I
NON-KEY DECISION

FINANCIAL REPORT – MONTH 8 2016-17**1 Purpose of Report**

To provide Cabinet with the Month 8 (November) forecast financial information for the 2016-17 financial year.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the current financial forecast and the ongoing work by departments to reduce the over spend be noted.

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

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

The report helps achieve the corporate objectives by detailing how the Council is 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	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A

Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

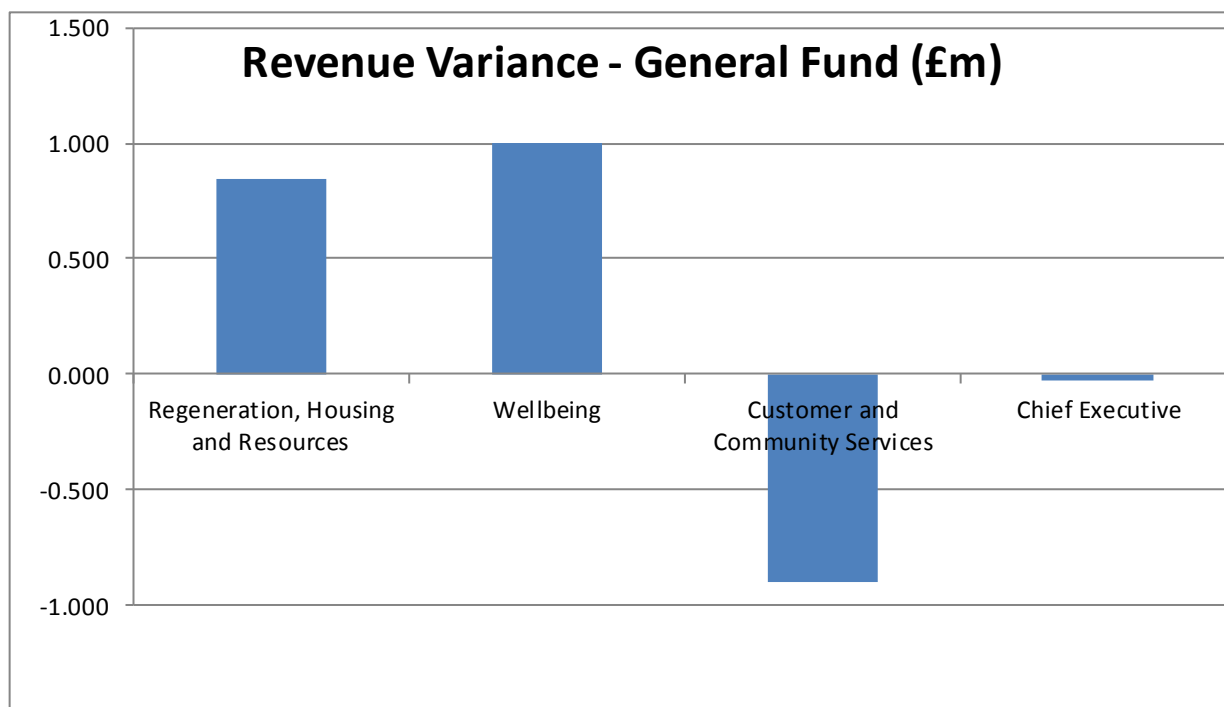
5 **Key Messages**

5.1 **Revenue – Forecast Outturn**

5.1.1 The Council is forecasting an over spend of **£0.917m** as at month 8 (November) after allowing for additional funding sources. The financial position has reduced to that reported in month 7 (October), when the Council was forecast to over spend by **£1.596m**.

5.1.2. There has been significant change in the forecasts during month 8. More detail is provided in paragraph 6.

5.1.3 The forecast outturn variance by Directorate is shown below.



5.2 Housing Revenue Account

5.2.1 The Housing Revenue Account for 2016/17 was originally expecting a deficit of £0.064m. As at the end of period 8 the forecasted net outturn remains a surplus of £0.396m as shown below. The net variance is therefore £0.460m

Division	Annual Forecast		
	Budget	Forecast	Variance
	£ 000's	£ 000's	£ 000's
HRA Expenditure	37,102	36,642	(460)
<i>Tenant Services</i>	<i>2,187</i>	<i>1,821</i>	<i>(366)</i>
<i>Neighbourhood Housing Areas North/South/East/Resilience</i>	<i>1,228</i>	<i>1,228</i>	<i>0</i>
<i>Arears & Investigation</i>	<i>511</i>	<i>511</i>	<i>0</i>
<i>Tenant Participation</i>	<i>270</i>	<i>270</i>	<i>0</i>
<i>Housing Allocations/Lettings</i>	<i>164</i>	<i>164</i>	<i>0</i>
<i>Leaseholder Team</i>	<i>249</i>	<i>249</i>	<i>0</i>
<i>Housing Repairs</i>	<i>8,500</i>	<i>8,500</i>	<i>0</i>
<i>Management & Services</i>	<i>5,309</i>	<i>5,215</i>	<i>(94)</i>
<i>Loans and Bad Debt</i>	<i>6,378</i>	<i>6,378</i>	<i>0</i>
<i>Funding Of Capital Projects (RCCO)</i>	<i>12,306</i>	<i>12,306</i>	<i>0</i>
HRA Income	(37,038)	(37,038)	0
<i>Dwelling Rents</i>	<i>(32,730)</i>	<i>(32,730)</i>	<i>0</i>
<i>Garage Rents</i>	<i>(489)</i>	<i>(489)</i>	<i>0</i>
<i>Shop Rent</i>	<i>(660)</i>	<i>(660)</i>	<i>0</i>
<i>Other Rents e.g Ground, Wayleaves, Land</i>	<i>(474)</i>	<i>(474)</i>	<i>0</i>
<i>Leaseholder Service Charges Income & Chargeable Works</i>	<i>(726)</i>	<i>(726)</i>	<i>0</i>
<i>General Service Charges</i>	<i>(1,934)</i>	<i>(1,934)</i>	<i>0</i>
<i>Interest</i>	<i>(25)</i>	<i>(25)</i>	<i>0</i>
Total Operating Budget	64	(396)	(460)

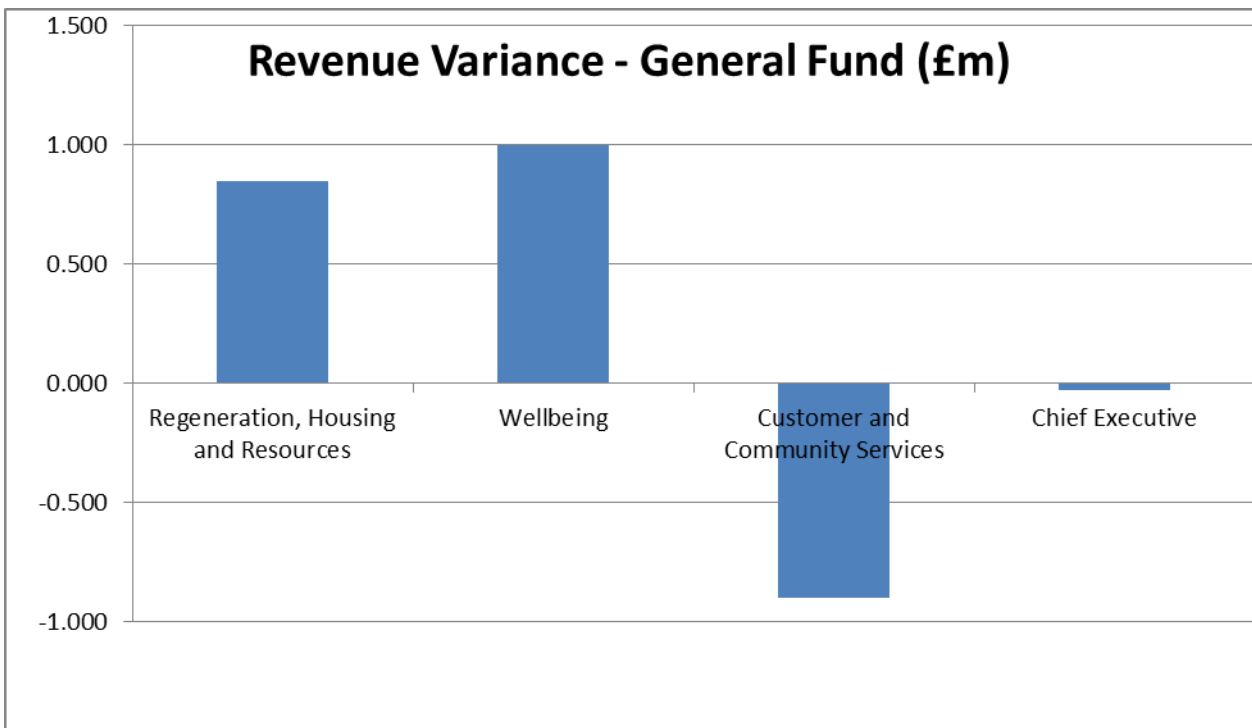
5.3 Capital – Forecast Outturn

5.3.1 The overall consolidated capital programme (including the HRA and general Fund) for 2016/17 is £135.837m. As at the end of period 8 the forecast net outturn has increased over the past month to £114.551m. The net variance is therefore £21.286m (16%). This is explained further in paragraph 7.

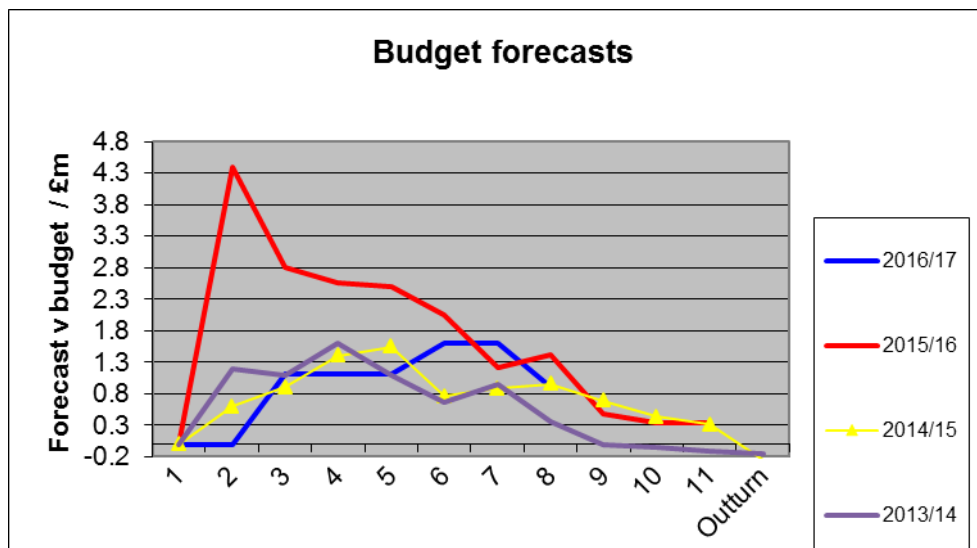
Executive Report

6 Revenue Expenditure

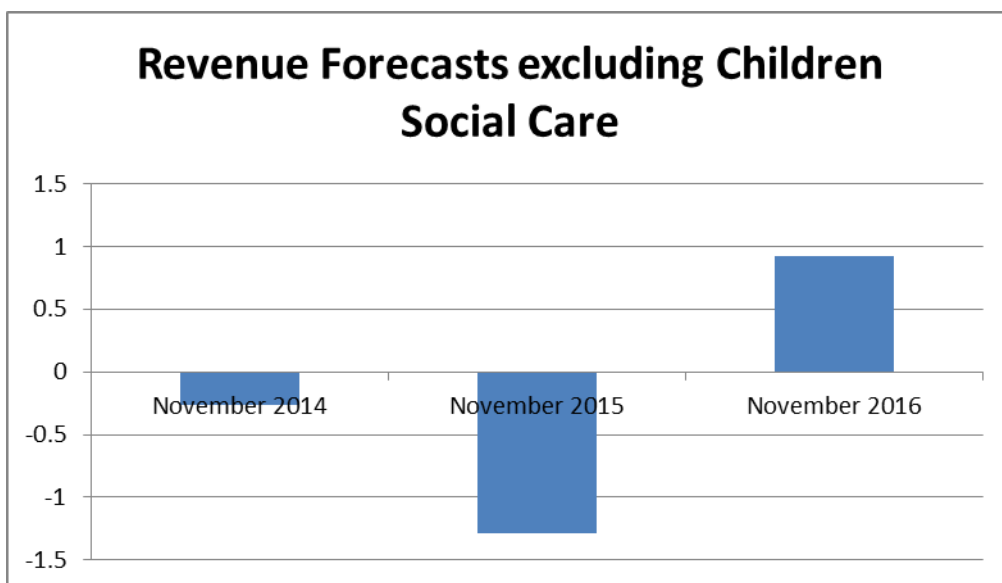
6.1 Period 8 Forecast Outturn by Directorate



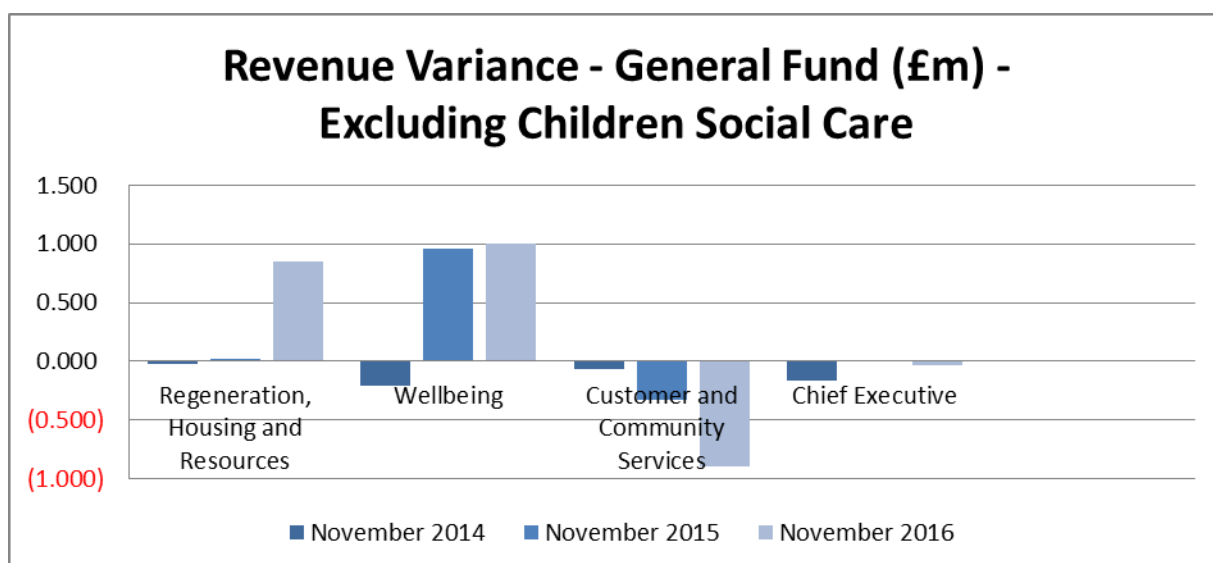
6.2 The table above shows the variances expected in each directorate. The budget forecasts compared to previous years can be seen below.



6.2.1 The chart shown above includes previous year overspends associated with Children Social Care that has since been transferred to Slough Children’s Services Trust. When these overspends are removed the overall forecasts for the past 3 years can be summarised as below.



6.2.2 The performance of the directorates for the past 3 years can also be summarised as below.



6.3 The Council is forecasting an over spend of £0.917m as at month 8 (November). The month 7 budget monitor report was forecasting an over spend of £1.596m due mainly to increasing pressures on the Adult Social Care budget. There were increasing pressures on the domiciliary care budgets due to increasing levels of need for existing clients. This risk remains constant at £1m by year end although the Department continues to try to contain the costs within existing budgets. The service is scrutinising all areas of expenditure such as agency costs and imposing spend restrictions where possible. Other areas within the directorate are explored to try to find under spends that will help to reduce the financial pressure. In addition the service is trying to maximise Better Care Fund (BCF) and Public Health grants.

6.4 Assets, Infrastructure and Regeneration is forecasting an under spend of £27k as at the end of month 8. The previous month monitor was showing an overspend of £423k so the November monitor is showing improvement. There is a £710k pressure within the asset acquisitions programme. The ability to meet the annual income target is dependant on income generating assets becoming available within the strict criteria approved by cabinet. Asset management continues to explore the potential to make further acquisitions within the current financial year which will reduce the pressure. An increased volume of work on capital projects, mainly in respect of schools and leisure, has generated additional income which can be used to offset against the cost of two additional project managers. This equates to a saving of £587k. Since last month a more detailed analysis of the percentage recharge to capital has identified further savings of £400k, which is due to the acceleration of high value contracts in schools and leisure. In addition there has been a reduction in spend on concessionary travel due to a reduced offer from 24 hours to 9.30am – 11pm, saving £150k. The movements can be seen in the table below.

	£000s
Overspends	
Assets, Infrastructure and Regeneration – Asset Acquisition Income	710
Savings	
Assets, Infrastructure and Regeneration – Partnerships and Contracts additional income generation	(587)
Assets, Infrastructure and Regeneration – Concessionary Travel	(150)
TOTAL	(27)

6.5 The RHR - Housing and Environment service is forecasting a total projected over spend of £873k in this service area. The past month has seen this overspend increase from £470k. The number of homeless households having to be placed in temporary accommodation has almost doubled when compared to budgeted levels. Officers are working on securing long term “family” accommodation and the setting up of Slough Homes to provide a secure supply of “cheaper” accommodation. There is also a net pressure of £68k due to a reduced profit share received from the environmental services contract.

	£000s
Housing and Environment Overspends	
Temporary accommodation	805
Environmental Services – lower profit share received	68
TOTAL	873

6.6 Within the Customer and Community Services directorate a saving of £900k has helped to offset over spends elsewhere in the Council. There are vacancies throughout the Learning and Community and Contracts, Commissioning and Procurement services and these are resulting in forecasted savings. These staffing savings have been partly offset however by additional agency costs within transactional services. This area has also received a reduction in the DWP

administration grant received in the current year. The previous pressure of £288k on the leisure services budget within the estates and Regeneration Division, associated with the decision on the temporary ice rink has been reviewed and this is now likely to be £37k. The directorate can be summarised as follows.

	£000s
Customer and Community Services	
Learning and Community	(530)
Wellbeing and Community	37
Improvement and Development	(81)
Transactional Services	0
Contracts/Commissioning and Procurement	(325)
TOTAL	(899)

6.7 All services continue to work on their published action plans to ensure that all overspends and pressures are reduced further and a break even position is achieved by the year end. The current forecasted outturn can be seen in Appendix A.

7 Capital Expenditure

7.1 As mentioned above the Council expects to spend 84% of the total capital programme by the end of the 2016/17 financial year. This is an improvement on last month and indeed the past few years. The analyses of this spend as at month 8 is as follows.

	Revised 16-17 Budget	Actual October 2016	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	£000s
Resources	54,335	39,615	59,473	-9%
Education and Wellbeing	26,665	4,372	19,026	29%
Customer & Community Services	26,927	10,607	13,935	48%
Chief Executive	33	0	24	27%
Housing Revenue Account	17,957	8,432	16,708	7%
Affordable Housing	9,920	2,385	5,385	46%
Total	135,837	65,411	114,551	16%

7.2 The reconfiguration, prioritisation review of the capital programme is nearing completion. In order to assess the nature of the high level of slippage, a review of all capital projects is being carried out with service managers, concentrating on re-profiling, and prioritisation using the Prioritisation Matrix ratified by the Capital Strategy Board (CSB).

This review has identified:

- Projects with of slippage which require re-profiling
- Projects which are no longer required, or which should be re-assessed and a need business case brought to CSB

7.3 The Complete GF capital Programme can be seen in Appendix B

8 Virements

8.1 There have been no Virements during period 8.

9 Write Offs

9.1 A net total of £168k has been written off during period 8 (November). The largest area of write offs total relates to NNDR debt (£138k). The write off across the council's services for period 8, including the reason for write off, can be summarised as follows. The write offs below are requested for approval.

Reason	NNDR	Adult Social Care	Housing Benefit	
	Value £	Value £	Value £	Value £
Unable to trace / Absconded			13,797.15	13,797.15
Vulnerable persons			855.50	855.50
Deceased			6,282.28	6,282.28
Statute Barred / Unable to Enforce			7,981.80	7,981.80
Bankruptcy			532.41	532.41
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	130,065.89			130,065.89
Misc. (incl uneconomical to pursue)	7,633.02	481.62	652.30	8,766.94
	<u>137,698.91</u>	<u>481.62</u>	<u>30,101.44</u>	<u>168,281.97</u>

10 Conclusion

10.1 The Council overspend is currently estimated to be £0.917m at year end. This is a reduction of £679K during period 8. The Council remains committed to delivering services on budget during 2016/17 and work is ongoing to reduce this forecasted financial position further.

