

Date of issue: Friday, 10 March 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, 20TH MARCH, 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

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

1. Declarations of Interest

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

The Chair will ask Members to confirm that they do not have a declarable interest.

All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

2.	Minutes of the Meeting held on 6th February 2017	1 - 12	-
3.	Financial Report - Month 10 2016/17	13 - 28	All
4.	Performance and Projects Report: Q3 2016-17	29 - 40	All
5.	SEN and PRU Expansion Needs and Proposals - Next Phase	41 - 60	All
6.	Redevelopment of Old Library Site	61 - 72	Central
7.	Tuns Lane Regeneration Project	73 - 84	Chalvey
8.	Housing Options Appraisal Update	85 - 90	All
9.	Procurement of Fleet for Environment Services Local Authority Controlled Company (LACC)	91 - 104	All
10.	Welfare Policies	105 - 144	All
11.	Statutory Equality Objectives	145 - 150	All
12.	References from Overview & Scrutiny	To	All
13.	Notification of Forthcoming Decisions	Follow	All
14.	Exclusion of Press and Public	151 - 162	All

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



AGENDA
ITEM

REPORT TITLE

PAGE

WARD

(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

- | | | | |
|-----|--|-----------|---------|
| 15. | Redevelopment of Old Library Site - Appendices One to Three | 163 - 170 | Central |
| 16. | Schools Expansion Programme Update | 171 - 198 | Chalvey |

Press and Public

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

The Council allows the filming, recording and photographing at its meetings that are open to the public. 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, 6th February, 2017.

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

Also present under Rule 30:- Councillors Anderson, Chahal, Nazir, Plenty, Strutton and Swindlehurst

Apologies for Absence:- None.

PART 1

105. Declarations of Interest

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

106. Minutes of the Meeting held on 23rd January 2017

Resolved – That the minutes of the meeting of the Cabinet held on 23rd January 2017 be approved as a correct record.

107. Financial Report - Month 9 2016-17

The Leader of the Council introduced a report that provided Cabinet with the forecast financial information for 2016/17 to the end of December 2016. The overspend had been further reduced to £0.837m and it was anticipated that a breakeven position would be achieved by year end.

The Assistant Director Finance & Audit highlighted that the previously reported overspend in adult social care had been reduced to an estimated £0.859m by year end, a fall of £0.14m on the previous month, and the department was continuing to scrutinise expenditure and explore underspends elsewhere in the directorate. There had been an increase in the forecast overspend in Housing and Environment due to a corporate pension adjustment which was being examined.

The main area of underspend remained in Customer and Community Services, which helped offset overspends elsewhere in the Council. The improved delivery of the capital programme had continued with expected spend of £119m against the budget of £134m. The slippage of 11% was a considerable improvement on historic trends. The Housing Revenue Account continued to show a forecasted surplus of £0.396m.

The Cabinet considered and approved the write off requests detailed in paragraph 9 of the report. Commissioners noted that £0.7m of council tax credits had been written back into the accounts during the period.

Resolved –

- (a) That the current financial forecast and the ongoing work by departments to reduce the overspend be noted.
- (b) That the write offs contained in section 9 of the report be approved.

108. Treasury Management Strategy 2017-18

The Leader of the Council introduced a report which sought approval to recommend the draft Treasury Management Strategy 2017/18 to full Council on 23rd February 2017. It was a requirement to produce a strategy in line with Chartered Institute of Public Finance and Accountancy (CIPFA) codes and through regulations; and the Council was assisted by treasury management advisors Arlingclose.

The Assistant Director Finance & Audit reported that the Council currently had £209m of borrowing, and investments of between £72m and £82m on average throughout the year. It was confirmed that the Council's need to borrow, measured by the Capital Financing Requirement, complied with the relevant provisions of the CIPFA prudential code. The Council's treasury management performance had been strong in recent years and no major changes to the current policy were being proposed for 2017/18.

Commissioners discussed a number of issues including the balance of risks and controls, particularly in relation to the strategic acquisitions programme. The Cabinet was assured that the relevant controls were in place and the Assistant Director was comfortable with the risk profile.

Councillors Anderson and Swindlehurst addressed the Cabinet under Rule 30 and commented on the increase in borrowing in the past six months totalling £32m; the revenue pressure of this additional borrowing; housing issues; and the imminent maturity of two loans. A request was made for benchmarking information on the Council's comparative treasury management performance and it was agreed that this would be circulated to Members in attendance.

At the conclusion of the discussion, the Cabinet agreed to recommend the Treasury Management Strategy 2017/18 to full Council on 23rd February 2017.

Recommended – That the Treasury Management Strategy for 2017/18 be approved.

109. Capital Strategy: 2017/2023

The Leader of the Council introduced a report that sought agreement to recommend the Capital Strategy 2017/23 to full Council on 23rd February 2017. The programme totalled £297m worth of investment, comprised of £221m of General Fund expenditure and £75m in the Housing Revenue Account.

The Assistant Director Finance & Audit explained the key elements of the programme and detailed how it would be financed, including the revenue implications of borrowing and the use of £11m in Section 106 receipts. The new items in the programme included expansions to primary and secondary schools; the new leisure centre development and refurbishment of other facilities; a major housing investment programme; and regeneration schemes such as two new hotels on the Old Library Site and the development of the Thames Valley University site. The Community Investment Fund (CIF) budget for 2017/18 was proposed to increase to £1.050m to spend on neighbourhood enhancements and other schemes identified by Members. It was noted that the CIF figure in Appendix A would be amended to the revised figure of £1.050m.