11 Appendices Attached

- 'A' - Summary revenue forecasts
- 'B' - GF Capital Programme

12 Background Papers

- '1' - Supporting working papers held in finance

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	31.051	32.051	1.000
Children, Young People and Families Services	29.253	29.253	0.000
Central Management	0.424	0.424	0.000
Public Health	(0.435)	(0.435)	0.000
Total Wellbeing	60.294	61.294	1.000
Total Schools	(0.337)	(0.337)	0.000
Total Wellbeing and Schools	59.957	60.957	1.000
<u>Customer and Community Services</u>			
Community and Skills	2.596	2.066	(0.530)
Wellbeing & Community	3.052	3.089	0.037
Planning and Building Control	0.551	0.536	(0.015)
Enforcement and Regulation	1.174	1.155	(0.019)
Improvement and Development	0.407	0.359	(0.048)
Transactional Services	7.778	7.778	0.000
Contracts, Commissioning & Procurement	1.752	1.427	(0.325)
Total Customer and Community Services	17.310	16.410	(0.900)
<u>Regeneration, Housing and Resources</u>			
Strategic Management	0.160	0.160	0.000
Corporate Resources	0.006	0.006	0.000
Housing and Environment	14.419	15.292	0.873
Assets, Infrastructure and Regeneration	8.483	8.456	(0.027)
Total Regeneration, Housing and Resources	23.068	23.914	0.846
<u>Chief Executive</u>			
Chief Executive	0.342	0.342	0.000
Strategic Policy & Communication	2.222	2.222	0.000
Professional Services	1.281	1.252	(0.029)
Total Chief Executive	3.845	3.816	(0.029)
Total Corporate	(0.445)	(0.445)	0.000
Total General Fund	103.734	104.651	0.917
% of revenue budget over/(under) spent in total			0.9%

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Cost Centre	Scheme Name	16-17 revised budget	Spend to Nov 2016	Forecast to year end	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	%	
Education Services							
P051	Primary Expansions (Phase 2 for 2011)	7,933	4,342	7,829	(104)	-1%	
P076	Town Hall Conversion	5,464	1,305	5,000	(464)	-8%	Some slippage. Expected to be completed later in 17-18 than originally expected
P093	Schools Modernisation Programme	1,458	724	1,458	0	0%	
P101	SEN Resources Expansion	796	17	600	(196)	-25%	
P749	Children's Centres Refurbishments	40	15	40	0	0%	
P783	Schools Devolved Capital	130	0	142	12	9%	
P856	Haymill/Haybrook College Project	5	0	5	0	0%	
P673	DDA/SENDA access Works	50	0	10	(40)	-80%	
	Youth/Community Centres Upgrade	25	0	0	(25)		Taken out due to low prioritisation matrix
P123	2 year old expansion programme	314	111	314	0	0%	
P153	Special School Expansion- Primary, Secondary & Post 16	3,100	139	750	(2,350)	-76%	Programme moved from being completed in 17-18 to 18-19
P142	Children's Centres IT	18	0	58	40	222%	
P131	School meals provision	135	0	135	0	0%	
P095	Secondary Expansion Programme	1,766	4	630	(1,136)	-64%	Part of programme slipped to 17-18, with further significant build increases anticipated to 2020-21
	PRU Expansion	2,000	0	300	(1,700)	-85%	Programme now expected to be completed in 18-19 rather than 18-19
P146	Arbour Park	0	7,997	0	0		Now monitor with P145 in Customer and Community services
Total Education Services		23,234	14,654	17,271	(5,963)		
Customer & Community Services							
P083	Cemetery Extension	1,521	1	762	(760)	-50%	There will be spend this year – just awaiting quotes, although project will not be completed in 16-17. Say 50% this year and rest in 17-18
P107	Repairs to Montem & Ice	104		75	(29)	-28%	
P873	Crematorium Project	2,360	991	3,424	1,064	45%	Approx £500 overspend expected
P145/P161	Financial System Upgrades	1,164	1,365	1,365	201	17%	
P088	Baylis Park Restoration	318		0	(318)	-100%	No longer required - completed
P089	Upton Court Park Remediation	3		0	(3)	-100%	No longer required - completed
P124	Salt Hill Park	54	0	54	0	0%	Green Gym will be completed by end of year
P105	Civica E-Payment Upgrade	20		0	(20)	-100%	completed
P784	Accommodation Strategy	121		0	(121)	-100%	completed
	Expansion of DIP Servers	150	150	150	0	0%	Project has been completed - bills not yet in from avarto – but all spend will be taken up by the end of March
	IT Disaster Recovery	821	821	821	0	0%	Project has been completed - bills not yet in from avarto – but all spend will be taken up by the end of March
	Cippenham Green	500		0	(500)	-100%	No longer required
	Hub Development	200		100	(100)	-50%	£100k slipped to 17/18
P084	IT Infrastrucure Refresh	310		310	0	0%	
P084	Replacement of SAN	148		148	0	0%	Project has been completed - bills not yet in from avarto – but all spend will be taken up by the end of March
P871	Community Investment Fund	1,011		0	(1,011)	-100%	
P875	CCTV Relocation	77		77	0	0%	
P162	Community Leisure Facilities	150		200	50	33%	
P146	Arbour Park Community Sports Facility	9,245		3,076	(6,169)	-67%	Now monitor with P146 in Education Services
P165	Leisure Centre Farnham Road	5,100		780	(4,320)	-85%	Slipped into 17-18
P164	New Ice	3,550		2,593	(957)	-27%	Slipped into 17-18
Total Customer & Community Service		26,927	3,328	13,935	(12,993)		
Community and Wellbeing							
P331	Care Act: Social Care IT Developments	332	0	80	(252)	-76%	Covers three main projects for delivering flexible working and IT support for implementing the Care Act. All projects going ahead, but have slipped from being substantially delivered in 16-17, to 17-18 and 18-19
P723	DAAT Service Reprovision	500	0	500	0	0%	Expected to be spent in 16-17
P577	Learning Disability Change Programme	900	0	300	(600)	-67%	£600k cost in 16-17 slipped to 17-18
P133	Extra Care Housing	849	0	25	(824)	-97%	Little activity expected in 16-17. Project now expected to delivered two years later than originally intended.
	Children's Trust - Invest to Save	850		850	0	0%	Money will be spent this financial year - awaiting invoices from arvato. If there is a carry over it will be small – so have not prioritised on this basis
Total Community and Wellbeing		3,431	0	1,755	(1,676)		

Cost Centre	Scheme Name	16-17 revised budget	Spend to Nov 2016	Forecast to year end	Variance	Slippage	Comment
	Chief Executive						
P109	Superfast Broadband	33	24	24	(9)	-27%	No further spend expected. Completed
	Total Chief Executive	33	24	24	(9)		
	Resources, Housing and Regeneration						
P006	Disabled Facilities Grant	840	124	364	(476)	-57%	Budget should have been £364. Included BCF revenue element erroneously
P068	Street Lighting Improvement Phase 2	0	(75)	0	0		All under P160
P069	Highway & Land Drainage Improvements	26	36	57	31	119%	Not grant funded - all completed 16-17
P079	Catalyst Equity Loan Scheme	27	0	0	(27)	-100%	Historic - no spend expected
P066	The Curve	1,189	1,665	1,486	297	25%	
P128	Corporate Property Asset Management	250	171	250	0	0%	
P111	Major Highways Programmes	854	589	845	(9)	-1%	
P160	Major Highways Programmes	3,200	5,539	3,124	(76)	-2%	70% funded by DFT. 30% SBC. Also administer spend for Wokingham and Reading which is fully refunded.
P728	Highway Reconfigure & Resurface	497	4	497	0	0%	
P869	Chalvey Hub	143	11	11	(132)	-92%	No further spend expected
P881	Colnbrook By-pass	131	0	0	(131)	-100%	Programme slipped - will spend in 17-18
P127	Demolitions	288	73	600	312	108%	Several additional demolitions including Merrymaker, Lynchpin, Old Library to be completed by year end
P104	Stoke Poges Footbridge	410	0	124	(286)	-70%	£124k will be paid within the next month - remainder to be set off against an outstanding debt for Uxbridge Road and therefore not required
P116	Windsor Road Widening Scheme	0	21	16	16		Completed
P163	Purchase 81-83 High Street	550	567	567	17	3%	Completed
P149/P098	A332 Windsor Road Widening Scheme LEP/Other	6,173	550	1,000	(5,173)	-84%	£5178 slipped to 17/18
P148	A355 Tuns Lane LEP Transport Scheme	6,528	37	6,000	(528)	-8%	Project completed, costs to be allocated by year end. Some currently shown under P144
P144	Slough MRT	4,130	5,767	4,130	0	0%	£528k slipped to 17-18
	Flood Defence Measures SBC/EA Partnership	100	0	0	(100)	-100%	Costs include some P148
							Will not be spent in 16-17. Grant received, so move to 17-18
P135	Plymouth Road (dilapidation works)	305	10	120	(185)	-61%	£120k in 16-17 and 17-18
P137	Relocation of Age Concern	19	1	19	0	0%	
P155	Air Quality Monitoring	167	0	90	(77)	-46%	About 30% slipped to 17-18
P147	DEFRA Air Quality	24	0	18	(6)	-25%	
P661	Local Safety Scheme Programme	60	0	60	0	0%	
P060	Station Forecourt	15	1	1	(14)	-93%	No longer required
P064	Infrastructure	20	6	6	(14)	-70%	No longer required
P115	Bath Road Redevelopment	399	0	100	(299)	-75%	Reduced works, as now to be transferred to SUR - thus no further spend once completed.
	Northborough Park	250	0	0	(250)	-100%	No longer required
	Redevelopment of Thomas Grey Centre	2,050	0	0	(2,050)	-100%	Take out - now part of SEN project - reported in Education
P125	Electric Vehicle Network	200	0	0	(200)	-100%	Slipped into 17-18 and 18-19.
P170	Carbon Management-Fleet Challenge	600	0	90	(510)	-85%	
P168	Re-fit Programme	75	0	75	0	0%	Programme slipped but will go ahead.
	Car Club		0	0			
P157	Burnham Station LEP	1,960	181	500	(1,460)	-74%	£1,450k slipped into 17-18
	Langley Station LEP	0	0	0	0		Business case being drawn for 17-18
P143	LAAP Mortgage Scheme	5,000	0	250	(4,750)	-95%	Scheme to be re-launched in the new year.
P152	Asset Condition Survey	150	72	65	(85)	-57%	
	LTP Implementation Plan	400	0	0	(400)	-100%	All slipped into 17-18
P172	TVU development	0		2,500	2,500		First payment in 16-17, then three further payments until Sept 19
P156	Strategic Acquisition fund	16,890	4,508	36,508	19,618	116%	Original budget of £25m granted. £8.1m spent 15-16. By end of 16-17 all of the £25m to be spent (i.e. £17m in year). Further £25m approval granted November 2016. £20m be spent in 16-17, an remainder carried forward (£5,382m).
P159	Hotel development	0		0			To start in 2018-19
	A4 Cycle	415	0	0	(415)	-100%	To start in 2017-18
	Total RHR	54,335	19,858	59,473	5,138		
	Total	107,960	37,864	92,458	(15,503)		

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd January 2017

CONTACT OFFICER: Neil Wilcox, Assistant Director: Finance & Audit (S151 officer)
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Councillor Munawar, Commissioner for Finance & Strategy

PART I
NON-KEY DECISION

PERFORMANCE & PROJECTS REPORT – Q2 2016-17**1 Purpose of Report**

- To provide Cabinet with the latest performance information for the 2016-17 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2016-17.
- To update on the progress of the 34 projects in the Portfolio (including 9 'Gold') and to highlight any key strategic issues, risks and interdependencies.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Council's current performance as measured by the indicators within the balanced scorecard and update on Gold projects and performance be noted.

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

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

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

4 Other Implications**(a) Financial**

The financial implications are contained within this report.

(b) Risk Management

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

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

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

Executive Report

5 Introduction

5.1 This is the second quarter report to the Cabinet for the 2016-17 financial year in respect of the performance position of the Council. The report is presented against a background of change arising from the ongoing review and refresh of the Council's 5 Year Plan. Content and format is therefore also prone to change, going forward.

5.2 The report comprises three sections:

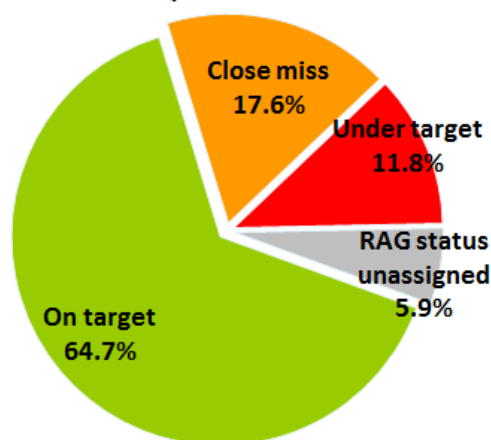
1. Corporate Scorecard Performance Measures
2. Outcome Group 'Highlights'
3. Project Management Performance

6 Corporate Scorecard Performance Measures

6.1 This is the second quarter presentation of the Five Year Plan (5YP) Performance Scorecard, relating to the period July-September 2016.

6.2 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 2, an overview of the Council's performance was as follows:

**Corporate Balanced Scorecard Indicators:
Q2 2016-17**



6.3 Currently 16 of the 17 indicators (94.1%) have been assigned a RAG status of either **'Red'** (2, 11.8%), **'Amber'** (3, 17.6%) or **'Green'** (11, 64.7%). For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

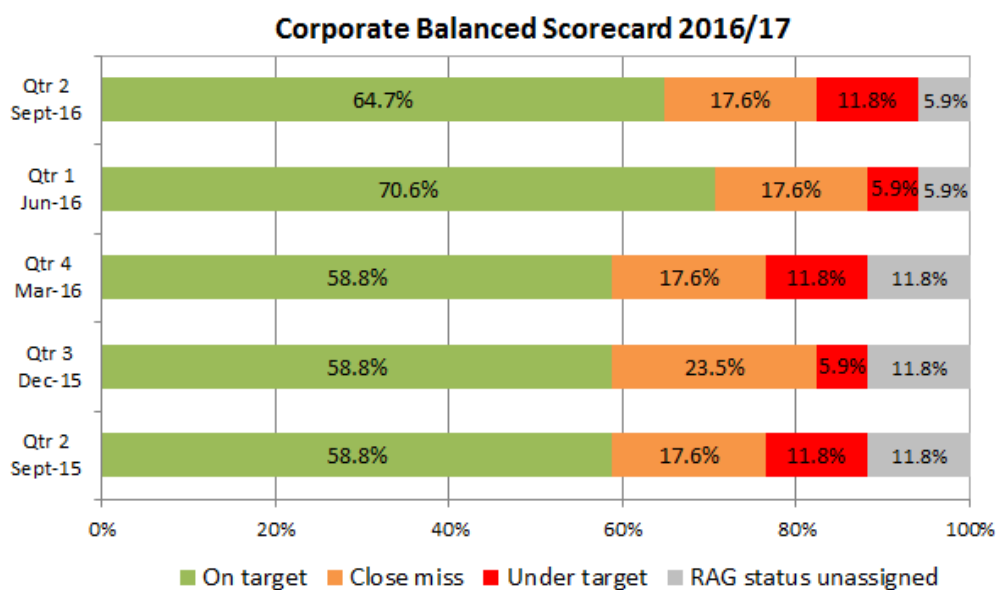
6.4 Key areas of noteworthy concerns flagged as **'Red'** status are:

- Prevalence of children with 'excess weight' at *start* of primary school (Reception) as measured by the NCMP
- Prevalence of children with 'excess weight' at *end* of primary school (Year 6) as measured by the NCMP

Both measures are generated annually as part of a nationwide Child Measurement Programme, and in both cases the latest Slough results have a higher proportion of children carrying 'excess weight' than the national and regional averages, and an increase in this proportion since the previous year.

6.5 Comparison with previous quarter

The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals. Quarter 2 of 2016/17 shows improvement on the position one year ago, but deterioration in performance since Q1 – this is due to the annual release of the childhood obesity measures already described above, which both fell below desired target values; the first measure (relating to children in Reception year) fell from a Green to a Red status.



6.6 Noteworthy improvements:

Two indicators moved from 'Amber' to 'Green' status as results improved to reach target levels:

- Number of adults managing their care and support via a direct payment
- Proportion of council tax payments by direct debit

Both of these indicators relate to improved efficiency and easier control for residents.

6.7 Detailed information on each indicator is provided in the scorecard itself which is included as **Appendix A** to this report. Indicators that have been updated this quarter are highlighted in yellow in the 'date updated' column. The majority of the indicators will be updated quarterly however some of the indicators selected for use by the Council are only determined once a year, and therefore will be updated as the results are available.

7 Outcome Group Highlights

7.1 Alongside the performance measures, a textual update for each Outcome is prepared each quarter in a 'highlight report' prepared by the individual lead officer with overall responsibility for coordinating activities within each Outcome Group. The summary of the seven 5YP outcome highlight reports submitted for September 2016 indicates that the overall status of three were assessed as 'Green', three as 'Amber', and none as 'Red'. One report did not grade Outcome delivery in this format, and one report (on Outcome 7) was not produced due to changeover in staff responsibility.

7.2 This is the last quarter under which progress against the 8 original Outcome areas will be reported. Going forward, with the reduction in the number of Strategic Outcomes described by the revised 5 Year Plan, this section will be amended to reflect the final agreed format of the revised plan.

7.3 The table beneath shows a headline summary of performance during Quarter 2 on delivering against the original eight Outcome group work areas.

7.4 Progress with each Outcome is classified according to Red, Amber or Green scale on each of “Timeline”, “Budget”, “Issues + Risks” as well as an overarching “Overall” progress field. Arrows indicate if this status has been maintained (↔), improved (↑) or worsened (↓) since the last report.

Outcome	Lead	Overall	Timeline	Budget	Issues + Risks
1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay	Tracy Luck	GREEN ↔	Green ↔	Green ↔	Amber ↔
2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough	Mike England	AMBER ↔	Green ↔	Amber ↔	Amber ↔
3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities	Joe Carter	GREEN ↔	Green ↔	Amber ↔	Amber ↔
4: Slough will be one of the safest places in the Thames Valley	Roger Parkin	AMBER GREEN ↔	Green ↔	Amber ↔	Amber ↑
5: Children and young people in Slough will be healthy, resilient and have positive life chances	Ketan Gandhi	No grade stated	No grade stated	No grade stated	No grade stated
6: More people will take responsibility and manage their own health, care and support needs	Alan Sinclair	AMBER ↔	Amber ↔	Amber ↔	Amber ↔
7: Maximising our use of assets and income	Stephen Fitzgerald	No report supplied (was GREEN)	No report supplied (was Green)	No report supplied (was Green)	No report supplied (was Amber)
8: The council will be a leading digital transformation organisation	Tracy Luck	GREEN ↔	Green ↔	Green ↔	Amber ↔

7.5 Key achievements reported include:

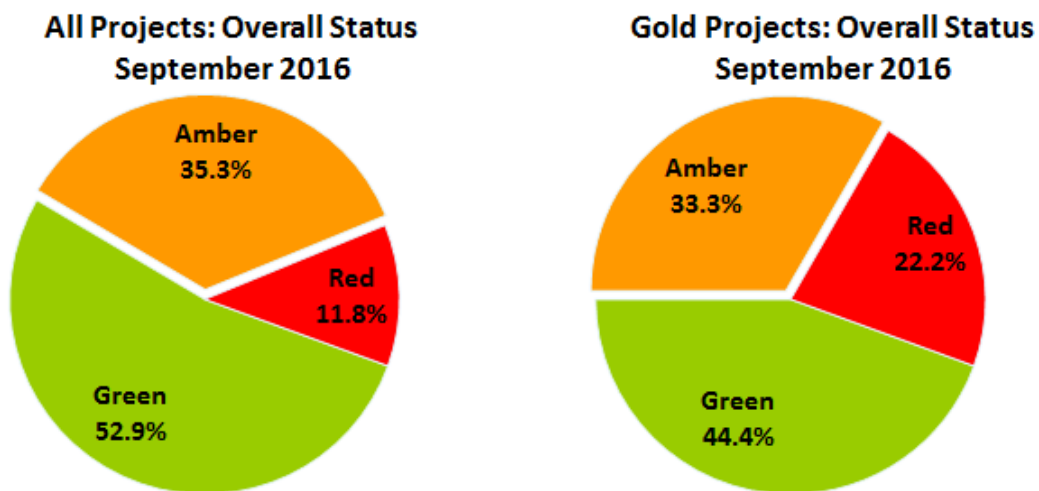
- The opening of The Curve.
- Completion of first Council homes by SUR on Ledgers Road.
- Connaught House returned to Landlord.
- Over 4,000 streetlights converted to LED lamps.
- Additional CCTV and reassurance activities provided for Salt Hill Park.
- New Advocacy in Slough service launched.

8 Project management

8.1 The final section of this report provides a summary of progress on the range of projects currently being undertaken and monitored by the Performance Management Office.

8.2 During Quarter 2, 34 projects were being undertaken, with 9 of these described as “Gold Projects” – those of greatest strategic importance to the Council, and a further 11 categorised as of “High” importance grade.

8.3 A fully comprehensive quarterly report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available from the Council’s Programme Management Team.



8.4 Project statuses summary - the table beneath shows a headline summary of Q2 reported performance on delivering the most significant projects (those rated as ‘Gold’ or ‘High’ priority) according to plan. Note that this relates to project status at end of Quarter 2 (September 2016) and does not necessarily equate to current position.

8.5 Each project is classified according to Red, Amber or Green scale on each of “Timeline”, “Budget”, “Issues + Risks” as well as an overarching “Overall” progress field. Arrows indicate if this status has been maintained (↔), improved (↑) or worsened (↓) since the last report.

Category	Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks
Gold	School Places Programme	Amber ↔	Amber ↔	Green ↔	Red ↔
Gold	Adults Social Care Reform Programme	Amber ↔	Amber ↔	Amber ↔	Amber ↔
Gold	The Curve	Green ↔	Green ↔	Green ↔	Green ↔
Gold	ERP / Agresso	Red ↔	Amber ↑	Green ↑	Red ↔
Gold	Transformation Programme: Council's Vision & Purpose	Green ↔	Green ↔	Green ↔	Green ↔
Gold	Transformation Programme: People and Culture Strategy	Green ↔	Green ↔	Green ↔	Green ↑
Gold	Transformation Programme: Digital transformation	Green ↑	Green ↑	Green ↑	Amber ↔
Gold	RMI Contract	Amber ↔	Amber ↔	Green ↔	Amber ↔
Gold	Environmental Services contract procurement	Red ↓	Red ↓	Green ↔	Red ↔
High	Operational Asset Review	Amber ↔	Amber ↔	Amber ↔	Amber ↔
High	Cemetery Expansion and Crematorium Works	Green ↔	Green ↔	Green ↔	Green ↔
High	Highways and Transport Transformation	Green ↔	Amber ↔	Green ↔	Amber ↔
High	Slough Major Transport Schemes	Red ↔	Amber ↔	Red ↔	Red ↔
High	Street-lighting LED	Green ↔	Green ↔	Green ↔	Green ↔
High	Highways Term Maintenance Contract	Green ↔	Green ↔	Green ↔	Green ↔
High	Burnham Station Improvement	Green ↔	Green ↔	Green ↔	Green ↔
High	Cambridge Education / Phase 2 CSC Transfer	Amber ↔	Amber ↔	Amber ↔	Amber ↔
High	Leisure Strategy (4 project streams)	Amber ↔	Green ↔	Green ↔	Amber ↔
High	Leisure Contract Reprourement	Amber ↔	Green ↔	Green ↔	Amber ↔
High	Subsidiary Housing Company	Green	Green	Green	Green
	Overall Summary totals:	Green 10 Amber 7 Red 3	Green 11 Amber 8 Red 1	Green 16 Amber 3 Red 1	Green 4 Amber 8 Red 4

8.6 The majority of these 'Gold' and 'High' priority projects are running satisfactorily to project plans, but arguably too many are operating beneath the 'Green' health status.

8.7 Three projects (ERP / Agresso implementation, Environmental services contract procurement and Slough Major Transport Schemes) are described by their own Project teams as facing significant problems. The reasoning behind this categorisation are described below:

ERP/Agresso

- The current project manager is leaving the organisation on 15 December 2016;
- 1st/2nd/3rd tier support for the system is utilising significant staff resources

Environmental Services Contract Procurement

- There is single person dependency on the programme – Key work stream leads are also assigned to other major re-procurement programmes.

Slough Major Transport Schemes

- Utility delays (fibre apparatus requiring diversion) are increasing the stand-down time of the principal contractor

9 Conclusion

9.1 Overall, Council performance is generally good, but with room for further improvement.

9.2 Almost two-thirds of the selected Performance indicators are achieving desired target results, with near-misses in crime rate, business rate increase and proportion of household waste sent for re-use, recycling or composting.

9.3 Outcome group leads report generally good progress on work streams with no significant delays or insurmountable issues.

9.4 Projects being run by the Council are generally managed well and proceeding to plan, although some individual projects are running significantly behind plan or over budget. These projects are under regular scrutiny, with project management and other support being delivered to assist in ensuring project delivery.