Commissioners' attention was drawn to the proposed change in Minimum Revenue Provision policy set out in section 6 of the report. The changes to move to the annuity asset life method had been proposed following a review and had been recommended by the Council's financial advisors. The effect was a credit of approximately £3.6m over 10 years arising from previous overprovision. Speaking under Rule 30, Councillor Anderson asked for clarification of the figures stated in the Capital Strategy report and provision made in the Revenue Budget and this was explained by the Assistant Director Finance & Audit.

Speaking under Rule 30, Councillor Swindlehurst queried why the proposed Cippenham Community Centre extension had been removed from the capital programme. It was responded that the business case had not been approved and the Member was invited to contact the Leader directly for further information.

At the conclusion of the discussion, the Cabinet agreed to recommend the Capital Strategy 2017/23 to full Council.

Recommended –

- (a) That the capital strategy of £297m and the Minimum Revenue Provision be approved and Recommended to full Council.
- (b) That it be noted that the notional costs of borrowing for the capital programme to the revenue budget would be an increase of up to £4.2m per annum commencing during the period of the capital strategy to fund borrowing.
- (c) That the principles underpinning the capital programme in paragraph 5.1.2 and the Minimum Revenue Provision principles be approved.
- (d) That Appendices A and B to the report detailing the capital programmes be approved (subject to these having approved Final Business Cases by the Capital Strategy Board).

110. Revenue Budget 2017/18

The Leader of the Council introduced a report and appendices detailing the proposed Revenue Budget 2017/18 that set out how the Council would achieve a balanced budget for the coming year. The Leader stated that the proposed budget, to be recommended to Council on 23rd February, was balanced, realistic and fit for purpose. It protected front line Council services despite the continued significant reductions in Government grants.

It was proposed that the level of Council Tax for 2017/18 increase by 4.71% which was comprised of passing on the 3% Adult Social Care precept and 1.71% for the Council to invest in other services. Commissioners recognised the pressures nationally on social care budgets attributed to historic underfunding and noted that the budget included growth of £1.1m to reflect demographic change and to help meet the increasing demand of people with complex needs. The savings proposals detailed in Appendix A to the report were reviewed and Commissioners commented on the use of profits from Slough Urban Renewal and the capitalisation of highways maintenance.

The Assistant Director reported that the Overview & Scrutiny Committee had scrutinised the budget papers on 2nd February 2017 and had recommended that the Cabinet reconsider the proposed increases of up to 20% in some burial and cemetery fees. The Commissioner for Regulation & Consumer Protection responded that the increases had been previously built into the budget and had followed a benchmarking exercise with neighbouring authorities. The costs in Slough would generally remain below neighbouring areas and the Commissioner provided the Cabinet with details of comparative rates. The Chair of Overview & Scrutiny, Councillor Nazir, explained the concerns of the Committee, and the Cabinet gave careful consideration to the points raised. It was proposed and agreed that further consideration be given to addressing the concerns regarding the increases in some of the burial and cemetery fees and that a specific ring-fenced reserve be set aside for this purpose.

Councillors Anderson, Strutton and Swindlehurst addressed the Cabinet under Rule 30 and made a number of comments on various aspects of the budget including the relative growth and savings in adult social care and the use of the precept; the use of income from Slough Urban Renewal to offset other savings; the impact of the capitalisation of the highways repair budget and the revenue costs of higher borrowing. The Director of Adult Social Care clarified the position on the adult social care budget within the context of the four year transformation programme. In response to a question from a Member, specific assurance could not be provided about free transport for service users but the service would work with each person on an individual basis to best meet their needs. The Assistant Director Finance & Audit responded to the other matters raised before the Leader summarised the discussion.

At the conclusion of the debate, it was agreed that the Revenue Budget 2017/18 be recommended to full Council on 23rd February 2017, noting that

further consideration would be given to address the concerns raised about the fee increases for some burial and cemetery services.

Recommended –

That the budget as set out in the report be approved, noting that the Thames Valley Police Authority and the Royal Berkshire Fire Authority are still to confirm their final council tax precept requirements and:

Council Tax Resolution – In relation to the Council Tax for 2017/18

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2018 is as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 19 December 2016 Cabinet calculated the following Tax Base amounts for the financial year 2017/18 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
- (i) 41,174.7 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2017/18; and
 - (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2017/18:

a)	Parish of Britwell	840.7
b)	Parish of Colnbrook with Poyle	1,866.4
c)	Parish of Wexham	1,329.6
- (c) That the following amounts be now calculated for the year 2017/18 in accordance with sections 31A to 36 of the Act:
- (i) £406,981,084 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);
 - (ii) £ 354,279,115 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);
 - (iii) £52,701,969 being the amount by which the aggregate at paragraph c(i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);

- (iv) £1,279.96 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
- (v) That for the year 2017/18 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £223,349 representing the total of Parish Precepts for that year.
- (vi) £1,274.54 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.
- (vii) Valuation Bands

Band	Slough Area	Parish of Britwell	Parish of Colnbrook with Poyle	Parish of Wexham Court
	£	£	£	£
A	849.69	44.06	32.93	24.48
B	991.31	51.41	38.42	28.56
C	1,132.92	58.75	43.91	32.64
D	1,274.54	66.10	49.40	36.72
E	1,557.77	80.79	60.38	44.89
F	1,841.00	95.47	71.36	53.05
G	2,124.23	110.16	82.33	61.21
H	2,549.08	132.19	98.80	73.45

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

- (viii) That it be noted that for the year 2017/18 the Thames Valley Police Authority precept has been increased by 1.99%. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £
A	113.52
B	132.44
C	151.36
D	170.28
E	208.12
F	245.96
G	283.80
H	340.57

These precepts had not been formally proposed or agreed by the Thames Valley Police at the time of the report being presented.

(ix) That it be noted that for the year 2017/18 the Royal Berkshire Fire Authority has been increased by 1.99% as the following amount in precept issued to the Council, in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Royal Berkshire Fire Authority £
A	41.66
B	48.60
C	55.55
D	62.49
E	76.37
F	90.26
G	104.15
H	124.98

These precepts had not been formally proposed or agreed by the Royal Berkshire Fire Authority at the time of the report being presented.

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

Band	Slough	Office of the Police and Crime Commissioner (OPCC) for Thames Valley	Royal Berkshire Fire Authority	TOTAL
	£	£	£	£
A	849.69	113.52	41.66	1,004.87
B	991.31	132.44	48.60	1,172.35
C	1,132.92	151.36	55.55	1,339.83
D	1,274.54	170.28	62.49	1,507.31
E	1,557.77	208.12	76.37	1,842.26
F	1,841.00	245.96	90.26	2,177.22
G	2,124.23	283.80	104.15	2,512.18
H	2,549.08	340.57	124.98	3,014.63

- (xi) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiii) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.

Fees and Charges –

- (e) That the increase in Fees and Charges as outlined in Appendix F to the report for 2017/18 be approved, noting that further consideration would be given to addressing the concerns raised by the Overview & Scrutiny Committee regarding the increases in some of the burial and cemetery fees and that a specific ring-fenced reserve be set aside for this purpose.

Pay Policy –

- (f) That the Pay Policy outlined in Appendix M to the report be noted for Council approval.

111. Reference from the Audit & Corporate Governance Committee - Risk Management Strategy

The Cabinet considered a reference report from the Audit & Corporate Governance Committee recommending that the revised Risk Management Strategy be approved. This set out how the Council would identify, assess and manage risk to meet both legislative requirements and best practice. After due consideration, the Cabinet agreed to approve the document as set out at Appendix A to the report.

Resolved – That the Risk Management Strategy, as attached at Appendix A to the report, be approved.

112. Regulation of Investigative Powers Act (RIPA) Revised Policy and Activity Report

The Commissioner for Regulation & Consumer Protection and the Head of Consumer Protection & Business Compliance introduced a report that sought approval for the revised Regulation of Investigatory Powers Act (RIPA) policy and updated Members on the activity during 2016.

It was noted that the surveillance powers under the Act were rarely used, but they were essential to enable the Council to investigate and enforce where appropriate to protect residents and businesses from the impacts of crime. The powers had only been used once in 2016. The policy set out a clear process to grant such powers and no major changes were proposed to the previously agreed policy.

After due consideration, the Cabinet approved the revised policy and noted the activity report.

Resolved – That the revised policy and guidance be approved and that the RIPA activity during 2016 be noted.

113. Slough Basin Option Report

The Commissioner for Housing & Urban Renewal introduced a report that updated the Cabinet on the consultation process relating to the grant of a conditional option to Slough Urban Renewal over Council land at Slough Basin for a 243 unit housing development.

The relevant public notices had been placed and it was confirmed that no objections had been received. Commissioners were therefore asked to reaffirm the decision taken at the meeting held on 17th October 2016 to grant the conditional option. It was noted that a follow up report would be presented to Cabinet later in 2017 on the design and tenure mix and to seek approval to dispose of the site on the basis of a best value valuation. In view of the fact that no objections had been received, the Cabinet reaffirmed the decision and agreed the recommendations as set out in the report.

Resolved –

- (a) That it be noted that the council exchanged in December 2016 on the conditional acquisition of Stoke Wharf builder merchants from Travis Perkins Plc for the existing industrial use value with anticipated completion in June 2017;
- (b) That having received no objections in response to notices made in the local newspaper, to reaffirm the decision to grant of an option to SUR in regards to part of the Public Open Space at Bowyer Playing Fields;
- (c) That the decision be reaffirmed to delegate authority to the Interim Strategic Director of Housing, Regeneration and Resources, following consultation with the Cabinet member for Housing & Urban Renewal and the Leader of the Council, to negotiate an SBC option over any potential Private Rented Sector (“PRS”) units promoted within the scheme; and
- (d) To note that a report will be presented to Cabinet towards the end of 2017 that clarified the design and tenure mix and would seek approval to dispose of the site on the basis of a best value valuation.

114. References from Overview & Scrutiny

Reference from Overview & Scrutiny, 2nd February 2017: Revenue Budget 2017/18

The Cabinet considered the recommendation to review proposed increases to burial and cemetery fees and charges during item 6 of the agenda (Minute 110 refers).

Reference from Neighbourhoods & Community Services Scrutiny Panel, 17th January 2017: Slough Road Network – Alternative Provisions to Market Lane

The Cabinet considered the following matters referred from the Neighbourhoods & Community Services Scrutiny Panel from it's meeting on 17th January relating to the closure of Market Lane:

1. The Panel recommend that, given the fact that only permanent counters are currently collecting data relating to the impact of the bridge closure, Cabinet ends the experimental scheme at the first opportunity.
2. The Panel recommend that Slough Borough Council develop a package based on the reopening of Market Lane and a realigned bridge (as offered by High Speed Two Limited (HS2)).

The Commissioner for Transport & Highways commented that recommendation 1 was effectively redundant as the road had reopened at the end of January following the six month period of closure previously agreed by the Cabinet. In relation to recommendation 2, the Commissioner provided assurance that the Council would continue to negotiate with relevant bodies to

secure the best possible mitigation package. In response to a question from the Leader, the Commissioner reiterated that any funding secured would directly support schemes for Langley.