10 Appendices Attached

A - 5YP Performance Scorecard, September 2016

B - 5YP Outcome Group Highlight Reports, September 2016

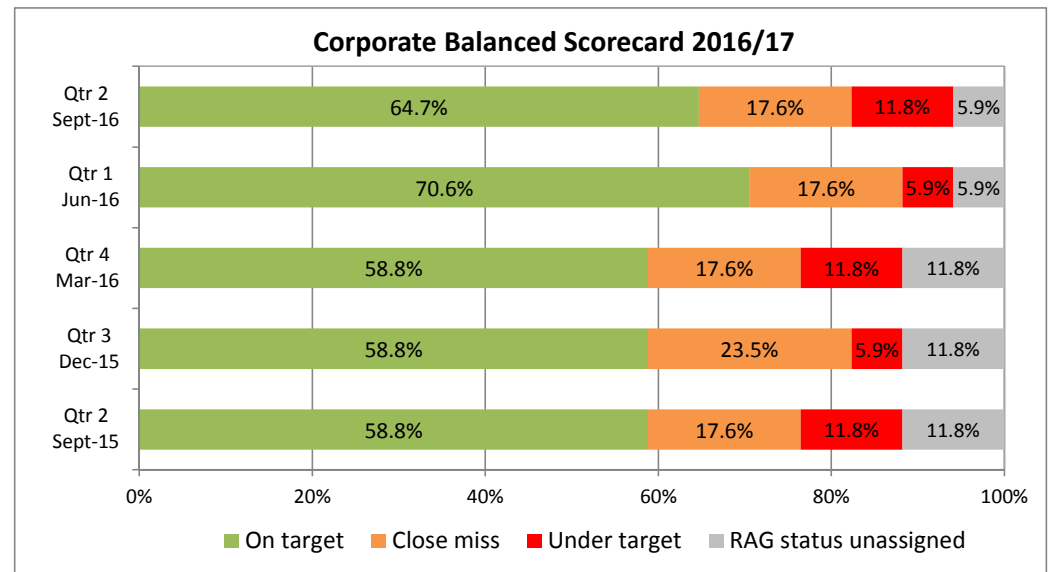
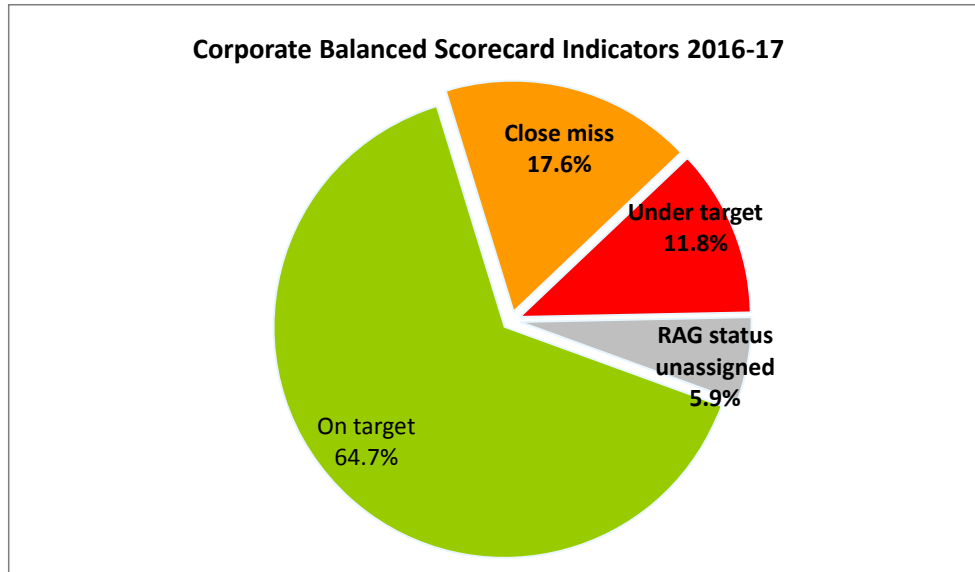
11 Background Papers

Project status update Report, September 2016

Appendix A: Slough Borough Council - Corporate Balanced Scorecard
2016-17: to end of quarter 2 - Sept 2016

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".

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								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Business Rates in year collection rate (%)	Oct-16	97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	April to Sept-16 57.35%	↑	Green	Collection rate at end of September is 2.05% above the anticipated profile for this time of year.
1.2	Improve bus punctuality: Non-frequent bus services running on time	Oct-16	89.0% [2014/15] 90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2015/16] Slough 80.0% SE 82.8% England 82.6%	↓	Amber	Data is collated and reported annually by Department for Transport. The latest reports shows a 9% reduction in punctuality in Slough between 2014/15 and 2015/16, with local punctuality for this year now below both the England value (82.6%) and South East value (82.8%). Traffic management schemes to decrease congestion and increased use of dedicated bus lanes continue. By widening the A4 at key points, and by utilising service roads as bus lanes, SMaRT aims to provide a bus service that is quicker, more frequent, and more reliable. SBC Transport & Highways Department co-ordinates road and street works to minimise any impact on public transport operations and business travel. The Tuns Lane enhancements will deliver lane widening on Tuns Lane and a roundabout with a new 'intelligent' traffic light system which senses traffic jams and adjusts the sequencing of the lights accordingly. Similarly, Windsor Road will see junction improvements, road widening and other works to improve conditions for general traffic and buses, making journeys quicker and more reliable. First Bus introduced significant changes to their bus network in Slough from the 24th September 2016 to reduce the impact of congestion on bus operations.
1.3	Increase in the number of dwellings in the borough	Aug-16	[2014/2015] Net completions 507	550 pa	[2015/16] Net completions 789	↑	Green	There has been a significant increase in house building in Slough which is predicted to continue for the next few years.
1.4	Number of affordable homes delivered (PSA 20)	Oct-16	190 [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-Sept 2016 12 Q2 2016/17 6	↑	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 developments. Forecast for 16/17 shows 69 affordable homes.
1.5	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed.	Oct-16	Mar 2016 1,355 people Slough 1.4; SE 1.1; GB 1.9. 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 2.0	maintain at low level compared to national value	As at Sept-16: 1,315 people Slough 1.4% SE: 1.1% GB: 1.8%	↔	Green	Slough's claimant rate for Sept-16 is inline with Sept-15 of 1.4%, comprising of 1,315 people. Slough's rate is lower (better) than the GB average of 1.8% but higher than the South East average of 1.1%. The council and partners seek 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. construction and skills development workshops targeting

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
			SE 1.6; GB 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.					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.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Enabling and Preventing								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Oct-16	81.69 [rolling yr to Jun-16] 81.92 [rolling yr to Mar-16] 81.92 [2015/16] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Monitor (Reducing)	[rolling yr to Sept-16] Slough 82.95 MSG 85.26 England 75.67	↔	Amber	The rolling year to date crime as of Sept 2016 has increased slightly by 1.26 (1.5%) - mainly down to the higher than usual violent crime in Slough. Crime in Slough is only up 1% when compared to 2015/16. Slough however remains below its 'most similar group' (MSG) table by 2.31 but above the England average by 7.28 - however the MSG figures saw increases larger than Sloughs in quarter 2. Now that it has been a full year since improvements were made to recording of offences and re-classification of certain offences, this data is showing a truer reflection of crime in Slough - were it not for the violent crime increases (a local, regional and national issue) Slough would be seeing healthy reductions in all crime. The rise in violent crime is attributed to better recording and more confidence in victims coming forward however there is still a lot more that can be done in getting victims to support police in prosecuting offenders; most of which are domestic related.
2.2i	Prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP	Oct-16	23.0% [2014/15] 19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2015-16] Slough:23.0 % SE 20.9% England: 22.1% [2,452 children measured]	↓	Red	The percentage of children with 'excess weight' at the start of primary school in Slough is reported as above the England average and the South East average. More children measured than in 2014/15 so the increase in Slough is of concern at 3.4% compared to the rise of 0.8% in England as a whole. The rates of breastfeeding initiation remain above the England and decile average. Change4life Disney campaign and Sugar Swaps programme are still promoted through early years teams. Councillors wanted to assurance that the same children were being measured due to the high numbers transferring in and out. From now on data will be collected nationally by the unique pupil reference number of the child rather than at postcode level. Unpublished local data from the school nursing service suggests a much lower percentage which needs further understanding as the strategy would have to change if overweight children resident in Slough schools were attending schools outside of area as their results would only then appear when data is uploaded to the HSCIC.
2.2ii	Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP	Oct-16	38.9% [2014/15] 38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2015-16] Slough 38.9% SE 30.8% England 34.2% [1,849 children measured]	↔	Red	In 2015/16 the percentage of children with 'excess weight' at the end of primary school in Slough is above the England and South East averages. The rate of increase in Slough is 0.1% compared to the rise of 0.8% in England as a whole. All primary schools are now using the 10 minute Disney shake up Change4life resources. 4 schools participated in the commissioned Let's Get Going programme and a further four courses have been commissioned. The unique pupil reference number will be used to collect data in future to identify whether transfers in and out are a factor in these results.
2.3	Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Aug-16	64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2015/16] <u>Provisional</u> Slough: 69.2% SE & England averages to be released in the autumn	↑	Green	Achievement in the 2015/16 academic year shows that performance in Slough Schools has improved by 4.3% from 64.9% in 2014/15 to 69.2% in 2015/16. England and South East averages to be released later in the autumn term.
2.4	Safeguarding measure (from Corporate Parenting Plan) to be confirmed by outcome 5 group							
2.5	Number of people starting a smoking cessation course (rate per 10,000). Percentage of those who successfully quit smoking.	Aug-16	Cumulative number of 4WK quitters 1005 [Q4 2015/16] 791 [Q3 2015/16] 589 [Q2 2015/16] 198 [Q1 2015/16]	Meet target of 960	Q1-Q4 2015/16 4WKQ 1,010 12 WKQs 779 Q1-3 2015/16 <u>Rates per 10,000</u> Slough 1,815 SE 1,192 England 1,260	↑	Green	Slough is performing above the SE and England average. Data are published for all vulnerable groups Mothers smoking in pregnancy remain below the SE average.
2.6	Number of adults managing their care and support via a direct payment	Oct-16	235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	293 clients & carers [September 2016]	↑	Green	The number of service users and carers supported through a Direct Payment continues to increase. We 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.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Using Resources Wisely								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Council Tax in year collection rate (%)	Oct-16	96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	97.10%	April to Sept-16 57.67%	↑	Green	The collection rate at the end of September 2016 was 57.67% which is 0.03% below the profiled target to meet the end of year target.
3.2	Proportion of council tax payments by direct debit	Oct-16	55.7% Mar-16 51.9% Mar-15	Increasing	As at Sept-16 56.7%	↑	Green	As at September 2016 the percentage of accounts paying by direct debit has increased from 55.4% in Jun-16 to 56.7% in September 2016. All efforts are being made to increase the percentage paid by direct debit.
3.3	The percentage of household waste sent for reuse, recycling or composting	Oct-16	26.8% [2015/16] 29.1% [2014/15] 29.4% [2013/14] 29.9% [2012/13] 30.7% [2011/12]	Increase to 45% by 2018	26.2% [year to Jun-16]	↓	Amber	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.
3.4	Percentage of municipal waste sent to landfill	Oct-16	0.8% [2015/16] 6.2% [2014/15] 5.9% [2013/14] 9.9% [2012/13] 6.4% [2011/12]	Reduce to 0.5% by 2020	0.9% [year to Jun-16]	↑	Green	Q1 performance has seen best ever performance with regard to waste to landfill figures. Q4 is another excellent performance. Slough is currently on target for zero landfill.
3.5	Proportion of residents signed up for self service	Oct-16	Jun-16: 11.2% 5,979 residents Mar-16: 8.4% 4,510 residents Dec-15: 7% 3,856 residents Sept-15: 5.4% 2,912 residents Jun-15: 0.03% 1,693 residents	Increasing	As at Sept-16 12.6% 6,719 residents	↑	Green	This is a new service which started from April 2015. As at September 2016, 6,719 residents are signed up for self-service equating to 12.6% of households.

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

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	10/10/2016
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	01/07/2016
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"> • Promotional Video for attracting Chinese inward investment is under production by The Chinese Weekly and currently at second draft. • Tractivity CRM and online property search facility is now live. • Appointed Thames Valley Property to deliver a Slough Investors Day at the Curve. Date tbc. <p>1.2 Ensure a fit for business transport infrastructure</p> <ul style="list-style-type: none"> • A355 widening 70% complete. • A4 MRT utility diversions still on going, progress made with businesses to sign up to the new service. • A332 utility diversions underway main civil's to start next year. <p>1.3 Enable partners to support residents to develop skills to meet local employers' needs</p> <ul style="list-style-type: none"> • Community Learning has successfully completed stage 1 in our bid to the Big Lottery – we now have to submit a further stage two application which we have a development grant of £30,700 to support us in stage 2 - which needs to be submitted with the next six months. The bid focuses on those who may exhibit challenging issues and should be used to address barriers to work. This is an East Berkshire programme Slough, W&M and Bracknell, with Slough as the lead and accountable body. The bid is worth £878,360.00 over three years to be delivered by 2020. • Major schemes have now taken on an apprentice engineer from Slough. <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"> • Published Economic Needs Assessment which identifies how much new employment land we may need in Slough. <p>1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Link to Heathrow</p> <ul style="list-style-type: none"> • Burnham scheme design complete to be issued to Balfour Beatty for pricing. • Hollow Hill Lane closure in place with monitoring underway and negotiations due to start. <p>1.6 Develop a more mutually beneficial relationship with Heathrow Airport</p>					

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

- Blueprint of ideas submitted to HAL for consideration.

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

- Reviewing entrance into Slough at Junction 6 “Astroturf” being considered and priced.

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

1.1 Establish a business inward investment and retention function

- Completion of Chinese investment video.
- Promotion of online property search.
- Arranging details for Slough Investors Day with Thames Valley Property.

1.2 Ensure a fit for business transport infrastructure

- Nothing to report.

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

- Nothing to report.

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

- Seek approval of Local Plan Issues and Options document which includes proposals for new commercial development.

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

- Nothing to report.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Nothing to report.

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

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

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	Mike England	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	AMBER	30/09/2016
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	30/04/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key actions					
<ul style="list-style-type: none"> ▪ Higher quality private <u>rented</u> sector housing will be a valued housing option and will reduce long term health problems. ▪ Make best use of existing <u>public sector</u> 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 <u>and existing housing within the borough including</u> using opportunities for new high quality, family and high density residential developments. ▪ Prevent homelessness where possible through early intervention and using a range of housing options. ▪ <u>The Council will actively promotes new garden suburb in an area to the north of Slough.</u> 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> ▪ 28 private rented sector properties improved. ▪ 11 final HMO licences issued which will lead to improvements in homes. ▪ Reduction in number of families in B&B. ▪ Briefing session for members on Allocations policy and homelessness. ▪ RMI procurement progressing to timetable. ▪ Completion of first council homes by SUR on Ledgers Road. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> ▪ Report on Private Sector stock condition modelling. ▪ Work to bring 15 derelict long-term empty private properties back into use with report to Cabinet on 7 potential CPOs. ▪ Publication of Housing Revenue Account Business Plan. ▪ Publication and consultation Draft Housing Strategy. ▪ Establishment of 2 wholly-owned Subsidiary Housing Companies. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this project)</small>					Red/Amber/Green
Increased PS market rent levels rendering the sector inaccessible to households on benefits.					AMBER
Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.					AMBER
Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.					AMBER
Increase in construction costs rendering small and infill site development non-viable.					AMBER
Staff vacancy rate and inability to recruit to undertake housing regulation functions.					AMBER
Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.					AMBER
Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.					AMBER
Pay to Stay and Sale of Valuable Assets undermining viability of development.					AMBER
National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.					GREEN

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

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	01/10/2016
<i>Previous month</i>	GREEN	AMBER	AMBER	GREEN	01/07/2016
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"> • Utility diversions underway for Windsor Road widening. • Park Mark renewal to all SBC Town Centre car parks. • LED lantern change – over 4000 installed to date. • Town Centre Partnership meeting held 27/9. British Independent Retailers Association – bira – delivered a presentation on services for indies and the shop local campaign. • Managed High Street events for the opening of The Curve 2-3 September. • Worked with partner organisations to design a town centre events programme – SWIPE and Creative Junction – as part of Home Slough, Arts Council England Funded programme. SWIPE Music's Sounds on The Square series took place between September and October. • Commissioned Slough Aspire to deliver the Town Centre Recruitment Day on 25 October at The Curve. • Ongoing marketing and promotion of town centre activities through Facebook community page and Twitter account. • Exploring viable solutions to digitise Slough High Street. Met with inTechnology WiFi on 5 October to discuss Free WiFi for Slough Town; Met with TownApps UK on 6 October to discuss an app for Slough Town Centre. Met with My360 MyGravity on 11 October to discuss a loyalty card and app for businesses and retailers. • Started discussions with ATCM to introduce the Purple Flag principles and develop the Evening and Night-Time Economy. Met ATCM on 5 October. • Developing effective ways of working with internal teams – The Curve, Libraries, Food & Safety, Assets and Neighbourhood Environment Services. • Fifth edition of Slough Means Business Newsletter published. • Javelin Group produce VENUESCORE, national retail ranking statistics which shows Slough retail ranking past and present. This showed that Slough has dropped down the retail ranking from 57th in the country in 2006 to 147th in 2016. • Negotiations have continued with landlord of LMP to secure early surrender lease/assignment of the lease to a third party – however the feedback at this stage is not encouraging. • Secured confirmation that DAAT will remain in-situ until March 2017 to provide time to relocate – Elliman Resource Centre has been identified, but subject to Cabinet approval. • Obtained independent valuation for early surrender and met with agents of SHOC to negotiate 					

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

consideration (the price).

- YOT relocated to SMP, Connaught House returned to landlord.
- Cabinet approved two separate reports on the OLS and have confirmed that it should proceed on the basis of a mixed-use development including 2 hotels, a restaurant and 60 residential apartments.
- Cabinet agreed a **confidential report** regarding the acquisition of a key town centre redevelopment site.

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

- Gaining Disabled Parking Accreditation for all TC Car Parks.
- Town Centre Recruitment Day – 25 October.
- Christmas Switch On Event – 26 November.
- Home Slough Spark in The Street Festival – 3 December.
- Queensmere Observatory Christmas Grotto – 3 December.
- Small Business Saturday UK campaign 2016 – 3 December.
- Festive Fun Weekend – 17 and 18 December.
- Provide support to Queensmere Observatory with the promotion of events and activities – Diwali and Halloween.
- Ongoing marketing and promotion of town centre activities through Facebook community page and Twitter account and other avenues.
- Publish results of town centre visitor satisfaction survey.
- Complete procurement of footfall systems.
- Local Plan issues and Options document will be published for consultation in January 2017.
- Establish firm position with landlord of LMP to rule this in or out of future work streams.
- Agree price and negotiate terms for early surrender of SHOC.
- Enter into HoT with hotel operator.
- Undertake technical due diligence for key regeneration site.

Key issues of risk / obstacles to progress:

<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>		Red / Amber / Green
Resource allocation		AMBER
Budget identification		AMBER

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN: OUTCOME 4 Slough will be one of the safest places in the Thames Valley			OUTCOME LEAD	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	AMBER/GREEN	11/10/2016
<i>Previous quarter</i>	GREEN	AMBER	AMBER/GREEN	AMBER/GREEN	08/07/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<p>Lead, influence, and agree with partners delivery of key actions/activities and milestones to focus SBC resources upon supporting the identified priorities and emerging issues of concern for Slough. To keep in mind the interdependencies of SAFE with other 5YP outcomes</p> <p>Key deliverables will be the those arising from the:</p> <ul style="list-style-type: none"> • Safer Slough Partnership priorities based upon the SSP Risk Matrix. • ASB Implementation Outcomes. • Community Cohesion Strategy. • Preventing Violent Extremism Action Plan. <p>Governance and reporting to where possible reflect existing partnership mechanisms e.g. SSP.</p>					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Outcome 4 Delivery Group Workshop to review delivery of priorities. • Safer Slough Partnership approval for new delivery structure and first meeting of the Performance Management Group (PMG). • Task & Finish Group for Parks & Open Spaces established. • SAFE Communications Group established. • Presentation to members on SARA and their role in community problem solving. • Lime Project reported back to the SSP and we now move to phase two of the research. • Additional CCTV and reassurance activities provided for Salt Hill Park. • Agreement on CCTV provision for Baylis Park. • Safeguarding Training for Taxi and Private Hire Drivers started. • Domestic Abuse Health Check and Review underway. • 11 x CPN warning letters served; 3 x full CPN's served; 3 x interim youth injunctions obtained. • Door knocking in response to ASB & drug complaints – Hurworth Avenue – 9th September. • Prosecution file submitted for an offence of Fly Posting 2 pending fly tipping investigations. • Litter pick with YMCA and Roma children – Saturday 9th July and 16th August. • Crime Reduction & Environment Day in Chalvey – 5th August. • Door knocking – Hurworth Avenue – 9th September. • Two night operations have been carried out with the Police and the Home Office Immigration Enforcement Team. • Additional work on rough sleepers and parks completed, between 15 to 18 rough sleepers identified, all were known to services. • 69 staff WRAP trained – 4 sessions held (SBC staff); 2 sessions held in schools. • Prevent Contact Officer (national launch) 13th July in partnership with TVP & SECTU. • Slough women's forum newsletter launched in July. • Community Cohesion message sent out in response to attacks in Nice. • Slough YOT engagement day – Prevent table with leaflets, Prevent community interactive products on display and spoke to members of the community and Partners in relation to Prevent. Productive in raising awareness and purpose of Prevent. • Slough women's forum hosted a free personal safety session for women on how to stay safe, recognise risks and deal with situations that could cause harm on 18th August 2016. 					

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

- Messages sent out to SBC staff: hate crime and concerns following the referendum.
- Members of the Community Cohesion Group visit local church as part of the cross-party visits to faith based establishments. Visit to St Mary's Church - 7th August 2016.
- Meeting with the Home Office re: Prevent on 15th September – 24 members of the communities attended a Q&A event at East Berkshire College with Members.
- Adopt a Post Office scheme launched in Langley.
- Park Mark for town centre car parks approved for the second year.
- Over 4000 LED lanterns installed since April.
- Review of lighting levels around the Curve and associated car parks completed.
- Crime data support for the JSNA provided.

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

- Domestic Abuse Completion of CCTV installation for Baylis Park.
- Competition of training for 900 plus taxi and private hire drivers on Safeguarding.
- Competition of Domestic Abuse Health Check to inform future partnership and commissioning arrangements.
- Delivery of GP training on Domestic Abuse.
- One House in Multiple Occupation (HMO) under investigation for breach of HMO Management Regulations.
- Complex investigation ongoing a block of flats with extensive issues & associated tenancy ASB.
- YMCA community event in Chalvey on 26th October to engage with the community/ASB surveys.
- Duty of Care project in relation to the rear of the Curve, businesses, waste contractors consulted and an action plan implemented.
- Drivers Code of Conduct to presented to Licensing Committee with other reports on 20.10.16.
- 6 Staff WRAP training sessions planned.
- Phase 2 of Lime (CSE) report progressing.
- LED lantern upgrade continuing.
- Refreshed Multi-agency Serious Organised Crime Group established (first meeting 05.10.2016).
- Keeping residents informed - Article in *Citizen* Magazine about Slough women's forum "staying safe" session.
- Slough women's forum hosting free parenting skills session in November and delivering a staying safe session with employees from a local company.
- Britwell Winter Jubilee event on 12/11 organised by Britwell NAG, funding received by evergreen Trust via Tesco Community Funding to target hardening Blue Bell Woods re scrambler bikes.
- SAFE will continue to feed into the Slough Plan.
- Develop a new performance framework for the Safer Slough Partnership.

Key issues of risk / obstacles to progress:

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

	Red / Amber / Green
Permanent CS & Trafficking Co-ordinator in post.	Green
Procurement of DA services to cover transition with contract arrangements and new provision from April 2016. Contract in place from 1st April 2016 with DASH.	Green
Vacancies in Neighbourhood Services and capacity to deliver.	Red
Staff attendance at WRAP training session; need to maintain momentum.	Amber
Prevent Co-ordinator in place 1 st 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 30/09/2016

5 YEAR PLAN OUTCOME:	Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances		OUTCOME LEAD:	Ketan Gandhi	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period					12/10/2016
<i>Previous month</i>					06/07/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Enable children and young people to lead emotionally and physically healthy lives. • Enable children to live safe, independent and responsible lives. • Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their full potential. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<p>Enable children and young people to lead emotionally and physically healthy lives</p> <ul style="list-style-type: none"> • Health Scrutiny (6 October) discussed options for commissioning the 0-19 HCP Community Nursing services. <p>Enable children to live safe, independent and responsible lives</p> <ul style="list-style-type: none"> • Established Joint Improvement Board. • Agreed to Joint Parenting Panel with SCST. • Agreed and begun implementing S11 action plan. <p>Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their full potential</p> <ul style="list-style-type: none"> • Facilitated discussions with council's contractual partners to increase apprenticeship offer for looked after children and care leavers. Arvato have engaged with the SCST to look at how to improve access to apprenticeship opportunities for our looked after children and care leavers. • Young people in schools who are at risk of becoming NEET have been identified and will be receiving additional support to secure a successful transition post year 11. • Strategic Skills & Employment group has been established with representation from SBC, Business, Education & the Vol Sector. 					
Key activities / milestones <i>scheduled</i> for next period:					
<p>General</p> <ul style="list-style-type: none"> • Review of outcome to ensure that it is accurately reflecting our ambitions for our children and young people. • Slough Youth Awards. • Analysis of Make Your Mark campaign by Slough Youth Parliament – will result in identifying what issues are the most important to young people and help shape the next youth Parliament manifesto. <p>Enable children and young people to lead emotionally and physically healthy lives</p> <ul style="list-style-type: none"> • 0-19 HCP Community Nursing services – workshop being arranged for 26 October to discuss with commissioners the results of the options analysis. <p>Enable children to live safe, independent and responsible lives</p> <ul style="list-style-type: none"> • Ofsted Monitoring Visit – 1-3 November 2016. • Agree Transition Strategy for those transferring from Children's to Adult Social Care. <p>Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their full potential.</p>					
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 30/09/2016

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	10/10/2016
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	06/07/2016
Project start date:	May 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"> • National Diabetes Prevention Programme under the banner of Healthier You commenced. • Multiagency workshop run to test the Berkshire pandemic flu plan. • Learning Disability (LD) internal services completed. • LD day service report to cabinet. • Start of new Advocacy in Slough service. • Delivery of 15/16 savings and preparation for 16/17 savings. • Better Care Fund (BCF) plan for 16/17 implementation. • Learning Disability Transforming Care plan approved by NHS England. • Development of Frimley Sustainability and transformation plan (STP). Latest plan submitted 30th June. • ASC budget and performance workshop held. • ASC redesign co design workshops completed. • Celebration of world mental health day. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Integrated cardiac prevention service specification to be tendered. • Savings plans in place for ASC and being monitored for 16/17. • Work on systems and digital options for delivery of Care Act social care reforms. • LD provider service changes completed. • LD day services options being developed. Report to cabinet July. • ASC redesign – staff briefings and consultation document completed. • Prevention plan development. • ASC workforce strategy development. • BCF plan 16/17 NHS England assurance and pooled budget agreed. • Drug and Alcohol Action services redesign and procurement. 					

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

<ul style="list-style-type: none"> • Sustainability and transformation plan (STP) actions agreed. • Health visitor procurement options agreed. 	
Key issues of risk / obstacles to progress:	
(the main headings from the more detailed Risk Register for this 5YP outcome)	Red / Amber / Green
1. Timescale for delivery of all actions not achieved. Monitoring of delivery of actions through outcome 6 steering group and ASC programme board – and corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
2. Ability to deliver the revenue savings. Monitoring through ASC DMT and corrective action or escalation taken.	Amber
3. Impact on key performance targets. Monitoring through ASC DMT and corrective action or escalation taken.	Amber
4. Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. Development of a new prevention strategy and return on investment key part of this strategy.	Amber
5. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
6. Management of lots of change at same time – capacity and change fatigue. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
7. Management information and data. New PID and performance framework being developed - Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income			OUTCOME LEAD	Stephen Fitzgerald	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	No update received for qtr 2				
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	01/07/2016
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 Urban Renewal (SUR). • 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:					
•					
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 project)				Red / Amber / Green	

Appendix E: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN OUTCOME:	Outcome 8 - The council will be a leading digital transformation organisation		OUTCOME LEAD:	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	Green	Green	Amber	Green	30 Sep 2016
<i>Previous month</i>	Green	Green	Amber	Green	30 Jun 2016
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"> • Completed Define Phase of the Customer-led Digital Transformation Programme which incorporates the Customer and Mobile working elements of the overall programme. • Engaged city-wide stakeholders in articulating the first draft of our Digital City vision. • Extended geospatial database license with CACI (Acorn) and hence our ability to improve use of demographic data in decision making. • Formalised a partnership with Henley Business School to support research and development regarding digital and digital city solutions. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Recruit a Head of Customer. • Proceed with the Design Phase of the Customer-led Digital Transformation Programme. • Establish city-wide Digital City leadership team. • Begin procurement of customer-related digital solutions (integrated suite of CRM technologies including customer portal, CRM and customer insight tools). • Begin procurement of mobile working digital solutions. • Recruit Business Analyst and other key programme resources. • Re-set the programme governance. 					
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

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd January 2017

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

WARD(S): All

PORTFOLIO: Housing & Urban Renewal - Cllr Zaffar Ajaib

PART I
KEY DECISION**2017/18 HOUSING RENTS AND SERVICE CHARGES****1 Purpose of Report**

To present the changes in the Housing rents and service charges for 2017/18.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to recommend the following decisions:-

- (a) That Council house dwelling rents for 2017/18 to **decrease by 1%** over the 2016/17 rent with effect from Monday 3rd April 2017. This is in line with current government guidelines and legislation.
- (b) That garage rents, heating, utility and ancillary charges to **increase by 2.0%** with effect from Monday 3rd April 2017. This is based upon the September RPI figure.
- (c) That service charges to **increase by 2.0%** with effect from Monday 3rd April 2017. This is based upon the September RPI figure.
- (d) That 'other committee' property rents to increase by an average of 2.0% from Monday 3rd April 2017 in line with the September RPI figure.

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

This report sets out the context and implications for the council over the setting of housing rents and service charges for the next four years and impact upon the local community.

3b Five Year Plan Outcomes

This report will primarily have implications for Outcomes 2 and 7 in the delivery of future social and affordable homes by the council, and the maximisation of the rental stream and asset value to the HRA.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

If the Council follows Government guidance and legislation in the setting of its dwelling rents, then the risk to the Council will be mitigated.

Risk	Mitigating action	Opportunities
Legal	n/a	
Property		
Human Rights		
Health and Safety		
Employment Issues	n/a	
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial	Ensure that the Council sets a balanced HRA annual budget and matches the capital programme to the available resources.	
Timetable for delivery		Approval in January of the new rents will enable tenants to receive notification well within the statutory timescales.
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

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

5 Supporting Information

Background

- 5.1 For the 10 years prior to 2015/16, the setting of council social rents has been guided by the government policy called rent convergence, the intention of which was to bring parity to council social rents across the country, and reduce the 'gap' between council social rents and Housing Association rents.
- 5.2 Driving these annual rent charges was a government prescribed formula which linked the following year's rent changes to the previous September's RPI and was weighted for regional differences e.g. salaries and house prices.
- 5.3 However, in the summer budget on the 8th July 2015, the Chancellor announced that "rents paid in the social housing sector will not be frozen, but reduced by 1% a year for the next four years". In previous years, the Government has always allowed Councils 'discretion' in changing their rents but produced a rent policy to guide Councils in the setting of their rents. Slough Borough Council has followed Government 'rent policy' and set its rents in line with that policy.
- 5.4 The Government has now departed from the previous practice of issuing rent 'guidance' to setting social rents across the country through primary legislation. Section 23 (1) of The Welfare Reform and Work Act 2016 states that:-

In relation to each relevant year, registered providers of social housing must secure that the amount of rent payable in a relevant year by a tenant of their social housing in England is 1% less than the amount that was payable by the tenant in the preceding 12 months.

- 5.5 Section 23 (6) then goes on to define the relevant applicable years as a year beginning on the 1 April 2016, 1 April 2017, 1 April 2018 or 1 April 2019.
- 5.6 The Act does allow exemptions from this rent reduction to be granted by the Secretary of State but these are very limited and clearly specified and cover properties such as specialist supported housing, temporary social housing, care homes and nursing homes. One of those exemptions (section 25(10)) is if the SoS considers that the local authority would be unable to avoid serious financial difficulties if it were to comply with the 1% rent reductions.

In effect, this means that for 2017/18, the Council will again need to set its social rents (HRA) 1% lower than the rents current in this year.

Impact

- 5.7 The HRA 30 Year financial Business plan has been updated to reflect the introduction of the 1% decrease this year and the next three years. The impact on this year is an estimated reduction of £0.89m over last year's rental income of £33.6m.
- 5.8 The estimated average weekly rent for the current year is now £103.82 and the Government proposals will produce a total estimated loss in potential rental income of £7.8m and an average decrease of 3.0% in weekly rent over the next three years; this roughly equates to the loss of 30 new social properties. Over a ten year period, the cumulative estimated loss of rental income could be £38m. The year by year impact is shown in the table below:-

	2017/18	2018/19	2019/20
Average weekly rent	£102.78	£101.75	£100.74
Annual loss of Rent Income	£1.6m	£2.6m	£3.6m

Next Four Years

- 5.9 In addition to the rent decrease this year and the next three years, (the Government has not yet released any indication of rent changes after 2019/20 but an annual increase of 0.9% has been assumed in the HRA 30 year Financial Business Plan) the HRA is also progressing with the procurement of its Repairs, Maintenance and Investment contract. This will continue to require investment until the new contract is in place but will result in a new contract that offers better value for money, focuses more effectively on meeting tenants' housing needs and aspirations, continues the building of new social housing, focuses investment in 'regenerating' existing estates, and better contributes to the Slough 'pound'.
- 5.10 In light of the above uncertainties, and as previously reported to Members, a comprehensive Asset management Review/Options Appraisal linked to the HRA Business Plan is currently being undertaken. This will also look at rent levels, and explore the opportunities that a 'Slough Living Rent' might represent for tenants and Slough residents in the provision of new housing.
- 5.11 The other change likely to impact on the HRA and the Council's tenants in the next few years is:-
- 5.11.1 Sale of High Value Council Houses
- The Housing and Planning Act 2016 introduced a "Duty to consider selling vacant higher value housing" and Section 76 (1) states that "A local housing authority in England that keeps a Housing revenue Account must consider selling its interest in any higher value housing that has become vacant." This is linked to the proposed introduction of 'right to buy' for Housing Association tenants and is intended to 'compensate' Housing Associations for the loss of their stock through RTB.
- Recently, speaking at a Communities and Local Government session on the 8th November 2016, the Housing Minister Gavin Barwell admitted that a decision hadn't yet been taken on the timing and the policy would require "quite a notice period" before being introduced. This was followed later that month, by a further statement from the Housing Minister stating that the government would not be requesting any high-value asset payments from Local Authorities during 2017/18.
- 5.12 Most tenants currently receive their water supply from Thames Water through an arrangement with the Council. The HRA receives a "commission" from Thames Water for administering this service on their behalf and in previous years, this commission has been retained within the HRA for the benefit of all tenants. This arrangement is currently being reviewed but for 2017/18, it is proposed to directly net off this commission against each tenant's water charge managed through the Council.

6 **Comments of Other Committees**

The Housing rents and service charges 2017/18 are included on the Neighbourhoods and Communities Services Scrutiny Work Programme for January 2017 prior to Council making their final decision.

7 **Conclusion**

The Cabinet are requested to approve the housing rents and service charges for 2017/18 prior to submission to full Council on the 31st January 2017 for the ultimate decision.

8 **Background Papers**

- '1' Welfare and Reform Act 2016
- '2' Housing and Planning Act 2016
- '3' Summer Budget 2015

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23 January 2017

CONTACT OFFICER: Roger Parkin, Interim Chief Executive

(For all Enquiries) (01753) 875275

WARD(S): All

PORTFOLIO(S): Commissioner for Transport and Highways
Cllr Fiza Matloob

PART I
KEY DECISION**SET UP AND GOVERNANCE OF LOCAL AUTHORITY CONTROLLED COMPANY (LACC) FOR ENVIRONMENTAL SERVICES****1. Purpose of Report**

To update members that following a review of commercial considerations for the Council to insource services through the composition of a Local Authority Controlled Company (LACC) of updates regarding demobilisation of the current contract and how the Council should undertake its duty to consider.

To request that following its consideration of this report, that Cabinet resolve and instruct officers to commence the set-up of the new LACC.

To request that following its consideration of this report that Cabinet approve the headline proposed governance arrangements and organisational structure and responsibilities for management of the LACC and recruitment and / or secondment into these roles that have been identified and enclosed for review and approval within this report.

To request that following its consideration of this report that the Council delivery vehicle is confirmed as a company limited by shares with the Council as the sole shareholder to be covered through a Shareholder Agreement.

To request that following Cabinet approval of the headline proposed governance arrangements and structure for management of the LACC that the Company be activated no later than April 1 2017 so that it can begin preparatory steps to undertake and deliver statutory duties for the waste collection authority and litter control authority via a Teckal exemption from 1 December 2017.

2. Proposed Action

The Cabinet is requested to resolve:

(a) That officers be instructed to commence the set-up of the new LACC.

- (b) That the proposed governance arrangements and responsibilities for management of the LACC and proposed organisational structure both for the Council and LACC be approved.
- (c) That the recruitment and / or secondment into the roles identified through the headline proposed governance arrangements and structure for management of the LACC be approved.
- (d) That the LACC corporate structure is confirmed as a company limited by shares (CLS).

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

3.1 Slough Joint Wellbeing Strategy Priorities

Slough Borough Council has stated through the Sustainable Community Strategy in the Environment and Regeneration section that it will pursue steps to:

- move up the waste hierarchy and increase the amount of waste recycled;
- reduce the overall amount of waste produced; and
- reduce dependency on landfill for final waste disposal.

The primary environmental commitment and statement made by the Council through the Slough Sustainable Community Strategy is that the council has set itself the target of recycling 60% of its waste by 2028. This is a core driver behind the Waste Strategy and defines the strategic horizon period.

3.2 Five Year Plan Outcomes

The Five Year Plan's outcomes the proposal will help to deliver are:

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

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

A fully functioning and dedicated public realm service is a key deliverable working towards keeping the gateways to the town, prominent places, parks, memorial gardens, cemeteries, roads and pavements clean. It improves the visual amenity of the town, prevents additional waste being flytipped and is a fundamental component of civic pride in the area.

The Highways infrastructure including maintenance of the asset and ongoing repairs together with winter maintenance is critical to ensure a fit for business transport infrastructure.

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

Ensure that a revolutionised approach to household waste collection is in place

The Environmental Services contract is key to the provision of collection of materials collected via a dedicated waste collection service that provides a

residual waste, recycling and green waste kerbside service and to the provision of an ad hoc clinical waste disposal from the kerbside collection and the provision of the services from the Household Waste Recycling Centre.

4. **Other Implications**

(a) Financial

Local Authority Controlled Company for Environmental Services

Section 1 of the Localism Act 2011 (the 2011 Act) provides local authorities with the power to do anything an individual may do, subject to a number of limitations. This is referred to as the general power of competence. A local authority may exercise the "general power of competence" for its own purpose, for a commercial purpose and/or for the benefit of others.

Section 2 of the 2011 Act limits the exercise of the general power of competence where it "overlaps" with a power which pre-dates it. This includes the Council's trading powers under Section 95 of the Local Government Act 2003 (the 2003 Act). When a Council relies on the general power of competence and/or the power in Section 95 of the 2003 Act to trade, it is prudent for it to comply with the requirements and limitations to which Section 95 is subject. These are set out in Regulation 2 of the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 (the 2009 Order) which effectively requires a business case to be prepared and approved by the Council before a company starts trading.

The Council will confirm the sources of funding for Local Authority Controlled Company for Environmental Services. These could include equity (share capital), unsecured loan notes and senior debt as well as revenue arising for the provision of services to the Council and third parties.

The Council will ensure that any proposed funding for Local Authority Controlled Company for Environmental Services is within its strategic budgets. The development of Local Authority Controlled Company for Environmental Services business plan will need to be co-ordinated with the Council's budget process to ensure that items the Council is expected to fund/lend are included within the Council's budget process.

Section 1 of the 2003 Act gives a council power to borrow for any of its functions. The use of the general power of competence is a function. The 2003 Act only permits a local authority to borrow for capital expenditure and not revenue expenditure.

Therefore, in advance of the company starting trading then the proposed budget envelope, proposed lending (if required) and headline business case will be prepared and approved by Cabinet before the company starts trading. This is anticipated around March. The cost of setting up Local Authority Controlled Company for the delivery of Waste Management, Highways and Public Realm cleansing services is estimated to be around £15,000 as it is purely a legal exercise.

(b) Risk Management

Risk	Mitigating action	Opportunities
Community Support	N/A	N/A
Community Safety	N/A	N/A
Communications – residents	Voice of the Customer Plan is currently being delayed pending the appointment of Head of the Customer. The Voice of the Customer Plan will deliver sessions with residents to understand what their engagement and communication priorities are for services.	Opportunity to use these focus groups to undertake Councils 'duty to consider'.
Communications – Unions	Dedicated Union engagement programme will be introduced led by the Strategic Director, Customer & Community Services.	Will be linked to Communications workstream.
Equalities Issues	N/A	N/A
Health and Safety –the governance structure defines greater Health and Safety accountability for Council and Company Board.		Fully engage Health and Safety department to ensure full scale viability and support into Insource programme.
Legal - Under s20 of the Landlord and Tenant Act 1985 the landlord of any premises is under a duty to undertake a process of statutory consultation before undertaking "qualifying works" or entering into a "qualifying long term agreement".	The Local Authority Controlled Company for Environmental Services will constitute a qualifying long term agreement and the obligations to undertake s20 consultation will apply.	Will be undertaken by Neighbourhood Services.
Legal – Under Best Value Duty under the 1999 Act there is a requirement to consult about major changes in service provision under the 1999 Act.	The Council will ensure and deliver required consultation as outlined under the Act using the following headings: (a) the proposal to transfer environmental functions/services to NewCo; (b) establishing NewCo as a wholly owned	Dedicated briefing note outlining potential activities to be undertaken currently in composition. Communications to coordinate.

	<p>company for delivering the Environmental Services which does not include private sector ownership;</p> <p>(c) the services to be transferred to NewCo and any proposed reconfiguration of them.</p> <p>(d) the detail of any division of functions between the Council and NewCo.</p>	
<p>Legal - Regulation 2 of the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 states that before exercising the power, the Council is required to prepare a business case in support of the proposed exercise of the power which must be approved by the Council.</p>	<p>Composition and sign off of Business Plan in advance of the LACC commencement of trading.</p>	<p>A Business plan should also cover section 3(2) of the LGA 1999 that states '<i>A best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness</i>'.</p>
<p>Legal - The Public Services (Social Value) Act 2012 places a duty upon the Council that it must demonstrate how it anticipates to undertake its 'duty to consider' for social value.</p>	<p>Composition of a 'Social Return of Investment' programme coordinated internally within the Council.</p>	
<p>Legal - The Public Services (Social Value) Act 2012 places a duty upon the Council that it must undertake consultation on its procurement proposals</p>		<p>As the Council must also demonstrate it is to consult in accordance with its Best Value duties under section 3(2) LGA 1999 it will be useful to undertake one dedicated consultation on these issues at the same time.</p>
<p>Procurement / Contract Management</p>	<p>Governance structure will challenge the way in which it an internal delivery vehicle provides its services.</p>	<p>Use of refined 'Ethics wall' for contract / client management of Company through dedicated 'Highways and Transport' and 'Waste & Environment' Service Leads.</p>

(c) Human Rights Act Implications

It is not considered that there are any Human Rights Act Implications.

(d) Equalities Impact Assessment

N/A

5. **Supporting Information**

- 5.1 As a Unitary Council Slough Borough Council is responsible for collection, management and disposal of all municipal waste generated within the borough and all street cleaning, gully and channel sweeping, litter picking and detritus sweeping operations within the borough, grounds maintenance in public spaces including parks, cemeteries and open spaces and highway maintenance including winter maintenance. These statutory service functions are delivered by Amey under the Environmental Services contract which runs until 30 November 2017.
- 5.2 In September 2016, Cabinet approved the insourcing of the services currently undertaken via the Environmental Services Contract to deliver these statutory services through a Local Authority Controlled Company via a Teckal exemption from 1 December 2017.
- 5.3 Since this approval the Council has begun facilitation of mobilisation to form the company, commencing engagement with the contractor, the workforce and have set up a dedicated project management team to lead this transition which is overseen by the Programme Board with interim Chief Executive as sponsor. Amey has been responsive and supportive in the decision by the Council and have written to the Council to offer support in the areas of transition currently under consideration. The Council have responded to Amey stating that while they do not intend to extend the contract that they would like to discuss provisions for this proposal to extend. It is expected that any such decision to request extension would first be approved by Cabinet.
- 5.4 A 'Memorandum of Understanding' is currently being prepared to reinforce the commercial process for demobilisation of the contract agreed between Slough Borough Council and Amey.
- 5.5 The Public Services (Social Value) Act 2012 places a duty upon the Council that it must undertake consultation on its procurement proposals and under Best Value duties under section 3(2) LGA 1999 there is a requirement to consult about major changes in service provision. Therefore, a single consultation will be undertaken and coordinated by the Council to ensure that these duties are covered. Neighbourhood Services will undertake their duty to undertake a process of statutory consultation under s20 of the Landlord and Tenant Act 1985.
- 5.6 The Council would like to request that based on the Councils ambitious commercial aspirations and outlining financial objectives for the LACC that Cabinet approve a company limited by shares to be set up as the most appropriate delivery vehicle for NewCo. This options appraisal is further outlined in Appendix B. A company limited by shares would be established using an 'off the shelf' articles of association, with the Council as its sole shareholder. The articles will then be tailored to reflect the Council's requirements in due course including the

composition of the Shareholder Agreement (see 5.10) to reflect the necessary governance arrangements.