The Chair of the Neighbourhoods & Community Services Scrutiny Panel, Councillor Plenty, and Councillor Swindlehurst addressed the Cabinet under Rule 30 and highlighted a number of issues including the inadequacy of the information provided to the scrutiny panel; perceived lack of engagement from Transport for Slough; and the need to work with local MPs to lobby for improvements that would resolve long standing traffic issues in the locality. The Leader confirmed that he would be happy to engage with MPs and other relevant parties to secure the best outcome for Langley and Slough more widely. The Leader and the Commissioner confirmed that the Council would continue negotiations with HS2 and Western Rail Link to Heathrow and the Cabinet noted the recommendations from the Panel.

Resolved – That the recommendations of the Neighbourhoods and Community Services Scrutiny Panel (17th January 2017) on the matter of the possible alternative provisions for the local road network in the Market Lane area be noted.

115. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Decisions published on 6th January which set out the decisions expected to be taken by the Cabinet over the next three months.

Resolved – That the published Notification of Decisions for the period between February and April 2017 be endorsed.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.03 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th March 2017

CONTACT OFFICER: Neil Wilcox. Assistant Director: Finance & Audit (Section 151)
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Councillor Munawar, Commissioner for Finance & Strategy

PART I
NON-KEY DECISION

FINANCIAL REPORT – MONTH 10 (2016-17)**1 Purpose of Report**

To provide Cabinet with the latest financial forecast as at Month 10 (January 2017) for the 2016-17 financial year and to approve the write offs contained within this report.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the latest financial forecast and the ongoing work by departments to reduce the over spend be noted.
- (b) That the write offs listed in paragraph 9 of the report be approved.

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 helps to ensure that it is efficient, effective and economic in everything it does.

The report helps achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of 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

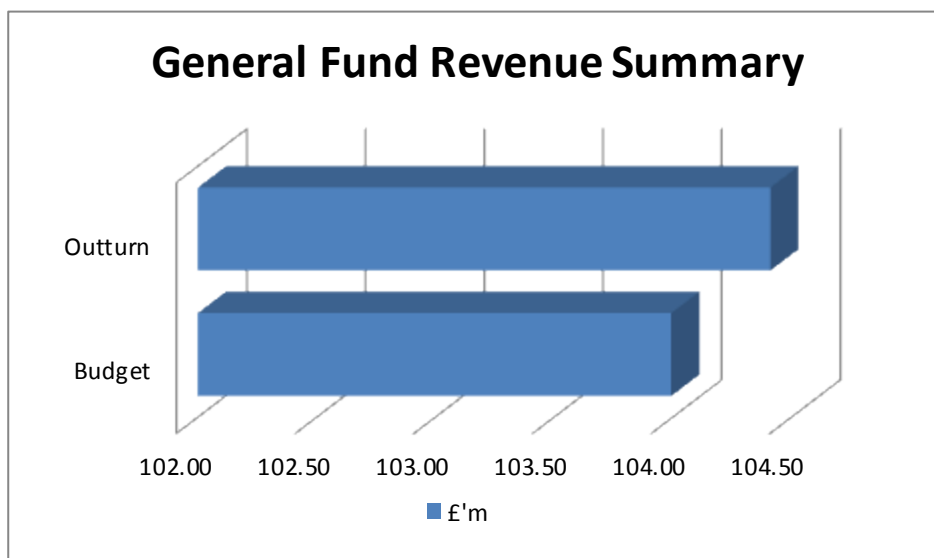
(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

5 **Key Messages**

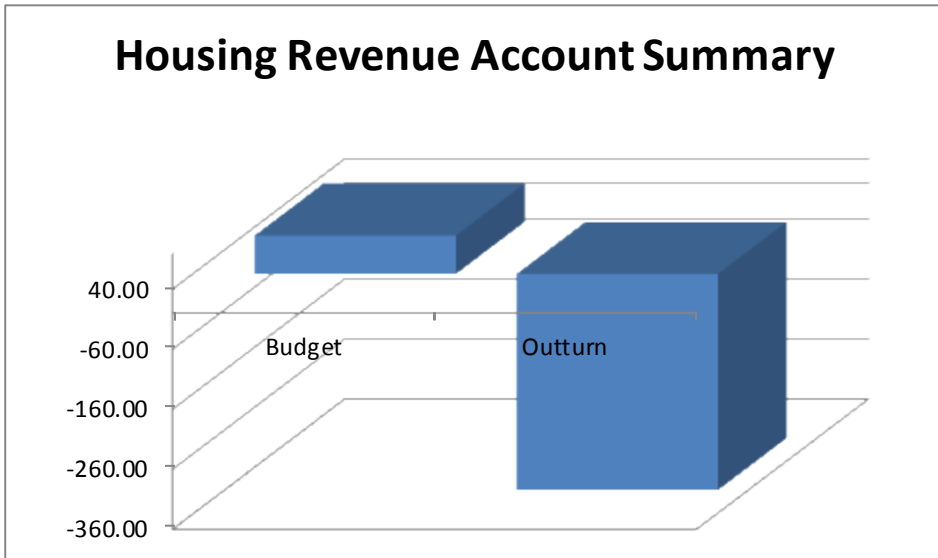
5.1 **General Fund**

- 5.1.1 The Council is forecasting an overspend of **£0.418m** as at Month 10 (January) on its General Fund. This is exactly 50% less than the overspend reported in Month 9 (December), when the Council was forecast to over spend by **£0.837m**. This reduction is explained in more detail in paragraph 6 and is summarised in the graph below