- 5.7 In order to satisfy the Teckal exemption, the Council must demonstrate it controls NewCo as it would a Council department. The Teckal exemption allows the Council to directly award contracts to NewCo without the requirement to run a competitive tendering process under the EU procurement rules. The Council would like to request that Cabinet approve the commencement of the set-up of the company according to the governance structure outlined in Appendix A.
- 5.8 The Shareholder Role is the Council acting as the shareholder (owner of NewCo) and that NewCo delivers according to its adopted business plan. The Commissioner Role ensures that NewCo delivers both value for money and quality services and complies with the services contract(s) between NewCo and the Council; and The Funder Role which is the Council acting as a funder would in determining whether to lend to NewCo – including assessing the risks for the Council. It has been identified that the Commissioner Role will be undertaken by the Chief Executive, the Funder Role will be undertaken by the Council's S151 Officer role and the shareholder role will be undertaken by the Council's executive elected members (i.e. Cabinet).
- 5.9 The Council's Human Resources (HR) department have identified that it will be possible for the Chief Executive and the s151 Officer to take up an additional appointment to their main duties with the express consent of the Council. The contractual duties of the Chief Executive and s151 Officer will need to be extended to include these new responsibilities and the employees concerned need to understand the scope of the additional duties they are to perform and agree to them. Cabinet is requested that following its consideration of this report that Cabinet approve the allocation of the roles of Commissioner, Funder and Shareholder to the positions identified.
- 5.10 The shareholder role will be subject to a Shareholder Agreement to regulate the relationship between the Council and NewCo. Ordinarily, other than where legislation and/or a company's articles reserve decisions for shareholders, a company's Board of Directors is its main decision making body, and is free to act as it thinks is in the best interests of that company. However, in this context a Shareholder Agreement will seek to support this approach by stipulating that NewCo's Board of Directors is responsible for running the company. Such an Agreement will provide the Council as the sole shareholder with a limited number of reserved rights. These reserved rights as outlined in Appendix A – Section 1.7.
- 5.11 NewCo is to be classified as a local authority controlled company, and therefore subject to the following propriety controls to specific rules and restrictions with regard to their management and governance. Through the composition of this company Cabinet are to be made aware of the legal framework governing local authority controlled companies and the implications of the Council establishing NewCo as outlined in Appendix B – Section 2 and also an understanding of the governance arrangements they are requested to resolve in Appendix A.
- 5.12 Two director roles are requested for the set up of the company to operate during the shadow period (the period when the company is set up but is not undertaking statutory duties discharged unto it from the Council) and these have been identified as the 'Operational Director' and the 'Financial Director'. It is anticipated

that the 'Financial Director' role will be covered by one of Councils Head of Financial Services roles.

- 5.13 For potential internal staff who might be required to undertake the role of a Teckal company nominated director(s) so that they understand their role, where conflicts of interests may arise and that directors abide by the protocol for managing those conflicts a report outlining clear mandate on conflicts of interest and decision making arrangements has been composed. In simple terms, this duty requires them to act reasonably, in the public interest, lawfully, ensuring that the Council is not brought into disrepute, maintaining confidentiality of information where appropriate and to ensure that no improper advantage is conferred or secured for that Council officer.
- 5.14 The employment of the current Managing Director of Slough Amey will automatically transfer to NewCo under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) when the existing Environmental Services Contract expires and become the 'Operational Director' for NewCo. The terms on which the managing director may be seconded to NewCo to assist with the project will be a matter for Amey Slough (as his current employer) to determine. This initial discussion and subsequent negotiation will form part of the 'Memorandum of Understanding' currently being prepared as referred to in Section 5.4.
- 5.15 The 'Memorandum of Understanding' will identify the scope of works that the Managing Director may be able to assist with as there will be conflicts of interest in decision making arrangements while still under the employ of Amey. The Report on conflicts of interest and decision making arrangements also has guidance for management, identification and mitigation of conflict(s) of interest for both Council officers and the third party Directors. This guidance and draft protocol is provided in Appendix C - Code of conduct and Conflict of Interest protocol (draft).
- 5.16 The two Service Leads who have their key statutory services discharged into the Teckal will hold responsibility for the management of their respective client and contract management functions and they are deemed principle lead /contract administrators for the Authority and hold responsibility for overall client oversight, service performance, both financial and contract management of the Council client function and any future commissioning.
- 5.17 The dedicated Service Lead will also be responsible for managing, overseeing and integrating the various interfaces between the Teckal company and other key business and service critical contracts such as waste treatment (currently in procurement).
- 5.18 A draft Business Plan and financial summary of the company will be presented to Cabinet in March ahead of the final inauguration of the new company for April 1 2017.
- 5.19 A summary of the wider Health and Safety considerations that Cabinet and the Corporate Management team will need to consider and be aware of will also be presented to Cabinet in March ahead of the final inauguration of the new company for April 1 2017.

6. **Comments of Other Committees**

The procurement of the Environmental Services contract was presented to 'Overview & Scrutiny' on the 12 January 2017. Comments received are included in a supplementary update to this report as due to publication constraints could not be included in this report. However, a verbal summation shall be presented to Cabinet and any subsequent changes made to respective areas shall be presented to ensure coverage of these areas

7. **Conclusion**

Marked progress is being made regarding the commercial composition and governance of the proposed Local Authority Controlled Company and Cabinet is requested to resolve and confirm the following actions:

The Cabinet is requested to resolve and instruct officers to commence the set-up of the new LACC.

The Cabinet is requested to approve the proposed governance arrangements and responsibilities for management of the LACC and proposed organisational structure both for the Council and LACC.

The Cabinet is requested to approve the recruitment and / or secondment into the roles identified through the headline proposed governance arrangements and structure for management of the LACC.

The Cabinet is requested to approve that the LACC corporate structure is confirmed as a company limited by shares (CLS).

The financial and commercial business plans for the company are critical to ensure formation of the LACC and the Council will seek Cabinet approval of the draft headline Business Plan to ensure company 'inauguration' (i.e. to operate in shadow form) from April 1 2017 at March Cabinet.

Following approval then will ensure the company can be activated no later than April 1 2017 so that it can begin preparatory steps to undertake and deliver statutory duties via a Teckal exemption from 1 December 2017 with the minimum board requirements as outlined in section 5.12.

8. **Appendices Attached**

- 'A' - Proposed Governance Structure for Council and Company
- 'B' - Company Limited by Shares vs Company Limited by Guarantee Options Appraisal
- 'C' - Code of conduct and Conflict of Interest protocol (draft)

9. **Background Papers**

None.

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Appendix A - Proposed Governance Structure for Council & Local Authority Controlled Company (LACC)

Parent Company (refer to Figure 1.1):

- 1.1 The Council is likely to undertake three distinct roles for the senior oversight in relation to NewCo. These are:
 - 1.1.1 **The Shareholder Role** which is the Council acting as the shareholder (owner of NewCo) and ensuring (as a shareholder would) that NewCo delivers according to its adopted business plan;
 - 1.1.2 **The Commissioner Role** ensuring that NewCo delivers both value for money and quality services and complies with the services contract between NewCo and the Council; and
 - 1.1.3 **The Funder Role** which is the Council acting as a funder would in determining whether to lend to NewCo – including assessing the risks for the Council.
- 1.2 The Funder Role's primary concerns are that any loans to and investments in NewCo are safe, that there is a high prospect of the Council being repaid; that proposals for any expansion of the business activities of NewCo, do not compromise its *Teckal* status (which would prejudice the services contract between the Council and NewCo) and that NewCo is monitored to ensure its continuing financial performance does not undermine or reduce the prospect of the Council being repaid any debts to agreed schedules. In the Funder Role, the Council is not concerned about the business out-performing any business plan, making greater profits than any assumptions on which a loan was made or about any other business issues which do not impact on the repayment of debts.
- 1.3 The Shareholder Role is wider than the Funder Role. The shareholder is likely to want the business to out-perform any business plan, hopefully delivering a greater return than projected. The shareholder will be much more concerned about the governance of NewCo. The shareholder may be incentivised to support business expansion, even if this involves taking on manageable risks. The shareholder is also likely to want wider rights in connection with the totality of debts and liabilities which NewCo is able to assume.
- 1.4 The Commissioner Role within the Council should purely be concerned about the performance of NewCo in relation to the Environmental Services it is delivering to the Council and the costs of those. There is however a potential tension between the Council's role as shareholder (seeking to maximise profits accruing to the Council) with its role as Commissioner (seeking to minimise the cost of services and maximise the flexibility in annual budgetary arrangements).
- 1.5 The Council is to request that the company delivery vehicle is confirmed as a company limited by shares with the Council as the sole shareholder to be covered through a Shareholder Agreement. This is covered in greater detail in **Appendix B**.
- 1.6 The Council and NewCo should enter into a Shareholder Agreement. The primary purpose of a Shareholder Agreement is to regulate the relationship between the Council and NewCo. In this context a Shareholder Agreement should seek to support this approach by stipulating that NewCo's Board of Directors is responsible for running the

company. However such an Agreement would provide the Council as the sole shareholder with a limited number of reserved rights:

Issuing new share capital – **risk** (however remote) the Council could lose control of its businesses if shares were issued to other parties;

Borrowing - **risk** – NewCo's borrowing forms part of the Council's debts and the Council is therefore likely to want to know and approve their debt levels;

Information - **issue** (however remote) – shareholders are not legally entitled to detailed financial and operational information (though Council owned companies are required to disclose more information) – as sole shareholder the Council is likely to want access to this;

Business Plan – **issue** – if the Council is to borrow to fund the development/expansion of NewCo then it needs to know likely future demand to ensure this is included within the budget approved by full Council. In addition, the Council is likely to want to have a mechanism to formally review and approve NewCo's business plan on an annual basis;

Controlled Company requirements – **issue** NewCo as a local authority controlled company will be restricted in respect of political and certain other activity – the Council is likely to want to enshrine this

Teckal status - the Council will want to ensure that NewCo retains its *Teckal* status and does not carry out activities (e.g. trade with third parties must be less than 20% of turnover) which could prejudice the basis on which the Council is able to contract with NewCo.

1.7 There will be a number of decisions which the Council will need to take in its Shareholder Role in relation to NewCo. These include:

1.7.1 appointment and removal of NewCo's directors;

1.7.2 changes to NewCo's constitution;

1.7.3 any decision to wind-up NewCo;

1.7.4 annual approval of NewCo's business plan; and

1.7.5 exercising rights under the shareholder agreement including approving any significant new contracts likely to prejudice NewCo's *Teckal* status, the issuing of share capital to third parties and in relation to any borrowing contemplated by NewCo.

- 1.8 The Council will authorise specific officers on the Parent Company to attend relevant shareholder meetings with NewCo and develop a structure (for example a committee/sub-committee or review board) to provide elected members with a more direct role.
- 1.9 The 'parent company' oversight board will have their own terms of reference and this will be composed as part of the 'company set up' process for which the Council is seeking Cabinet to resolve and instruct officers to commence the set-up of the new LACC
- 1.10 To ensure that monitoring NewCo is not viewed 'as another Council agenda item' the Council may want to ensure that this committee/sub-committee/review board is only concerned with the NewCo and the delivery of Environmental Services rather than other Council matters (**see meeting structure**).
- 1.11 This committee/sub-committee review board will advise on how the Council exercises its rights as shareholder and will also be involved in monitoring NewCo's performance and providing guidance on strategic direction (see **Council Service Leads**).
- 1.12 This structure ensures that the Council's ultimate power over NewCo (for example approval of business plan, taking any action to terminate the service contract between the Council and NewCo, to provide or withdraw funding for NewCo and a decision to ultimately wind-up/close down NewCo) will be exercised. The Council shall in any event retain the right to appoint and dismiss NewCo's directors

Company Board (refer to Figure 1.1):

- 1.13 Options for structuring NewCo's board of management include:
- 1.13.1 An unpaid non-executive board with day to day management delegated to a paid senior management team;
 - 1.13.2 A fully executive board comprised solely of NewCo's senior management team; and
 - 1.13.3 A hybrid with non-executive directors (who may be paid or unpaid and may include council officers) and some or all of NewCo's senior management Directors.

It is recommended that the NewCo Board pursue a hybrid with non-executive directors (who may be paid or unpaid council officers) and the NewCo's senior management Directors.

- 1.14 Whilst it is possible to create a company with a single director, as a matter of good governance the Council have received legal advice recommending that the Council considers a board of between four and six directors to manage NewCo. The Council has identified four as optimal in terms. The Operations Director is likely to be the Managing Director from the incumbent Environmental Services contractor. The Finance Director has been identified as potentially being one of the Heads of Finance from Slough Borough Council working in a seconded part time role.
- 1.15 A number of Councils have also chosen to appoint persons who are unconnected to them to fulfil non-executive roles. Non-executive directors are usually appointed for a number of set days, which reduces the costs of remunerating them and part of their

rationale is to harness the skills and experience of persons who have operated similar businesses. The current board structure has the option for inclusion of a non-executive non-permanent director to support and supplement any commercial development in a specialist field.

- 1.16 The Commercial Director role is still being considered as part of the wider Business Plan for the LACC yet to be finalised. However, it is likely to be recruited externally and there is likely to be additional costs involved in this appointment. Therefore, a dedicated options appraisal of this role will be considered by the shadow board in due course.
- 1.17 The Operations Director will be the head of paid service for the LACC (pending confirmation of the Commercial Director role and remit) and will be accountable with the board for the operational management and delivery of services to the Council (which will be covered through a contract) and will also act as the Executive Director for that company.

Council Service Leads (refer to Figure 1.1):

- 1.18 The Council Services Leads are the principle service department leads for the respective departments of 'Highways & Transport' and 'Waste & Environment' (DLO).
- 1.19 The services that are covered by these respective areas that are discharging their statutory functions into the LACC are as follows. Waste & Environment: Waste Collection / Management, Street Cleaning, Grounds Maintenance (Green Infrastructure & Public Realm), Waste Management of Transfer Station, Household Waste Recycling Centre(s), Waste Infrastructure and Civil Contingency response as a secondary responder. Highways & Transport: Highways maintenance, reactive works and Winter Maintenance.
- 1.20 These Council service leads will be responsible for:
 - 1.20.1 Overseeing contract management of their respective services through monitoring and escalations of the respective Performance Management Framework for their respective service(s)
 - 1.20.2 Providing strategic direction and steer regarding service change, efficiencies and service enhancement;
 - 1.20.3 As the lead subject matter experts ensuring value for money from NewCo and where necessary to act as lead commissioner for alternative delivery models to maximise value for money for the Council and service provision to customers from NewCo;
 - 1.20.4 Providing service performance updates to the 'parent company' oversight board including reviews of service performances across an outcome, key performance indicator and operational performance indicator range and also on a bespoke level tailored to the requirements of the 'parent company' oversight board; and
 - 1.20.5 Ensuring robust financial transparency of Council finance as the budget holders for their respective services and monitoring and evaluation for performance to both customers and the 'parent company' oversight board;

Governance Meeting Structure (refer to Figure 1.2):

- 1.21 The proposed governance meeting structure follows an escalation in reporting structure migrating from operational to strategic delivery and performance indicators with a pyramidal hierarchy for reporting.
- 1.22 The first two levels of the pyramid are for operational and delivery oversight of the company and the services which it is undertaking. A suite of Operational Performance Indicators will be compiled for weekly – fortnightly performance monitoring by the contract monitoring and management team and will work in liaison with the service managers at the company. The suite of OPIs used will vary depending on the service and member priorities;
- 1.23 The ‘Liaison’ meeting will be an official monthly meeting between the Service Leads, company Operational Director and facilitated by contract management. The company shall present of their suite of ‘Key Performance Indicators’ (some standalone and some influence and aggregated by the OPIs). Shortfalls in performance shall lead to increased monitoring in the oversight undertaken in 1.21.1 above with a view to improving performance.
- 1.24 The ‘Strategic’ meeting will be an official quarterly meeting between the Service Leads, company Operational Director, member commissioner for the service (also potentially acting as representative of the shareholders) and the Strategic Director for the service(s) facilitated by the Service Leads. The Service Leads and Operational Director shall present the suite of ‘Key Performance Indicators’, their delivery linked to their respective outcomes linked to the ‘Five Year Plan’ (or equivalent corporate plan) and financial performance/management accounts. The Operations Director shall present their quarterly report linking performance, progress and delivery of strategic priorities. The Operations Director shall present their quarterly report linking performance, progress and delivery of strategic priorities. Shortfalls in performance for corporate outcome shall lead to increased monitoring undertaken in 1.21.2 above with a view to improving performance.
- 1.25 The ‘Company Performance Evaluation’ meeting will be an official bi-annual meeting between the Service Leads, all company Directors, members acting both in the capacity as representatives of the shareholders and elected members representing the services, the Strategic Director for the service(s) and Chief Executive facilitated by the Strategic Director. The meeting is to be held during month 4 (1st quarter) and month 10 (1st three quarters) of the year so that financial performance is evaluated. Service Leads and Company Board shall present the commercial performance, financial performance and service performance of the company and the services. Major shortfalls in corporate outcome shall lead to increased monitoring in the oversight undertaken in 1.21.3 above with a view to improving performance. The body/committee selected will:
- 1.25.1 be provided with financial/technical assistance to assess NewCo's performance against business plans as well as general financial/commercial performance;
 - 1.25.2 periodically to review NewCo's performance with its 'operations director' (and potentially 'commercial director)', and those discharging the Shareholder, Funder and Commissioner roles;
 - 1.25.3 have a focussed remit and its terms of reference would clearly specify that it is to monitor NewCo's commercial, financial and service delivery performance;
 - 1.25.4 review the progress of the business a minimum of two (2) times a year.

1.26 Linked to company performance in 1.21.4 there will be an option and process in the Shareholder Agreement for appraisal of performance of the Company Board and the respective members.

Figure 1.1: Proposed Governance Structure for Council & Local Authority Controlled Company (LACC)

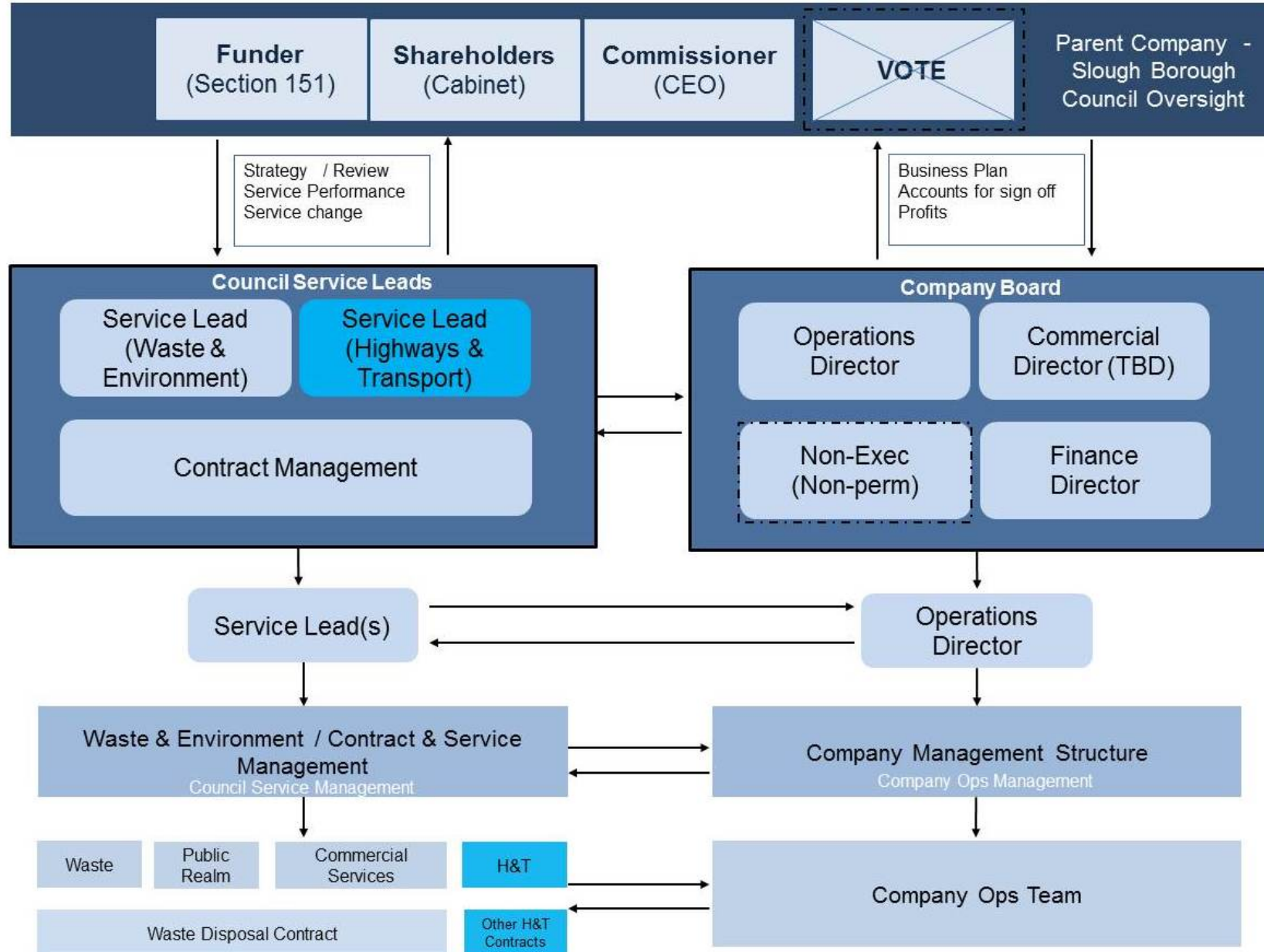
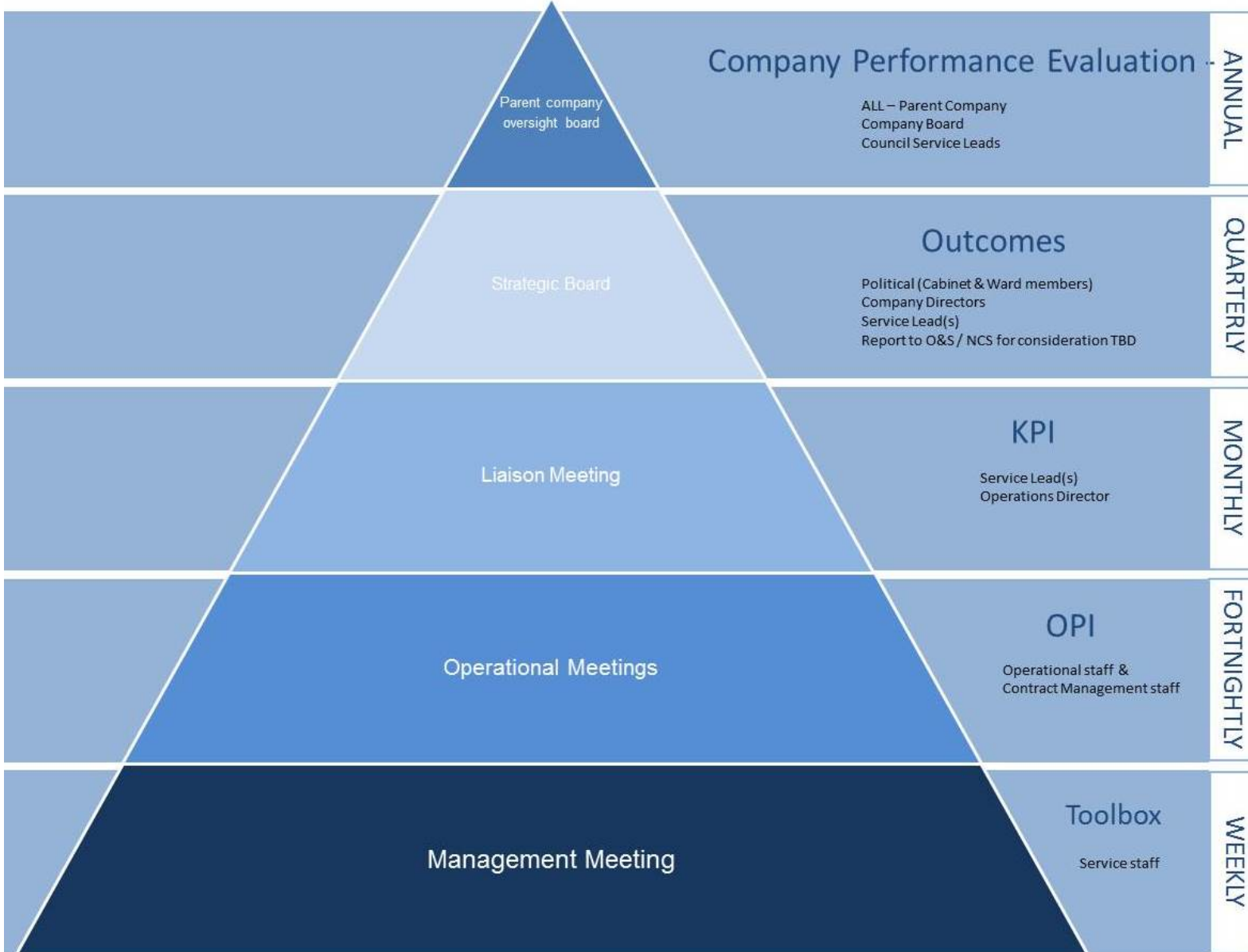


Figure 1.2: Proposed Governance Reporting Structure



Appendix B - Company Limited by Shares vs Company Limited by Guarantee Options Appraisal & Legal framework governing local authority controlled companies

Section 1: Company Limited by Shares vs Company Limited by Guarantee Options Appraisal

Option 1 - A company limited by shares (CLS): A type of company which most people (and the private sector) are familiar with. The corporate structure is tried and tested and is underpinned by an established body of law and practice.