5.2 **Housing Revenue Account (HRA)**

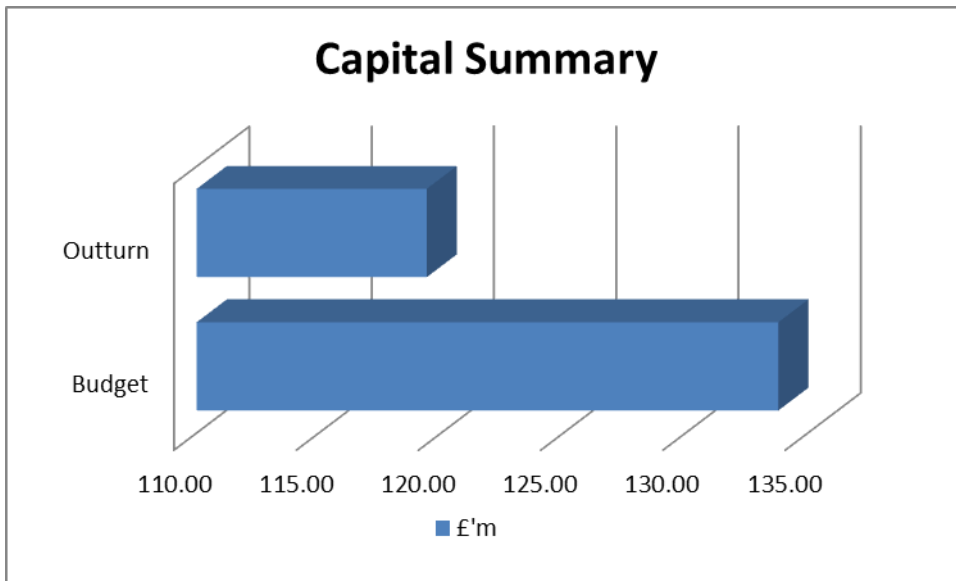
- 5.2.1 The Housing Revenue Account for 2016/17 was originally expecting a deficit of **£0.064m**. As at the end of period 10 the forecasted net outturn remains a surplus of **£0.396m**, a net variance of £0.460m as shown below. This is the same as it was last month.



5.2.2 Further details on the HRA is given in paragraph 6.8

5.3 Capital

5.3.1 The overall (HRA and General Fund) consolidated capital programme for 2016/17 is **£133.8m**. As at the end of period 10 the forecast net outturn is estimated to be **£119.4m** which is just under 90% of the funds available and net variance of **£14.383m** (11%).



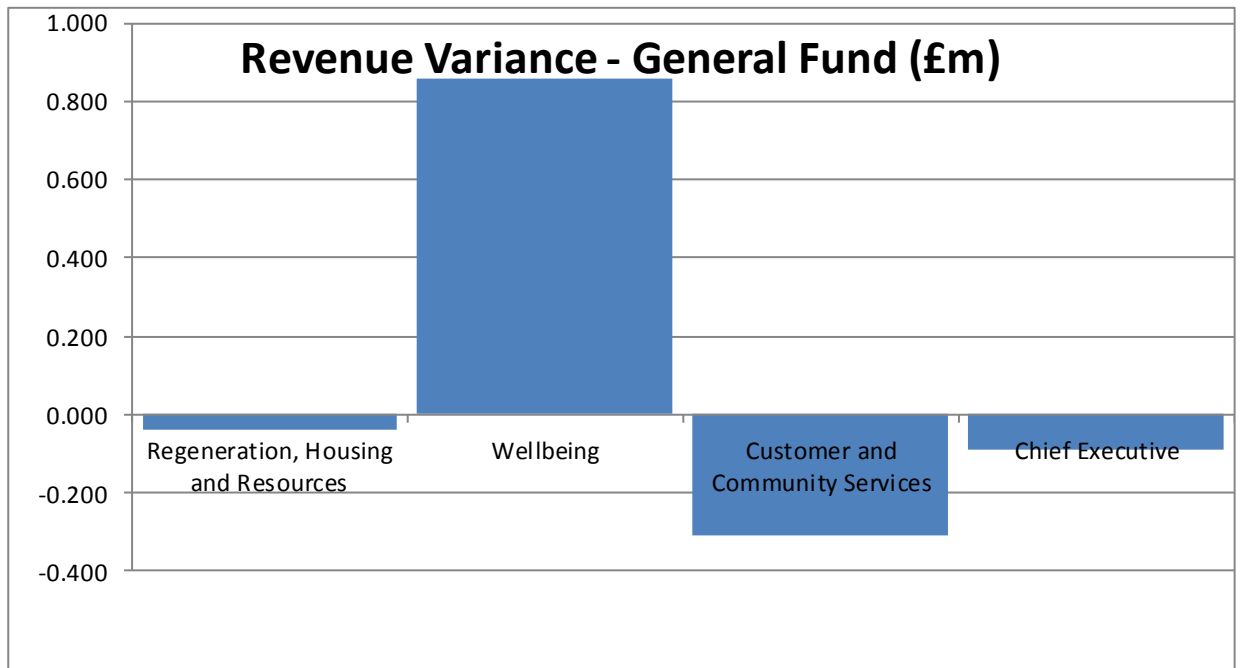
Further details are given in paragraph 7 below.