Table 1.1 – A company limited by shares (CLS)

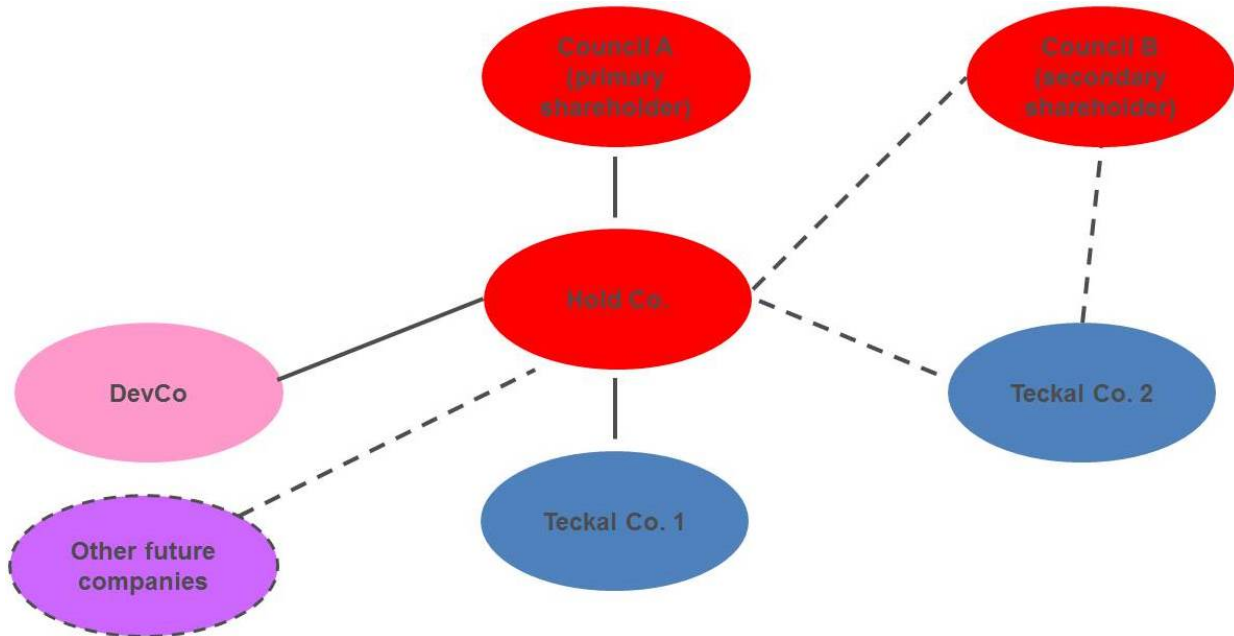
A company limited by shares (CLS)	
Key features	
1.1.1	A CLS can have very wide objects (unless these are limited in the company's articles);
1.1.2	A CLS is usually formed for the purpose of making and distributing profits to its shareholders;
1.1.3	As a separate legal entity a CLS can own and deal in assets, sue and be sued, and contract in its own right;
1.1.4	A CLS has limited liability. The circumstances in which shareholders could be held legally liable for a company's debts (beyond their unpaid capital contribution) are extremely limited. This means that the liability of the shareholders of the CLS would be limited and protected;
1.1.5	Shares can be held by the Council and the holding of shares is fluid and flexible. Shareholdings can change in order to take account of a change in circumstances and/or in accordance with the parties' requirements;
1.1.6	The shareholder agreement would set out the relationship between the Council and NewCo in more detail (see Section 5.8 of Cabinet Report);
1.1.7	In a CLS, the decision-making power of an organisation rests primarily with its board of directors, but some matters may be reserved to the shareholder(s);
1.1.8	A CLS is intended to generate a commercial profit and distribute profits, and it is the most suitable form of vehicle for this purpose;
1.1.9	The administration process of a CLS is primarily governed by the Companies Act 2006 and the company's articles of association. This will involve holding board and general meetings and preparation and submission of accounts. CLSs are registered at Companies House, but there is no ongoing regulation by Companies House. Tax computations and returns would need to be filed within the required deadlines in addition to any payments of tax;
1.1.10	A CLS is subject to tax on any profits or gains generated from its activities;
1.1.11	For Corporation Tax purposes all transactions with 'connected parties' would need to be undertaken on an arm's length basis;
1.1.12	Mutual Trading Status would be difficult to achieve therefore all income and gains would likely be taxable where a CLS is used;
1.1.13	To the extent that the CLS has any 75% owned subsidiaries, they would form a group for group relief purposes, allowing the sharing of tax losses between companies in the same accounting period.
1.1.14	A CLS can have very wide objects (unless these are limited in the company's articles);

Business Considerations

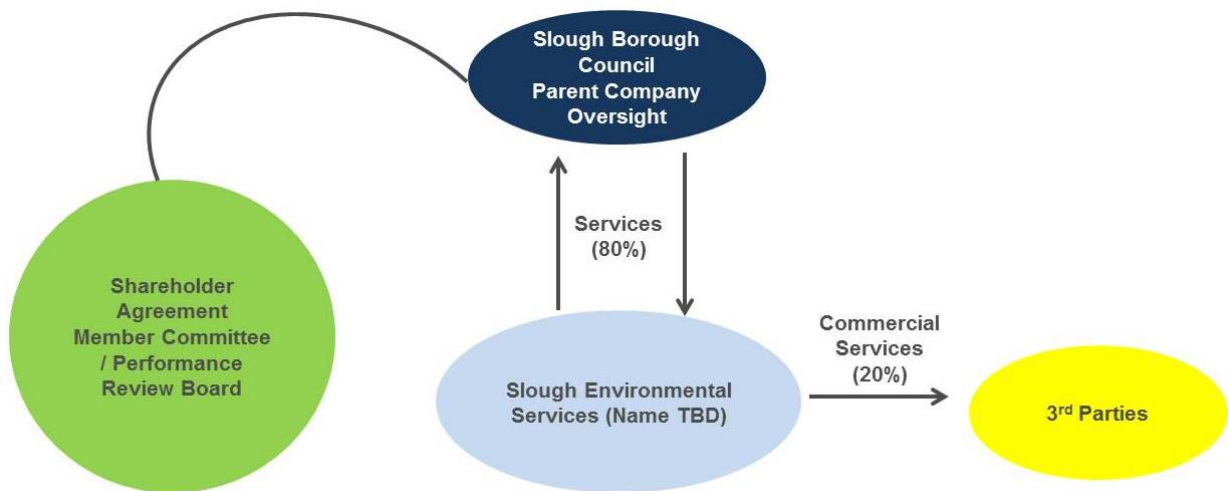
In terms of overall control and also financial and tax planning, the structure of a limited company provides considerable flexibility through the creation of different types of share and loan capital.

It is also simple to admit new shareholders if the Council wishes in the future to make the company a joint venture vehicle (for example, to introduce another local authority to create a joint Teckal company capable of providing similar services to that second authority).

This is reinforced in the diagram below:



A shareholder agreement would set out the relationship between the Council and NewCo in more detail (see Section 5.8 of Cabinet Report and Section 1.25 of Appendix A) and as reinforced in the diagram below;



Option 2 - A company limited by guarantee (CLG): A company limited by guarantee (CLG) is a company where the general members do not hold shares, but instead each member undertakes to pay a nominal figure (usually £1) in the event of the company becoming insolvent. If the company is to be a wholly-owned subsidiary, the Council would initially be the sole member; but a company limited by guarantee can have many members and different categories of members with different voting rights. Changing from a single member company to one with many members is also straightforward.

This form of company is often adopted for charitable or community interest activities. This is rarely used as a vehicle for undertaking commercial activity.

Table 1.2 – A company limited by guarantee (CLG)

A company limited by shares (CLS)	
Key features	
1.1.15	As with a CLS, a CLG may have wide objects unless its member guarantors wish to limit them in the company's constitution. For example, the Council may wish to limit the objects to certain purposes only;
1.1.16	CLGs are usually not for profit organisations but they do not have to be;
1.1.17	In the same way as a CLS, a CLG is a separate legal entity and has limited liability. However, instead of a capital contribution each member guarantor undertakes to pay a nominal figure (usually £1 (one pound)) in the event of any insolvency on the part of the company;
1.1.18	A CLG is similar in structure to a CLS except that its member guarantors do not hold shares in the company;
1.1.19	In constitutional terms a CLG has the benefit of similar levels of flexibility as a CLS;
1.1.20	If a CLG is established as a "for profit" organisation then it is possible to include a provision in its constitution which will describe how profits will be distributed to its member guarantors;
1.1.21	It is relatively inflexible and cannot be used to attract investment or external equity (shareholder) funding later in its life. This may limit the funding options available for a CLG, particularly in relation to funding working capital;
1.1.22	In the first instance, a CLG would be subject to tax on any profits or gains generated from its activities;
1.1.23	Tax computations and returns would need to be filed within the required deadlines in addition to any payments of tax;
1.1.24	To the extent that NewCo has any 75% owned subsidiaries, they would form a group for group relief purposes.
1.1.25	As with a CLS, a CLG may have wide objects unless its member guarantors wish to limit them in the company's constitution. For example, the Council may wish to limit the objects to certain purposes only;
1.1.26	CLGs are usually not for profit organisations but they do not have to be;
1.1.27	In the same way as a CLS, a CLG is a separate legal entity and has limited liability. However, instead of a capital contribution each member guarantor undertakes to pay a nominal figure (usually £1 (one pound)) in the event of any insolvency on the part of the company;
1.1.28	A CLG is similar in structure to a CLS except that its member guarantors do not hold shares in

the company;

1.1.29 In constitutional terms a CLG has the benefit of similar levels of flexibility as a CLS;

Business Considerations

The main benefit over a CLS is that Mutual Trading Status may apply which would exempt from Corporation Tax any trading profits arising from services provided to the Council.

The benefits of Mutual Trading Status will depend on the nature and role of NewCo and, therefore, its level of profitability. If the external trading activities (with parties other than the Council) are minimal, the Corporation Tax benefits of a CLG and Mutual Trading Status may be relatively small and could be outweighed by the commercial and operational disadvantages of a CLG as set out above. If the activities are more significant, the cost benefit of an exemption from Corporation Tax is likely to be larger and may outweigh any possible downside.

Based on the Council's ambitious commercial aspirations a company limited by shares is the most appropriate vehicle for NewCo. A company limited by shares could be established within a week, using an 'off the shelf' articles of association, with the Council as its sole shareholder. The articles can then be tailored to reflect the Council's requirements in due course.

Section 2: Legal framework governing local authority controlled companies

Wholly owned local authority companies are subject to specific rules and restrictions with regard to their management and governance. NewCo is likely to be classified as a local authority controlled company, and therefore subject to the following propriety controls.

Table 1.3 – Legal framework governing local authority controlled companies and the implications of the Council establishing NewCo

Legal framework governing local authority companies and the implications of the Council establishing NewCo	
Propriety Controls	
1.1.30	The Council's participation in NewCo must be identified on the company's official business stationery;
1.1.31	Directors' remuneration and expenses should not be excessive;
1.1.32	Disqualified Councillors are not permitted to act as directors;
1.1.33	NewCo may not engage in party political publicity;
1.1.34	NewCo must provide information on request to the Councillors at meetings of the Council;
1.1.35	NewCo must provide financial information to the Council's auditor;
1.1.36	NewCo's auditor must be approved by Public Sector Audit Appointments Limited);
1.1.37	Minutes of NewCo's meetings must be open to public inspection;
1.1.38	Where a company qualifies as a local authority controlled company, it may in due course become an "arm's length company" if before the start of a financial year, the Council resolves that the company is an arm's length company and at all times from the date of the resolution to the end of the financial year in question:
1.1.39	Each of the directors is appointed for a fixed term of at least 2 years;
1.1.40	No director has been removed by shareholder resolution at a general meeting;
1.1.41	Not more than one-fifth of the directors are officers or members of the Council (or have been members in the preceding five years);
1.1.42	The company has not occupied (as tenant or otherwise) any land owned by the Council other than at the best consideration reasonably available;
1.1.43	The company has entered into an agreement with the Council that it will use its best endeavours to produce a specified positive return on its assets;
1.1.44	Except for the purpose of enabling the company to acquire fixed assets or provide it with working capital, the Council has not lent money to the company or guaranteed any sum borrowed by it or subscribed for any securities in the company;
1.1.45	The Council has not made any grant to the company during the financial year; and
1.1.46	The Council has not made any previous grant to the company the amount of which is in any way related to the financial results of the company in any period.

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Appendix C - Code of conduct and Conflict of Interest protocol (draft)

- 1 The purpose of this protocol is to guide members and employees to avoid any conflicts of interest, both actual and perceived, in relation to the Environmental Services project and particularly in respect of those employees who the Council nominates as directors of NewCo being set up by the Council to provide Environmental Services.
- 2 The guidance in this protocol does not take the place of the Council's Code of Conduct or conditions of employment of members and employees. It is intended as supplementary guidance to clarify roles and responsibilities. It recognises elected members' corporate responsibilities and that they represent the interests of their constituents.
- 3 The protocol should help to ensure that as the project develops, members and staff will be seen to have maintained high standards of integrity and personal conduct.
- 4 In order to achieve and maintain standards:
 - 4.1 The Council will:
 - 4.1.1 Establish a hybrid board of directors for NewCo made up of officer(s) of the Council and other third parties.
 - 4.1.2 Restrict circulation of documents containing confidential information to only those councillors and officers who have a "need to know" for the performance of their duties on behalf of the Council. Any determination as to what information is to be classified as confidential and which members are eligible to receive such information shall be made by the Council's [Head of Legal Services].
 - 4.1.3 Ensure that appropriate service and client decisions are delegated to the [Council's Service Lead(s) for the services that the Teckal is delivering] where a potential conflict of interest exists or might arise for a councillor or employee.
 - 4.2 Employees will:
 - 4.2.1 Ensure that confidential information obtained by them, whilst acting on behalf of the Council, is not disclosed to members, other employees or persons representing the board of NewCo.
 - 4.2.2 Not, without the express consent of their director, act in a formal or informal advisory capacity for the Council and NewCo.
 - 4.2.3 Not accept, except for any secondments of officers approved by the Council, any paid office or other appointment with NewCo.
 - 4.2.4 Comply with statutory rules and regulations relating to the Council's Code of Conduct and their contracts and terms and conditions of employment.

4.3 Guidance on Conflict of Interest:

The Council should ensure that any requests for further guidance regarding conflicts of interest which relate to the Environmental Services insourcing project are delegated to the Council's [Head of Legal Services]. The types of guidance that could be provided by the Head of Legal Services include:

Guidance on exceptional circumstances which might permit a conflict of interest situation to continue. For example:

- 4.3.1 where a director did not know of the interest and could not be expected to have known;
- 4.3.2 where a director is a director or officer of a parent, subsidiary or associate company;
- 4.3.3 where the conflict is permitted under the articles of association of NewCo.
- 4.3.4 Guidance on situations where it is unclear whether a conflict of interest might arise or has arisen. For example:
- 4.3.5 where a director is asked to comment upon the Environmental Services project in their capacity as councillor;
- 4.3.6 where a director is asked by constituents to oppose a proposed action by NewCo (e.g. planning application).

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

Broadening the scope of current service provision will assist in meeting the aspirations of tenants, leaseholders, elected members and the council as a whole, through the application of a holistic approach to services and commitment to Social Return on Investment (SROI) which, through collaborative working with the new service partner, will contribute to all five of the wellbeing priorities.

Priorities:

- Health – the links between decent housing and health are well documented.
- Economy and Skills – making (SROI) an integral part of the RMI contract will create job opportunities, skills, local supply chains and re-investment of the Slough £.
- Regeneration and Environment – The stock condition survey underpins the RMI commissioning project and will improve the council's ability to effectively manage its assets and invest in sustainable communities through neighbourhood and community projects.
- Housing – providing secure, good quality accommodation will improve health and wellbeing by providing affordable homes for people who live and work in Slough.
- Safer Communities – effective asset management and estates management including implementing re-charges, improving private sector accommodation will ensure effective measures are taken to safeguard vulnerable people, build pride in communities and deal with ASB and enviro crime through joint working with tenants, residents and leaseholders.

Cross-Cutting themes:

Commissioning a good quality, responsive repairs, maintenance and asset management service will ensure the quality of homes and the environment are improved across the borough. Tenants and leaseholders will be encouraged to take civic responsibility for their homes and be held accountable and responsible for their homes and neighbourhoods which will contribute to improving the image of the town.

3b **Five Year Plan Outcomes**

Through the re-commissioning of a comprehensive service for responsive repairs, programmed maintenance and investment to over 7,100 rented and leasehold homes across the borough, ensuring that they are fit for purpose, warm and safe makes a positive contribution to the targets within the Five Year Plan. Whilst the recommissioning of the service is not intended as a cost savings exercise, it does seek to procure a value for money contract, delivering quality services on behalf of the council for its residents. Improving quality of services, applying best value principles, reducing expenditure and exploiting income opportunities all contribute to the Five Year Plan. The new RMI service will embrace the use of new technology and digital media to enhance tenants and leaseholders experience and simultaneously ensure effective contract management, performance management and provide residents with open and transparent access to services.

The specific targets are:

- There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

4. **Other Implications**

(a) Financial

- RMI budget of £100m, HRA funded, over the initial contract term of 7 years, with an option to extend for a further 3 years.
- Opportunities to generate income through establishing a Framework Agreement for other housing providers is being established as part of the RMI project.
- Opportunities for private landlords to procure value for money services from the RMI provider are included within the scope of services.

(b) Risk Management

Risk	Mitigating action	Opportunities	RAG
ITC - There is a risk there will be insufficient resources in IT (SBC/arvato) to support the project implementation of SBC internal requirements before interface/integration with the RMI service partner are fundamental to delivering value for money and robust contract management	<ul style="list-style-type: none"> • Raised at Information Governance Board to ensure prioritised • arvato to call upon specialist capita resources as required 		
ITC - There is a risk that it will not be possible integrate IT systems within the costs and timescales of the project	HRA funded specialist member of staff supporting the RMI project as required	To utilise sophisticated service partner IT systems to deliver enhanced customer service	
Lack of data - insufficient (or no) data resulting in the Council being unable to achieve best value from the market – will prevent effective data analysis essential to develop concise, cost effective programming for future years	Stock Condition Survey commissioned by Neighbourhood Services.	Greater understanding of current stock for programming capital works and consider options appraisal to inform HRA Business Plan review in March 2017	
Legislative Changes - unknown/unquantified legislative changes which may have a negative impact on the objectives e.g. £350k property value threshold for disposal	Keep up to date with key legislation and ensure that any proposed changes are taken into consideration and worked into appropriate plans. Impact on right to repairs on tenure changes considered as part of HRA Business Plan		

Legal Risk of challenge to procurement process	Early engagement of legal and procurement expertise and mitigating actions		
Financial - Final tenders are of a considerably higher value than was anticipated and budgeted for and are therefore outside the affordability envelope	Ensure the procurement documentation is clear about what is a 'must have' and what is subject to dialogue		
Resident Engagement - Failure to effectively consult, engage, and involve residents may attract regulatory intervention that would have a negative impact on the service and the council's reputation and attract financial (or other) penalties.	Consultation and Engagement Strategy developed and Repairs Panel set up. Communications strategy also developed to ensure consistent message communicated to all affected/interested stakeholders.		
Leasehold Engagement - Failure to undertake Section 20 LTA consultation within the appropriate procurement timeframe may cap the recovery of responsive and major repairs costs from leaseholders during the life of the contract	Consultation and Engagement Strategy developed and Repairs Panel set up in conjunction with development of communications strategy.		
Mobilisation - backlog of work which may arise throughout the existing contractor's termination period as they may be less motivated. The impact will be felt on operations and on the mobilisation of the new contractor	Define an exit approach including: <ul style="list-style-type: none"> • close engagement with existing provider • close management of works including timely reporting and enforcement of payment mechanism 		

(c) Human Rights Act and Other Legal

This report has been shared with the project's external legal advisors and we are satisfied there are no Human Rights Act or other legal implications arising from this report.

(d) Equalities Impact Assessment

A full Equality Impact Assessment and action plan have been completed and are monitored/re-assessed regularly throughout the process.

(e) Workforce

There are workforce implications arising from the project. A number of staff will be subject to TUPE arrangements and all affected staff have been, and will continue to be, fully consulted and supported throughout the process.

5. **Background Information**

- 5.1 The expiry of the current contract in March 2016, led to a review of the current repairs and maintenance contract in January 2015. It was agreed that in order to align with the Five Year Plan, greater emphasis would need to be placed on achieving improved financial and performance outcomes, improved cohesion and transparency, greater flexibility, improved customer care, opportunities to generate income and the development of the Slough £, and as such various options would be explored for future reprovision. As part of this, consultation took place with tenants, leaseholders, members, staff and partners with evidence gathered to provide a holistic summary of the aspirations for provision of services in the future.
- 5.2 On 9th March 2015 Cabinet agreed to grant an extension to the existing service provider, Interserve plc, with delegated authority to the Strategic Director, Regeneration, Housing and Resources and the Leader of the Council, to agree a suitable period of extension and allow the Council an opportunity to explore all possible options for future service provision. A deed of variation was agreed, signed and sealed for an extension of the existing contract until 30th November 2017.
- 5.3 A scoping exercise was undertaken and market testing carried out in May 2015, in conjunction with service partners, to establish the future scope and services to be contained within the future contract.
- 5.4 Funding was agreed by Capital Strategy Board on 27th October 2015 to secure the internal and external resources required to support the project until the new contract start date of 1st December 2017.
- 5.5 In November 2015, the RMI Project Board was established to make key project decisions, with the Strategic Director, Regeneration, Housing and Resources, appointed as Project Sponsor, along with a number of other key stakeholders. Noted that membership has since been revised following the departure of the Strategic Director in March 2016, to provide a more strategic oversight of the project, with the Strategic Director, Customer & Community Services undertaking the role of Project Sponsor since that date.
- 5.6 A number of workshops were undertaken throughout January and February 2016, where the vision and objectives, scope and model of the future contract were agreed – the agreed preferred model being a strategic partnership, involving the management and delivery of the repairs, maintenance and investment service by a service partner that would also undertake a collaborative role in asset management and future investment, identify and deliver efficiencies to maximise income generation and commercial opportunities, offer SROI and investment in local communities and the local economy.

An innovative repairs, maintenance and investment service that embraces the use of new technology and digital media to enhance residents' experience of these services and improves the quality of their homes. An independent agency would be established in partnership to review and report on customer care and offer an opportunity to influence and prioritise local aspirations.

An internal client function would monitor the partnership with periodic internal and external audits. Contract management would sit with the Client and Contract Administrator, John Griffiths, and Kamal Lallian will be the Contract Manager. A governance structure which encompasses Neighbourhood Forums to monitor and influence priorities, supported by reports from the Independent Agency is attached at Appendix A.

5.7 In March 2016, the Project Manager (PM) left the Council and an interim PM was appointed until May, when the Neighbourhood Business Services Manager (Kamal Lallian) was asked to take on the role of PM to drive the project forward to meet the challenging procurement deadlines. John Griffiths, Head of Neighbourhood Services was appointed Client and Contract Administrator for the new contract.

5.8 The OJEU notice was published on 3rd June 2016, together with supporting documentation comprising in excess of 90 documents including the draft contract, framework agreement, draft specifications, Pre-Qualification Questionnaire (PQQ) and Invitation to Submit Detailed Solution (ISDS) and noted the following services as in scope:

- Responsive repairs
- Gas repairs and servicing
- Void property repairs
- Mechanical and electrical planned preventative maintenance
 - (i) Communal and emergency lighting
 - (ii) CCTV repairs and maintenance
 - (iii) Sump and water booster pump maintenance
 - (iv) Door entry repairs & maintenance
 - (v) Roof cradles and fall arrest system maintenance
 - (vi) Communal television aerial maintenance
- Statutory compliance services:
 - (i) Asbestos surveys, analysis and removal
 - (ii) Firefighting equipment maintenance
 - (iii) Fire risk assessments
 - (iv) Water hygiene treatment
 - (v) Lightning conductor testing & maintenance
 - (vi) Lift maintenance, including any resulting remedial works, refurbishment or replacement of passenger lifts in housing blocks
- Capital works investment programme comprising a mix of internal and external component renewal and repair
- Garages and environmental programmes
- Pre-paint repairs and cyclical decorations
- Estate services for cleaning and window cleaning

- Contract preliminaries – general facilities, obligations and restrictions relating to the contract
- General requirements – common across all specifications e.g. conduct of employees, service standards, energy management principles etc.
- Resident customer services
 - The vision to deliver excellent customer services to residents using the latest technology
 - An independent agency set up as a social enterprise to modernise, and enhance resident involvement and engagement at a local level, offering residents, Members and key stakeholders with the opportunity to influence priorities to reflect local needs and aspirations. The agency will measure, monitor and report to the Resident Board, Panels and Neighbourhood Forums, and form an integral part of the governance of the RMI contract, allowing residents to monitor and scrutinise service delivery.

- SROI – the means to secure wider social, economic and environmental benefits for Slough including;
 - The service partner publishing a five year community investment plan setting out their commitment and financial investment in the communities, supported by governance arrangements and KPI's
 - Apprenticeships and collaborative working with local education establishments such as East Berkshire College to provide advanced NVQs and apprenticeships
 - Local supply chains to include supporting SME's and social enterprises in delivering services in the Borough and developing their skills and capacity and promote opportunities for local businesses to bid for work
 - Local employment for local people
 - Realistic, sustainable employment and skills development opportunities to disadvantaged people in the Borough e.g. people with learning disabilities, NEET, lone parents, unemployed over 50's and kick-start programmes for unemployed adults
 - Opportunity to create a National Skills Academy in Slough

- Information Technology (IT) – the vision to use information and technology to provide:
 - improved services for tenants and stakeholders
 - technology to deliver transparent and accessible reporting of repairs online and through the use of mobile technology
 - resident engagement and monitoring of customer satisfaction with services using innovative practices
 - transparent service charges
 - recharges for negligence and wilful neglect
 - digitalisation – digital vision for transformation of the services.

- Improved asset management;
 - planned maintenance over responsive repairs through effective analysis and monitoring of repairs using technology and modelling of assets
 - decisions based on accurate, complete and timely data;
 - strategic partnership with service partner to retain viable stock and sustain the Housing Revenue Account (HRA)

- Investment services
 - a key part of the contract is the provision of advice and assistance to the council by the successful service partner in relation to how the council manages its housing stock effectively and efficiently to achieve best value. The successful service partner will be required to provide strategic consultancy advice to the council so as to retain viable stock, sustain the HRA and create additional revenue income generation.
 - Savills have been commissioned to develop the initial 24 months capital investment programme for the RMI service partner upon completion of the stock condition survey in January 2017 and provide technical support to the council, inclusive of review of risk & commitments so as to enable a mobilisation plan and transition from Interserve to new provider

- Income Generation
 - Income generation through the development of a framework agreement and call off contract
 - Offering services to leaseholders such as gas servicing and private sector landlords services

5.9 In response to the OJEU notice, 12 prospective bidders submitted completed PQQ's. Following a robust evaluation process, group moderation and independent moderation, a shortlist of 5 bidders was agreed and invited to participate in the first stage of competitive dialogue which commenced in August 2016. The selected bidders were:

- Kier Services Ltd
- Mears Group Ltd
- Mitie Property Services (UK) Ltd
- Osborne Property Services Ltd
- Willmott Dixon Partnerships Ltd

5.10 A full Members briefing on the outcome of the PQQ process was undertaken on 10th August 2016, together with updates to the Residents Board and Repairs Panel, staff and those in scope of TUPE. The current repairs and maintenance provider, Interserve, were not taken through to the second stage. Mitigation of risk to ongoing service provision has been managed within Neighbourhood Services with the Business Delivery Team, co-locating with the contractor as necessary.

- 5.11 Stage 1 competitive dialogue included specific dialogue sessions on SROI which included the Interim Chief Executive, Commissioner for Housing and Urban Renewal and representatives from the Children's Trust, Adult Learning and Enterprise and Economic Development. Relevant people will be engaged in evaluation of this part of the submissions received.
- 5.12 Service Delivery Solutions were received on 24th October from the 5 bidders in response to the Invitation to Submit Detailed Solution (ISDS) and a robust evaluation and moderation process was undertaken involving, the Client Team, technical, commercial and legal advisors and SBC procurement specialists. A procurement report was presented to the Project Board and decision taken to agree the highest scoring bidders to be taken through to the final stage of the process.
- 5.13 A full Members briefing on the outcome of the ISDS, announcing the 3 bidders, was undertaken on 24th November 2016. As per the PQQ stage, detailed communications were planned to ensure all stakeholders were engaged and face-to-face briefings were held with the Residents Board and Repairs Panel, Housing & Neighbourhoods Staff and those in scope of TUPE. An update was published via internal communications channels. The selected bidders taken to the final stage are:
- Mears Group Ltd
 - Osborne Property Services Ltd
 - Fortem Solutions Ltd
- (note: this is the new name for Willmott Dixon Partnerships Ltd)
- 5.14 Stage 2 of the competitive dialogue process commenced 30th November 2016 and reference site visits were undertaken in December. In January 2017 bidder presentations will be made to residents and members. The dates have been diarised to ensure key stakeholders meet the final 3 bidders and have an opportunity to consider the proposals, ask questions and provide feedback for further competitive dialogue. Members were invited to attend the presentations on Tuesday, 17th January 2017.
- 5.15 The Call for Final Tenders will be issued 27th January 2017 and final bids will be received, evaluated and moderated, with a view to the preferred bidder being identified by 31st March 2017.
- 5.16 Subject to section 20 consultation, feedback and contract signature, mobilisation of the new contract will begin from 1st June 2017.
- 5.17 The key milestones timetable is attached as Appendix 'B', for information.

6. **Comments of Other Committees**

The Neighbourhoods & Communities Scrutiny Panel were presented a progress report on 3rd November 2016 which was positively received and a further update has been requested during mobilisation of the new Service Partner in summer 2017.

7. **Conclusion**

In conclusion, this report highlights the significant progress made since the commencement of the project, and seeks approval for delegated authority to meet the critical milestones of the timetable as detailed at Appendix B.

8. **Appendices Attached**

'A' - Governance Structure for RMI Contract

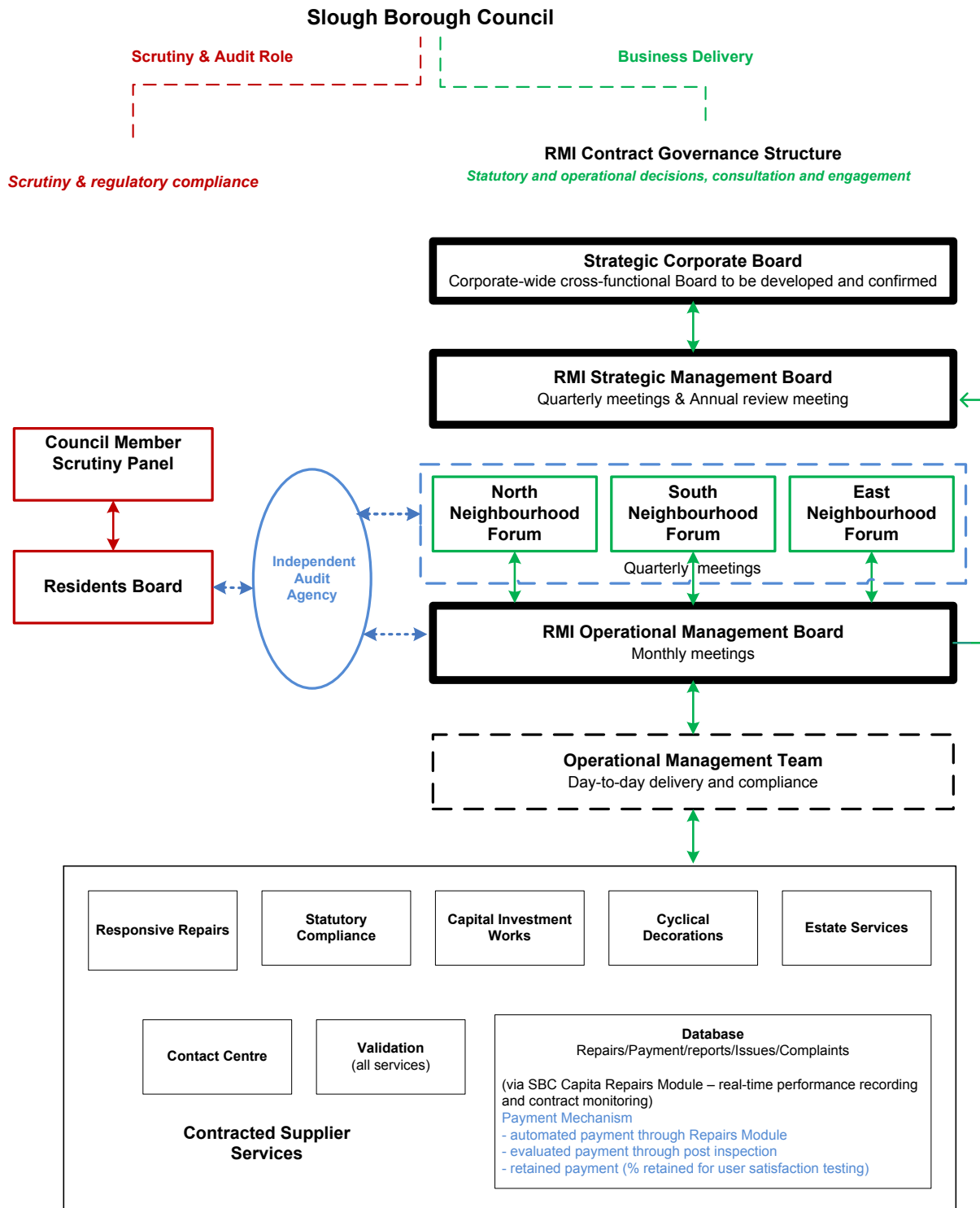
'B' - RMI Key Milestones

9. **Background Papers**

None

RMI Governance Structure

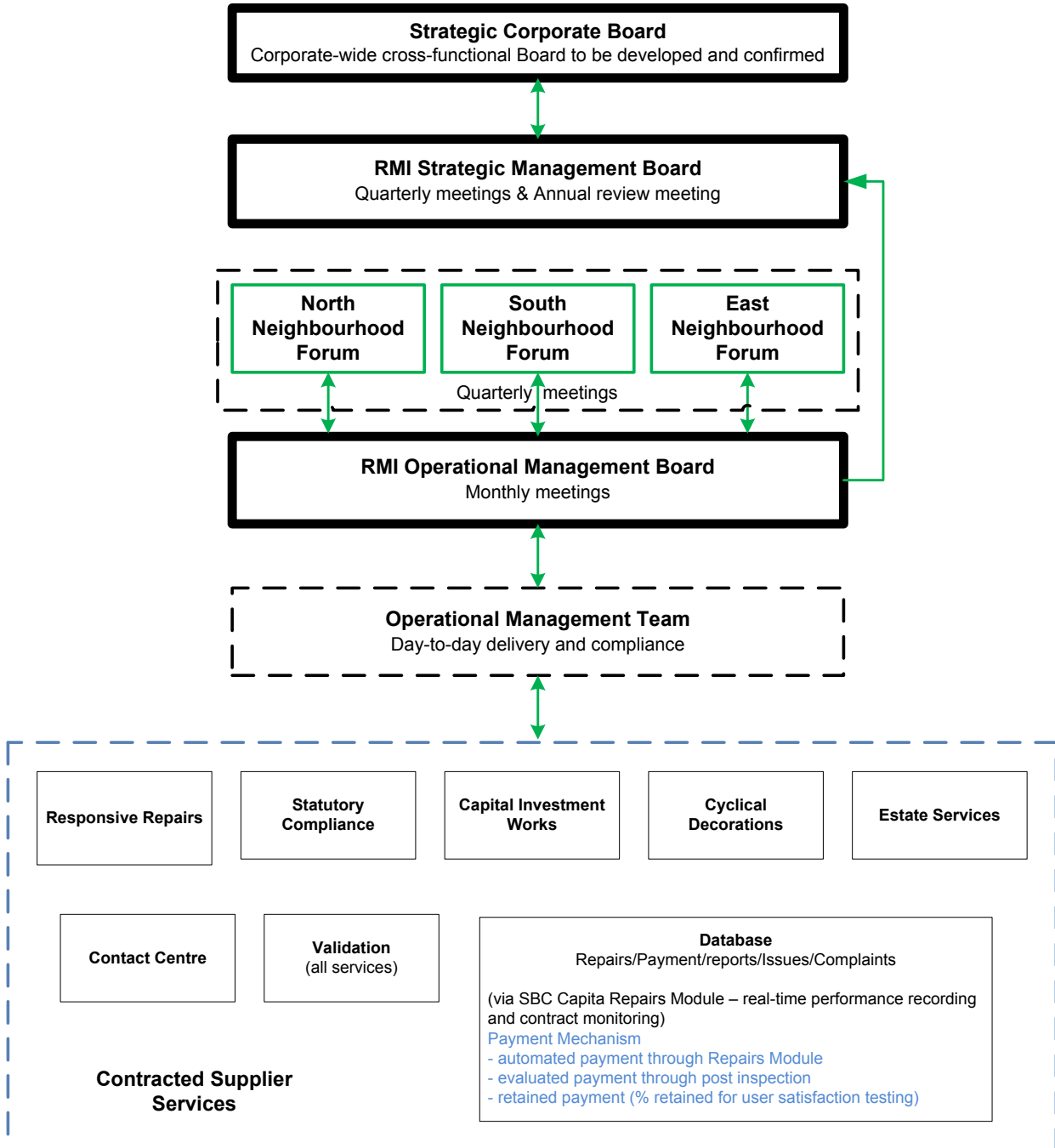
Inclusive of
Client and Service Partner Engagement with Residents
& Client Co-Regulation and Scrutiny



Slough Borough Council

RMI Contract Governance Structure

Statutory and operational decisions, consultation and engagement



Appendix B

RMI TIMETABLE - KEY MILESTONES		
Task Name	Start	Finish
Pre-Procurement	Sun 01/05/16	Tue 31/05/16
Workstream Leads Meeting - final document sign off	Wed 25/05/16	
RMI Project Board - procurement document final review	Thu 26/05/16	
Section 20 consultation - responses evaluated	Sun 29/05/16	Tue 31/05/16
RMI Project Board - procurement documentation sign off for OJEU	Tue 31/05/16	
Populate Data Room	Sun 01/05/16	Tue 31/05/16
Cultural change programme ongoing	Sun 01/05/16	Fri 01/12/17
Highlight Report prepared	Tue 31/05/16	
Procurement Process	Wed 03/06/16	Sun 30/04/17
Start of Procurement Process	Wed 01/06/16	
OJEU Notice Published	Wed 07/06/16	
PQQ Published	Wed 07/06/16	
Bidders Day	Tue 14/06/16	
Project Board Meeting	Thu 19/05/16	Thu 30/11/17
Project Board Meeting	Thu 30/06/16	
Final date for Bidder Submissions	Wed 06/07/16	
Competitive Dialogue Training	Mon 11/07/16	
Client PQQ Evaluation Period	Thu 07/07/16	Fri 22/07/16
Intend Training for PQQ Evaluators	Fri 08/07/16	
Competitive Dialogue Training	Mon 11/07/16	
Staff Briefings	Mon 18/07/16	
PQQ Procurement Moderation	Mon 25/07/16	Fri 29/07/16
Procurement to prepare evaluation report for Project Board	Mon 01/08/16	
Project Board Meeting - to agree Longlist of Bidders (Procurement to attend)	Fri 05/08/16	
Members Briefing on Outcome of PQQ evaluation	Wed 10/08/16	
Procurement to send out letters to successful & unsuccessful Bidders	Wed 10/08/16	
Stock Condition Survey data available in Data Room for Bidders (based on 30% completed surveys)	Wed 10/08/16	
Stock Condition Survey cloned data available in Data Room (Based on 30% completed inspections for purpose of 20 year HRA Business Plan Budget Profile)	Wed 10/08/16	
Communications - Briefing note issued to R&M Panel and Resident Board/Staff Briefing in Neighbourhood News - Update on Progress	from 11/08/16	
Procurement Review of Final docs for ISDS	Mon 08/08/16	Thu 18/08/16
Issue ISDS	Fri 19/08/16	
Dialogue Stage 1 Period	Tue 30/08/16	Thu 29/09/16
Stage 1 Competitive Dialogue Introductory Session with all Bidders	Wed 24/08/16	
Stage 1 First Competitive Dialogue	Wed 31/08/16	Fri 02/09/16
Project Board Meeting	Tue 06/09/16	
Stage 1 Second Competitive Dialogue	Wed 14/09/16	Fri 16/09/16
Stage 1 Third Competitive Dialogue	Tue 27/09/16	Thu 29/09/16
Dialogue stage 1 closes	Fri 30/09/16	
Deadline for Bidders Questions	10/10/2016	

ISDS Evaluation Training by Procurement	Tue 11/10/16	Fri 14/10/16
Stock Condition Survey data available in Data Room (60%)	Wed 12/10/16	
Deadline for ISDS Submission	Mon 24/10/16	
ISDS Evaluation Period	Tue 25/10/16	Fri 18/11/16
Project Board Meeting	Thu 27/10/16	
Procurement Moderation of ISDS	Mon 14/11/16	Fri 18/11/16
Procurement to prepare evaluation report for Project Board	Mon 21/11/16	
Procurement prepare feedback letters for Bidders	Mon 21/11/16	
Project Board - Agree shortlist of Bidders (Procurement to attend)	Tue 22/11/16	
Members Briefing on Outcome of ISDS evaluation	Thu 24/11/16	
TUPE Staff Briefing	Fri 25/11/16	
Procurement to send out letters to successful & unsuccessful Bidders and commence Stage 2 Dialogue with remaining 3 bidders	Fri 25/11/16	
Comms - face-to face briefing with R&M Panel/Residents Board & Staff Briefings	Tue 29/11/16	Tue 29/11/16
Dialogue Stage 2 period	Wed 30/11/16	Fri 25/01/17
Stage 2 First Competitive Dialogue (A,B,C)	Wed 30/11/16	Fri 02/12/16
Site Visits by SBC	Mon 05/12/16	Fri 09/12/16
Stage 2 Second Competitive Dialogue (A,B,C)	Wed 14/12/16	Fri 16/12/16
Stage 2 Third Competitive Dialogue (A,B,C) (includes presentation to Residents)	Tues 10/01/17	Thur 12/01/17
Stock Condition Survey data available in Data Room (85%)	w/c Mon 09/01/17	
Members presentations	Tue 17/01/17	
Leaseholder Forum (Slough Central)	Tue 17/01/17	
Leaseholder Forum (Langley)	Thurs 19/01/17	
Stage 2 Fourth Competitive Dialogue (A,B,C)	Mon 23/01/17	Wed 25/01/17
Cabinet	Mon 23/01/17	
Leaseholder Forum (Burnham)	Thurs 26/01/17	
Dialogue stage 2 closes	Fri 27/01/17	
Procurement to send out letters formally advising Bidders of close of dialogue)	Fri 27/01/17	
Call for Final Tenders	Fri 27/01/17	Dates from this point forward to be reviewed by Project Board
Final Date for Bidder Questions	Fri 10/02/17	
Final Date for Bidder Submissions	Mon 20/02/17	
Client Evaluation of Final Bids	Mon 20/02/17	Fri 17/03/17
Procurement Moderation of Final Bids	Mon 20/03/17	Fri 24/03/17
Prepare Section 20 letters	Mon 27/03/17	Fri 31/03/17
Procurement prepare feedback letters for Bidders/evaluation report	Mon 27/03/17	
Project Board Meeting - to agree Preferred Bidder (Procurement to attend)	Tue 28/03/17	
HRA Business Plan review based on full stock condition survey data	31/03/2017	
Preferred Bidder Stage	Fri 31/03/17	
Preferred Bidder Identified - Unsuccessful Bidders notified and Preferred Bidder notified	Fri 31/03/17	
Approve & send S20 consultation letters for Printing	Fri 31/03/17	
Standstill Period commences (10 clear calendar days)	Tue 04/04/17	Thur 13/04/17
Update to CMT	Wed 05/04/17	
Members Briefing on Preferred Bidder	TBC	
Section 20 consultation (30 calendar days)	Fri 07/04/17	Sun 07/05/17
Standstill Period Ends	Thu 13/04/17	
Cabinet (Significant Decision Update)	tbc	

Review S20 responses & produce summary report	Mon 08/05/17	
Attend Residents Board	date tbc	
Attend Repairs & Maintenance Panel	date tbc	
Staff Briefing including staff in scope of TUPE	date tbc	
Contract Signature	Wed 31/05/17	
Mobilisation Period	Thu 01/06/17	Thu 30/11/17
NCS Scrutiny Panel Update Report	tbc	
Contract Start Date	Fri 01/12/17	

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd January 2017

CONTACT OFFICER: Joe Carter, Assistant Director – Assets, Infrastructure & Regeneration
(For all enquiries) (01753) 875653

WARD(S): All

PORTFOLIO: Housing & Urban Renewal - Cllr Ajaib
 Leader of Council - Cllr Munawar

PART I
NON-KEY DECISION

**ONE PUBLIC ESTATE (OPE) - AUTHORITY & GOVERNANCE FOR PARTICIPATION
 IN THE BERKSHIRE PROPERTY PARTNERSHIP**

1. **Purpose of Report**

- 1.1 To ensure that the correct governance arrangements, including the authority and terms of reference for the Partnership, are in place for the Council in the One Public Estate programme [OPE].