EXECUTIVE REPORT

6 Revenue Expenditure

6.1 Outturn by Directorate

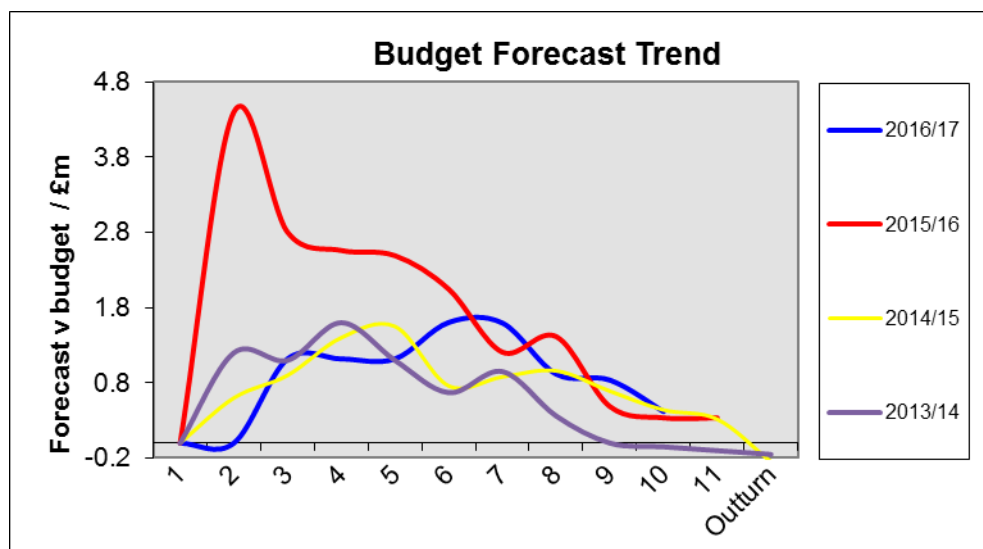
Period 10 forecast outturn by Directorate is summarised below



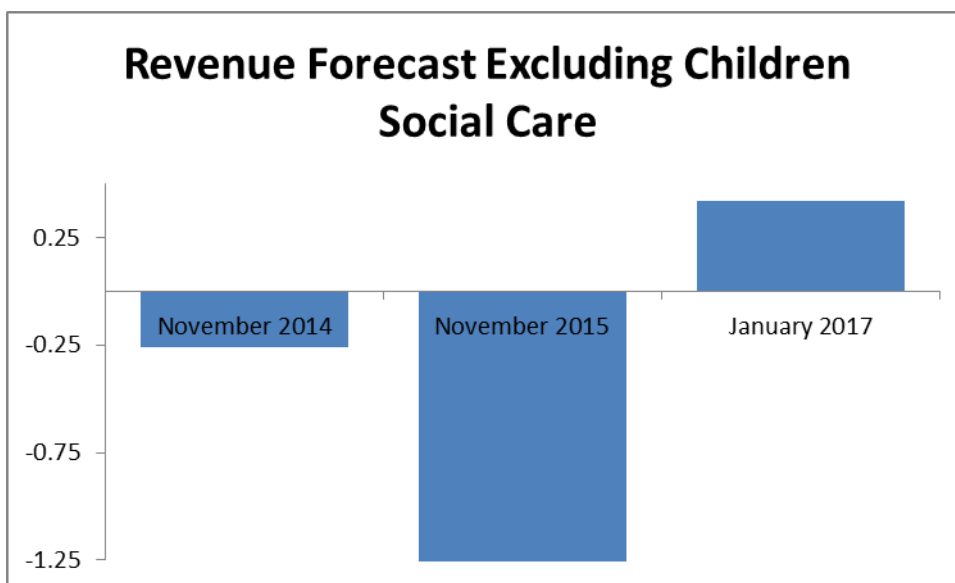
The significant overspend on Adult Social Care within the Wellbeing Directorate continues to be the main cause of the Council's overall net overspend.

6.2 Outturn Trend

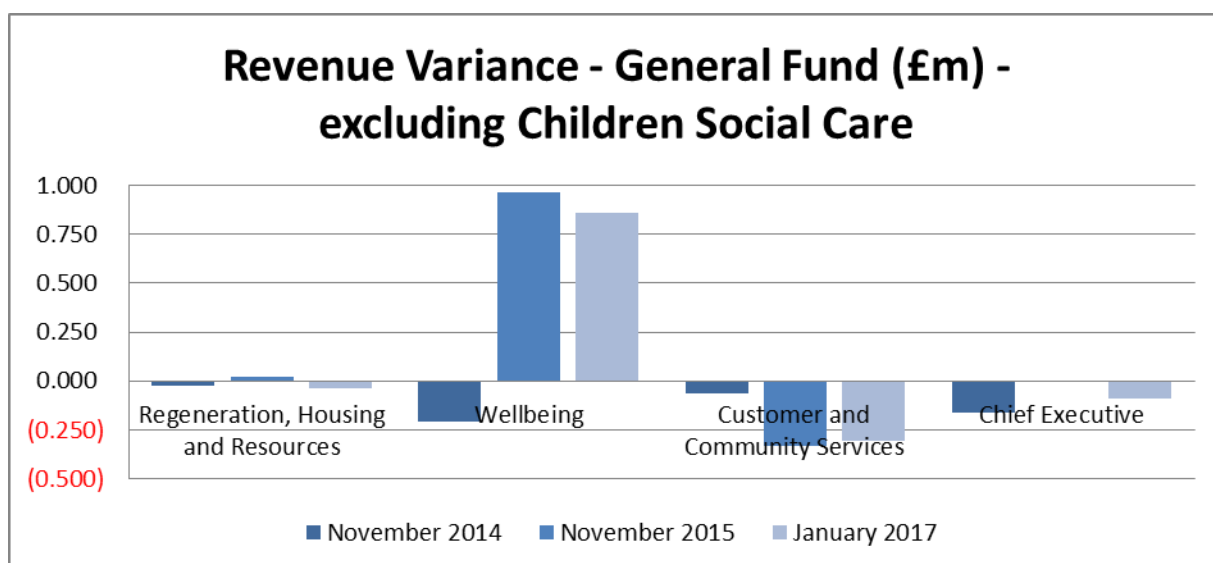
The current overspend forecast of **£0.418m** is the lowest reported for the current year. The trend over the past year along with those over the previous 4 years can be seen below.