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

The Cabinet is requested to resolve:

- (a) That the Terms of Reference for the Berkshire Property Partnership, at Appendix A, be agreed (the ToR are currently DRAFT, it is hoped that by the time of Cabinet formally adopted ToR will be available).
- (b) The release of any necessary funds to support its requirements and obligations to participate in the OPE programme; noting that such funding will be delivered as a “consideration” under the terms of the agreement and will be contained within existing budget projections.
- (c) That the Interim Chief Executive may delegate to his representative on the working Partnership, authority to make decisions supporting the programme delivery in accordance with the Terms of Reference.

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

- 3.1 The participation in the OPE programme will allow the Council to rationalise its assets and deliver long term savings that will reduce revenue costs thereby reducing the impact of cuts in central government funding and safeguard frontline services that contribute to wider strategic priorities.

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

Individual projects within the OPE programme will be reviewed in line with the Slough Joint Wellbeing Strategy priorities.

3b. **Five Year Plan Outcomes**

The One Public Estate programme will create a mechanism for the Council to not only assemble sites (in partnership with other public bodies) but to release land for housing; and deliver such projects on an improved timescale at the same time as seeking to maximise the value of the Council’s assets and income. All of which delivers on the emerging revised outcomes for the new Five Year Plan.

4 **Other Implications**

a) Financial

The chief executives of the Berkshire Authorities agreed for Wokingham Borough Council to take the lead on a joint pan Berkshire bid to join the fourth phase of the Cabinet Office initiative the One Public Estate.

The bid is called Berkshire Property Group and has been successful in its application and awarded £500,000 of funding to support the objectives and projects of the joint bid. A condition of the award is that funding is matched by participants although it can be in cash or consideration. Therefore, authority to participate and invest in the programme is now required.

b) Risk Management

Risk	Mitigating action	Opportunities
Legal – competing priorities could create delays.	Appoint external solicitors to undertake due diligence and provide comprehensive reports on title, deeds, leases etc, as required.	
Property market risk – property is an inherently riskier asset than other asset classes because of its physical characteristics, which need to be managed and maintained. The Council may not achieve its aims if market conditions significantly worsen	Undertake appropriate due diligence and appoint specialist advisers as required.	Market conditions can go up as well as down, benefits would therefore increase returns during an upturn.
Human Rights	No risks identified	
Health and Safety	No risks identified	
Employment Issues	No risks identified	Review of a shared asset management and/or facilities management service could provide resilience and cost savings

Equalities Issues	No risks identified	
Community Support	No risks identified	
Communications	No risks identified	
Community Safely	No risks identified	
Finance - Abortive costs including legal and survey fees, staff costs, initial feasibility costs.	Whilst efforts will be made to reduce abortive costs it is inevitable that the Council will on occasions incur costs on projects that do not proceed.	
Governance – Poor performance (including our partners)	Introduction of specific procedures relating to OPE, which set out objectives, criteria and delegated authority.	
Performance –	No risks identified	

c) Human Rights Act and Other Legal Implications

There are no equalities issues associated with this report.

d) Equalities Impact Assessment

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

5 **Supporting Information**

Background

- 5.1 The Cabinet Office has, through its Government Property Unit, a programme called the One Public Estate. The programme is now in its fourth round of funding applications and Slough, as part of a pan Berkshire bid, agreed to participate, with Wokingham Borough Council's chief executive taking the lead role in the bidding process. Slough Borough Council [SBC] has been represented on the cross Berkshire Working Group by the Assistant Director – Assets, Infrastructure & Regeneration.
- 5.2 159 councils working across 36 partnerships are set to join the next phase of One Public Estate. Partnerships of councils and the wider public sector have been awarded a total of £7.5m to deliver land and property initiatives, delivering jobs, homes, income and savings.
- 5.3 Launched in 2013, One Public Estate has grown from supporting 12 councils to over 100, all delivering ambitious projects to meet local need.
- Under OPE; existing members are set to deliver over 5 years:
- 36,000 jobs
 - release land for 16,500 homes
 - raise £138 million in capital receipts from land and property sales
 - save £56 million in running cost savings
- 5.4 The Berkshire Property Partnership comprises all the Berkshire Unitary Authorities plus representatives from Health, the Police and the Royal Berkshire Fire and Rescue Service. The core areas of work under consideration are:

5.4.1 Placed Based Projects

These generally look at a geographic area and map out all public assets and seek collaborative ways to deliver services in that locality to drive asset efficiencies, free up capital assets and create jobs and housing. The first area to be considered under this scope is a Slough area project.

5.4.2 Property Based Project

Under this area of work each participant suggested sites where projects could be worked up with one or more party for a combined gain. There were around 30 locations identified in the bid, some of which were from SBC and included the Hub sites at Langley (Trelawney Ave), Britwell (Wentworth Ave) and the former Centre site (Farnham Rd).

5.4.3 Shared or combined professional service unit

The group recognise there is a serious pressure on the public sector's ability to attract, retain and incentivise professional property expertise in the South East. This is due to the opportunities offered in the private sector and the proximity to London. A pooling of resources could be a way of dealing with this challenge and is to be investigated as part of the programme.

5.5 The detailed draft Terms of Reference (being prepared by Place Partnership) are attached at Appendix A.

6. **Comments of Other Committees**

This report has not been considered by any other committees.

Conclusion

7.1 This report seeks approval to agree the Terms of Reference for the Berkshire Property Partnership, as at Appendix A, to deliver a County wide One Public Estate programme. It also seeks to agree for Slough Borough Council to "match fund" activities of the partnership and delegate such expenditure and authority, as necessary, to the Chief Executive (or deputy) as required to fulfil our obligations under the Terms of Reference, whilst noting that such funding will be delivered as a "consideration" under the terms of the agreement and will be contained within existing budget projections.

7.2 The programme as a whole offers a unique opportunity for the public authorities in Slough, and Berkshire, to work together to deliver outcomes locally, regionally and nationally.

8. **Appendices Attached**

8.1 Appendix A – Terms of Reference for the Berkshire Property Partnership
Appendix B – Funding breakdown

9. **Background Papers**

None

BERKSHIRE PROPERTY PARTNERSHIP

TERMS OF REFERENCE

Background

An informal collaboration of public sector owners and occupiers of land and property assets in Berkshire was set up to facilitate application for One Public Estate funding (under OPE Phase 4) and to otherwise identify collaborative opportunities for achieving economic growth, more integrated and customer-focussed service delivery, capital receipts and reduced running costs.

Having been successful in the funding bid it is now necessary for the Berkshire Property Partnership's governance to be formalised, which is a pre-requisite to receipt of said funding. It is also necessary for Berkshire Property Partnership to commit to implementation of the Services & Assets Delivery Plan which was included within the bid application. Said 'Delivery Plan' is attached at Appendix 1.

Structure and support

Berkshire Property Partnership ('BPP') is an Operational Partnership Board, established to oversee and implement the day-to-day roll-out of its One Public Estate ('OPE') Programme. It consists of both a Chair and also operational leads nominated by each BPP member organisation, whose role is to represent said member organisation ('the partners'), to promote BPP's aims and to work together collaboratively to both devise and implement BPP's delivery plans and other OPE-related objectives.

To support and oversee the BPP, each of the partners' Chief Officers will meet as the Berkshire Partnership Executive Group ('BPEG') every second month, in the cycle of the existing Berkshire local authorities' Chief Executives' meeting. The locations of these meetings will alternate between the partners around the County and will be formally administered and recorded.

This two-tier governance structure is intended to provide strong programme leadership, driving pace and unblocking issues where they may arise. Progress reports are to flow to the BPEG via BPP's Chair, who is to be a nominated BPEG representative. Andy Couldrick, Chief Executive of Wokingham Borough Council, is currently BPP's Chair. He also represents Wokingham Borough Council as 'Lead Authority' for OPE purposes.

A Non-Executive Board will also be consulted via BPEG, ensuring that elected members, the Office of the Police & Crime Commissioner, the NHS, Fire Authority and other agency stakeholders are involved, informed and able to influence the programme as it develops.

Frequency and notice of meetings

BPP will meet monthly, unless otherwise agreed, with meetings scheduled to last 90 minutes and to be hosted by the Lead Authority. A notice, agenda and any supporting papers will be circulated at least 5 days in advance of the meeting by the Secretary of the Meeting, who will be supplied by the Lead Authority and who will take the minutes of each meeting.

A quorum will be at least six members. Operational leads may send a substitute should they be unable to attend.

Chair

BPP's appointed Chair shall:

- Facilitate discussions in support of BPP's aims and objectives
- Seek to resolve any issues which may delay delivery of BPP's strategic objectives/plans
- Ensure that the decision-making process is informed, fair and appropriately minuted
- Report progress to both the BPEG and OPE representatives as required.

Every six months a new Vice Chair will also be appointed from amongst the BPP members to stand in for and assist the Chair in carrying out these duties if and when reasonably required.

Member responsibilities

- To develop and implement a County wide borderless common estate strategy
- To pro-actively identify opportunities for service transformation, co-location (including but not limited to multi-agency hubs) and regeneration
- To seek to identify potential strategic development sites within and outside public ownership
- To commit to and manage delivery of the Berkshire One Public Estate programme
- To seek to maximise overall grant funding and other available strategic funding, and to explore alternative or innovative funding models to drive economic regeneration and growth across the region in support of the overall strategic brief
- To explore innovative models for delivering housing and employment at pace
- To embrace BPP's suggested principles of partnership working

Principles of partnership working

Key principles shall include:

- Collaboration - adopting a constructive, co-operative and pro-active approach to delivering OPE outcomes
- Mutuality – understanding the common purpose with mutual benefit for the partners and BPP
- Commitment – committing appropriate resources in support of BPP's objectives whether in kind or financially (within reason)
- Clarity – being clear about objectives, roles and accountabilities
- Openness – being open about any difficulties in partnership working
- Benefits realisation – quantifying the added value derived from partnership working
- Fairness – partners will not seek to profit from each other
- Sovereignty – recognising that asset ownership and related decision-making remains with individual partners.

Accountability

Unless otherwise agreed by BPEG (and in accordance with each partners' normal governance arrangements), BPP does not have any statutory or delegated powers other than in relation to the application for and allocation of external funding awarded to BPP.

[Last amended 12/01/2017]

Its focus is on consultation and influence to achieve shared priorities and vision. It is recognised that any course of action that BPP agrees will have implications for partner organisations and these will need to be fully approved through their normal governance arrangements. It will be the responsibility of each partner to ensure compliance with their own governance procedures.

Membership and representation

Those partners engaged to date are as follows:

Partner	BPEG Representative	Operational Lead
Local Government Association		Mike Brough OPE Regional Adviser
Homes & Communities Agency		Catherine Turner Head of Public Sector Land South West
Thames Valley Local Enterprise Partnership	Tim Smith Chief Executive	
West Berkshire Council	Nick Carter Chief Executive	Richard Turner Property Services Manager
Reading Borough Council	Simon Warren Interim Managing Director	Giorgio Framalico Head of Planning, Development & Regulatory Services
Wokingham Borough Council (Lead Authority)	Andy Couldrick Chief Executive (also BPP Chair)	Chris Gillett Service Manager, Strategic Assets
Bracknell Forest Council	Timothy Wheadon Chief Executive	Steve Caplan Chief Officer: Property
Slough Borough Council	Roger Parkin Interim Chief Executive	Joe Carter Assistant Director - Assets, Infrastructure & Regeneration
Royal Borough of Windsor & Maidenhead	Alison Alexander Managing Director	Chris Hilton Director of Development & Regeneration
Royal Berkshire Fire & Rescue Service	Andy Fry Chief Fire Officer	Alex Brown Strategic Property Manager
Thames Valley Police	Nicola Ross Assistant Chief Constable	Peter Smith Strategy & Assets Manager
Berkshire Healthcare NHS Foundation Trust	Julian Emms Chief Executive	Greg Scott/Mark Davison Director of Estates & Facilities
NHS Property Services	Elaine Hewitt Chief Executive	

[Last amended 12/01/2017]

Berkshire West CCGs Federation	Cathy Winfield Chief Officer	Rebecca Clegg Acting Chief Finance Officer
Berkshire East CCGs Federation	John Lisle Accountable Officer	Nigel Foster Director of Finance & Performance
Frimley Health NHS Foundation Trust	Sir Andrew Morris Chief Executive	John Smith Project Manager

Partner representatives will need to ensure that they have delegated authority from their organisations to make decisions on behalf of that organisation.

Aims

With the support of the BPEG, the intention of the BPP is to pursue a collaborative approach to the strategic management of public sector land and property assets across the County, with a view to:

- Achieving enhanced value from the public estate for members of BPP and wider stakeholders including the community;
- Driving savings through more effective property planning, use and management and to release surplus assets for re-development;
- Aligning the public estate to future delivery requirements of the wider public sector where practical;
- Facilitating change in public service delivery through better use of less property, facilitating joined up service delivery with the development of multi-agency hubs wherever practicably possible;
- Promoting and, where practical, facilitating or enabling Place Making within local communities aligned to One Public Estate objectives, implementing a programme of Area Reviews;
- Promoting regeneration of surplus/vacant publicly owned land and property assets across Berkshire to improve provision of new housing and new employment opportunities;
- Facilitating the associated infrastructure growth in support of the overall regeneration brief;
- Exploring greater collaborative working on facilities management taking advantage of the procurement and purchasing power opportunities afforded by viewing the public estate as a borderless common estate.
- Establishing a Memorandum of Understanding initially, but also scoping the options for a single, joined up service vehicle for delivering Operational Property and Facilities Management leading to operational efficiencies, recognising that not all partners may want to participate directly or from the outset.
- Implementing identified quick wins, developing relationships, progressing more strategic/complex projects and generally identifying new opportunities in support of overall One Public Estate objectives.

Berkshire One Public Estate Programme

For the avoidance of doubt, the Berkshire OPE programme must include, but is not limited to, implementation of the detailed Services & Assets Delivery Plan submitted as part of BPP's bid for funding under OPE Phase 4. Said Delivery Plan includes the following key elements:

[Last amended 12/01/2017]

1. Progressing & accelerating the 14 major projects identified;
2. Area Reviews in Slough, Reading, Wokingham & Bracknell to drive delivery of co-location, asset rationalisation and integrated health & social care (it is noted that a number of potential projects have already been identified for consideration as part of these reviews);
3. Scoping for a multi-agency property vehicle, initially with an FM focus.

Engagement with new & existing stakeholders is also vitally important.

Any additional delivery plans, amendments or objectives agreed by BPP will be minuted.

Funding

Allocation of funding under OPE Phase 4 is both based on the Delivery Plan and subject to agreement with OPE representatives. The proposed breakdown of the Phase 4 award of £500,000 is included at Appendix 2.

The funding breakdown may be subject to change, as agreed between OPE representatives and Berkshire Property Partnership from time to time.

Decisions concerning the proposed allocation of any new funding or in the event that a re-allocation of existing funding is required at any time will be determined by a quorum of BPP members, and by reference to a suitable scoring/prioritisation process. Any dispute or lack of decision will be referred to BPEG for determination.

Implementation timeline

A programme for Delivery Plan implementation is to be developed and updated no less than quarterly.

Appendix 1: Phase 4 Services & Assets Delivery Plan

The relevant Services & Assets Delivery Plan for Phase 4 is attached at Appendix 1 to these Terms of Reference.

Appendix 2: Funding Breakdown as at 11/01/17

The funding breakdown may be subject to change, as agreed between OPE representatives and Berkshire Property Partnership from time to time, but the latest breakdown is attached at Appendix 2 to these Terms of Reference.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd January 2017

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

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Munawar

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 endorsed.

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' - Current Notification of Decisions – published 23rd December 2016.

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 JANUARY 2017 TO 31 MARCH 2017

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.

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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 Munawar |
| • Education & Children's Services and Health & Social Care (& Deputy Leader) | Councillor Hussain |
| • Housing & Urban Renewal | Councillor Ajaib |
| • Environment and Leisure | Councillor Bal |
| • Regulation and Consumer Protection | Councillor Sohal |
| • Transport and Highways | Councillor Matloob |
| • Digital transformation & Customer Care | Councillor Sharif |

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](#).

Cabinet - 23rd January 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Five Year Plan 2017-2021</u></p> <p>To consider the revised Five Year Plan 2017-21, and if approved to recommend to full Council on 31st January 2017.</p>	F&S	All	All	Tracy Luck, Assistant Director Strategy & Engagement Tel: 01753 875518	-	None		
<p><u>Finance Update</u></p> <p>To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		
<p><u>Performance Report 2016/17</u></p> <p>To receive the latest performance information and project updates.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		
<p><u>Medium Term Financial Planning Update and Savings Proposals</u></p> <p>To consider an update on the Council's medium term financial planning position and consider any further savings proposals as part of the development of the revenue budget 2017-18.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		

Portfolio Key – F&S = Finance and Strategy, DT = Digital Transformation, E & L = Environment and Leisure, E & C = Education and Children, T & H = Transport & Highways, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, H & U = Housing & Urban Renewal

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

<p><u>HRA Rents and Service Charges 2017/18</u></p> <p>To seek approval of the Housing Revenue Account rent and service charge changes for 2017/18.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None HRA Rents and Service Charges 2017/18		
<p><u>Setting up an Environmental Services Company</u></p> <p>To seek approval for the Council to set up an Environmental Services & Highways company, and under a Teckal exemption for the authority, to discharge a series of statutory duties to the new company. These services include waste collection, street cleaning, public realm and highways. There will also be an explanation of the proposed company including a draft governance structure and recommend of company structure. There will also be a request to seek approval over positions to take the Commissioner, Funder and Shareholder roles.</p>	T&H, E&L		All	Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207	-	None Setting up an Environmental Services Company	√	
<p><u>RMI Contract - Progress Update</u></p> <p>To consider a report updating the Cabinet on the procurement of a Repairs, Maintenance & Investment contract and to determine the shortlist of bidders.</p>	H&U	All	All	Mike England, Interim Strategic Director Regeneration, Housing & Resources Tel: 01753 875301	-	None		Yes, p3 LGA

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Italics – Performance/Monitoring Report

<p><u>One Public Estate - Authority & Governance for participation in the Berkshire Property Partnership</u></p> <p>To consider a report on the governance arrangements, including the authority and terms of reference for the Partnership, for the Council's place in the One Public Estate programme [OPE].</p>	H&U, F&S	All	All	Joe Carter, Assistant Director Assets, Infrastructure and Regeneration Tel: (01753) 875653	-	None One Public Estate - Authority & Governance for participation in the Berkshire Property Partnership	√	
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	DT	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		

Cabinet - 6th February 2017

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Finance Update</u></p> <p>To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		

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Italics – Performance/Monitoring Report

<u>Medium Term Financial Strategy 2017-2021</u> To consider, and if agreed, to recommend to Council the Medium Term Financial Strategy for 2017/18.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	Overview & Scrutiny, 02/02/17	None		
<u>Treasury Management Strategy 2017/18</u> To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2017/18.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	Overview & Scrutiny Committee, 02/02/17	None		
<u>Capital Strategy 2017-2022</u> To consider, and if agreed, to recommend to Council the Capital Strategy for the period between 2017 to 2022.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	Overview & Scrutiny Committee, 02/02/17	None		
<u>Revenue Budget 2017/18</u> To agree the recommendations to be made to Council on the 2017/18 Revenue Budget, including setting the Council Tax.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	Overview & Scrutiny Committee, 02/02/17	None		
<u>Slough Housing Strategy</u> To consider the new Slough Housing Council, and if approved to recommend the document to full Council on 31 st January 2017.	H&U	All	All	Mike England, Interim Strategic Director Regeneration, Housing & Resources Tel: 01753 875301	-	None		

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<p><u>Trelawney Avenue Redevelopment Plan Progress Report</u></p> <p>To consider a final report on the community hub proposals forming the Trelawney Avenue Redevelopment Plan, subject to necessary progress being made on the business case.</p>	H&U	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA
<p><u>Regulation of Investigative Powers Act (RIPA) Policy and Use</u></p> <p>The purpose of the report is for Members to sign off the updated policy and to note the use of the RIPA powers by the local authority, which are in line with guidance and our enforcement policy.</p>	R&C	All	All	Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 477912	-	None	√	
<p><u>Local Welfare Provision</u></p> <p>To approve the Local Welfare Provision scheme for 2017/18.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	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>	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None References from Overview & Scrutiny		
<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 Notification of Forthcoming Decisions		

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Italics – Performance/Monitoring Report

Cabinet - 20th March 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Finance Update</u></p> <p>To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None	√	
<p><u>Re:FIT Programme</u></p> <p>The programme will help SBC improve the energy performance of buildings to achieve substantial guaranteed annual cost savings. The project also contributes to the delivery of Outcome 7 in the Council's Five Year Plan, along with the targets set in the Carbon Management Plan 2015-2020.</p>	E&L	All	All	Jason Newman, Environmental Quality Team Manager	-	None Re:FIT Programme	√	
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	DT	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	√	

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