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 Wellbeing Directorate

The overspend on the Wellbeing service remains at **£859k** this is due entirely to the pressure on the Adult Social Care budget. The main Adult Social Care pressures is on the domiciliary care budgets due to increasing levels of need for existing clients. The service has contained the pressure to the current level although significant risks remain.

6.4 Customer and Community Services

The service's latest forecast an under spend of **£308k**, this is a significant movement from the previous month due to a reforecast and reassessment of income for the Cemeteries & Crematorium as well as Licencing.

The net underspend is mainly credited to an increased volume of work on capital projects, mostly for schools and leisure, which has generated additional income. When the additional income is offset against the extra costs associated with this increased activity a net saving of nearly £600k will be achieved this year.

However the service also has a significant pressure of over £700k 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.

6.5 Regeneration, Housing and Resources

This directorate is forecasting a near breakeven position. The underspend of **£0.039m** is significantly lower than the nearly £1m overspend reported last month. This movement is due to two large one off income amounts that have been identified this month. These are income from Capital developments of **£420k** plus income relating to the SUV of **£460k**.

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.

6.8 Housing Revenue Account

The Housing Revenue Account for 2016/17 is unchanged this month. It was originally expecting a deficit of **£0.064m** but the current forecast is for a surplus of **£0.396m**. a net variance of £0.460m as shown below.

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)

7 Capital Expenditure

7.1 The Council expects to spend 89% of the total capital programme by the end of the 2016/17 financial year. The analysis by Directorate of this spend as at Month 10 is as follows.

	Revised Budget	Actual Dec- 2016	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	£000s
Resources	58,354	21,441	63,883	-9%
Education and Wellbeing	20,382	18,662	18,706	8%
Customer & Community Services	27,148	6,697	14,312	47%
Chief Executive	33	0	24	27%
Housing Revenue Account	17,957	10,105	17,101	5%
Affordable Housing	9,920	3,256	5,385	46%
Total	133,794	60,185	119,411	11%

7.2 The complete capital programme can be seen in Appendix B

8 Virements

8.1 There have been no Virements during period 10.

9 Write Offs

9.1 A net total of £228k of has been written back onto accounts during period 10 (January 2017). This is summarised in the table below and members are requested to approve these transactions.

SLOUGH BOROUGH COUNCIL WRITE-OFF SCHEDULE					
Reason	NNDR	Council Tax	Sundry Debtors	Housing Benefits	Total
	£	£	£	£	£
Unable to trace / Absconded	14,795.09	6,128.70	0.00	0.00	20,923.79
Deceased		60.14	0.00	3.60	63.74
Statute Barred / Unable to Enforce	0.00	0.00	81,937.50	19,668.16	101,605.66
Bankruptcy	8,214.74	0.00	0.00	0.00	8,214.74
Dissolved/Proposal to Strike/Liquidation etc	126,860.64		0.00		126,860.64
Misc. (including uneconomical to pursue)	1,765.91	76.28	0.00	1,416.21	3,258.40
Credit Balances	0.00	-33,376.57			-33,376.57
TOTAL	151,636.38	-27,111.45	81,937.50	21,087.97	227,550.40
Pre April 2012	6,899.65	-22,087.02	0.00	19,668.16	4,480.79
Post April 2012	144,736.73	-5,024.43	81,937.50	1,419.81	223,069.61
TOTAL	151,636.38	-27,111.45	81,937.50	21,087.97	227,550.40

10 Conclusion

- 10.1 The Council overspend is currently forecast to be **£0.418m** at year end. This is a reduction of **£419k** during period 10. The Council remains committed to delivering services on budget during 2016/17 and a break even position is expected at year end.

11 Appendices Attached

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

12 Background Papers

- '1' - Supporting working papers held in finance

Period 10 - January 2017

Service	Net Current Budget	Projected Outturn	Variance: Over/ (Under) Spend	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Wellbeing					
Adult Social Care and Health Partnerships	31.051	31.910	0.859	0.859	0.000
Children, Young People and Families Services	29.514	29.511	(0.003)	0.000	(0.003)
Central Management	0.424	0.424	0.000	0.000	0.000
Public Health	(0.435)	(0.435)	0.000	0.000	0.000
Total Wellbeing	60.554	61.410	0.856	0.859	(0.003)
Total Schools	(0.337)	(0.337)	0.000	0.000	0.000
Total Wellbeing and Schools	60.217	61.073	0.856	0.859	(0.003)
Customer and Community Services					
Community and Skills	2.596	2.081	(0.515)	-0.530	0.015
Wellbeing & Community	3.052	3.509	0.457	0.037	0.420
Planning and Building Control	0.551	0.494	(0.057)	-0.015	(0.042)
Enforcement and Regulation	1.174	1.297	0.123	-0.010	0.133
Improvement and Development	0.407	0.359	(0.048)	-0.048	0.000
Transactional Services	7.778	7.778	0.000	0.000	0.000
Contracts, Commissioning & Procurement	1.752	1.484	(0.268)	-0.325	0.057
Total Customer and Community Services	17.310	17.002	(0.308)	-0.891	0.583
Regeneration, Housing and Resources					
Strategic Management	0.160	0.160	0.000	0.000	0.000
Corporate Resources	0.006	(0.454)	(0.460)	0.000	(0.460)
Housing and Environment	14.419	15.348	0.929	1.015	(0.086)
Assets, Infrastructure and Regeneration	8.483	7.975	(0.508)	-0.027	(0.481)
Total Regeneration, Housing and Resources	23.068	23.029	(0.039)	0.988	(1.027)
Chief Executive					
Chief Executive	0.342	0.374	0.032	0.000	0.032
Strategic Policy & Communication	2.222	2.239	0.017	0.000	0.017
Professional Services	1.281	1.141	(0.140)	-0.119	(0.021)
Total Chief Executive	3.845	3.754	(0.091)	-0.119	0.028
Total Corporate	(0.445)	(0.445)	0.000	0.000	0.000
Total General Fund	103.996	104.414	0.418	0.837	(0.419)
% of revenue budget over/(under) spent in total			0.4%		

Appendix B

2016-17 CAPITAL SPEND - GENERAL FUND

Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
Education Services							
P051	Primary Expansions (Phase 2 for 2011)	7,829	6,028	7,829	0	0%	
P076	Town Hall Conversion	5,000	2,023	5,000	0	0%	Some slippage. Expected to be completed later in 17-18 than originally expected
P093	Schools Modernisation Programme	1,458	1,169	1,458	0	0%	
P101	SEN Resources Expansion	600	366	600	0	0%	
P749	Children's Centres Refurbishments	40	15	40	0	0%	
P783	Schools Devolved Capital	142		142	0	0%	
P856	Haymill/Haybrook College Project	10	0	10	0	0%	
P673	DDA/SENDA access Works	50	0	50	0	0%	
	Youth/Community Centres Upgrade	25	0	25	0		Taken out due to low prioritisation matrix
P123	2 year old expansion programme	314	171	314	0	0%	
P153	Special School Expansion- Primary,Secondary & Post 16	680	177	680	0	0%	Programme moved from being completed in 17-18 to 18-19
P142	Children's Centres IT	18	14	18	0	0%	
P131	School meals provision	135	0	135	0	0%	
P095	Secondary Expansion Programme	630	178	630	0	0%	Part of programme slipped to 17-18, with further significant build increases anticipated to 2020-21
	PRU Expansion	20	0	20	0	0%	Programme now expected to be completed in 18-19 rather than 18-19
P146	Arbour Park	0	8,521	0	0	#DIV/0!	Monitored with P145
Total Education Services		16,951	18,662	16,951	0		

Customer & Community Services							
Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
P083	Cemetery Extension	1,521	1	762	(760)	-50%	Project will not be completed in 16-17; 50% 16/17 50% 17-18
P107	Repairs to Montem & Ice	104	37	75	(29)	-28%	
P873	Crematorium Project	2,360	1,322	2,860	500	21%	Approx £500 overspend expected
P145/61	Financial System Upgrades	1,164	1,378	1,378	214	18%	
P088	Baylis Park Restoration	318	353	353	35	11%	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
TBA	Bloom Park Regeneration Project	0		0	0	#DIV/0!	To start in 17/18
P105	Civica E-Payment Upgrade	20		0	(20)	-100%	completed
P784	Accommodation Strategy	121	164	164	43	36%	completed
	Expansion of DIP Servers	150	150	150	0	0%	Project has been completed - bills not yet in from avarto
	IT Disaster Recovery	821	821	821	0	0%	Project has been completed - bills not yet in from avarto
	Cippenham Green	500		0	(500)	-100%	No longer required
	Hub Development	200		100	(100)	-50%	£100k slipped to 17/18
TBA	Big Belly Bins	0	0	0	0	#DIV/0!	Green Gym will be completed by end of year
P578	Digital Transformation Phase 1	165		165	0	0%	to be spent 16/17
TBA	Mayrise Insourcing	56		56	0	0%	156k total £100k in 17/18
TBA	CAFM System	0					to be spent in 17/18
P084	IT Infrastucure Refresh	310	256	310	0	0%	
P084	Replacement of SAN	148		148	0	0%	Project has been completed - bills not yet in from avarto
P871	Community Investment Fund	1,011	190	190	(821)	-81%	
P875	CCTV Relocation	77	15	77	0	0%	
P162	Community Leisure Facilities	150	0	200	50	33%	
TBA	Langley Leisure Centre						To start in 17/18
P146	Arbour Park Community Sports	9,245		3,076	(6,169)	-67%	Now monitor with P146 in Education Services
P165	Leisure Centre Farnham Road	5,100	1,427	780	(4,320)	-85%	Slipped into 17-18
P164	New Ice	3,550	583	2,593	(957)	-27%	Slipped into 17-18
Total Customer & Community Services		27,148	6,697	14,312	(12,837)		

Wellbeing							
Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
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.
TBA	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 Wellbeing		3,431	0	1,755	(1,676)		
Chief Executive							
Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
P109	Superfast Broadband	33	24	24	(9)	-27%	No further spend expected. Completed
Total Chief Executive		33	24	24	(9)	(0)	

Resources, Housing and Regeneration							
Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
P006	Disabled Facilities Grant	840	127	364	(476)	-57%	Budget should have been £364k. BCF revenue included in error
P068	Street Lighting Improvement Phase 2	0	(75)	0	0	#DIV/0!	All under P160
P069	Highway & Land Drainage Imprmts	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	1,837	1,837	648	54%	
P128	Corporate Property Asset Mgmt	250	186	250	0	0%	
P111	Major Highways Programmes	854	605	845	(9)	-1%	
P160	Major Highways Programmes	4,602	5,539	4,602	0	0%	70% funded by DFT. 30% SBC. Also administer spend for Wokingham and Reading which is fully refunded.
P728	Highway Reconfigure & Resurface	497	213	497	0	0%	
P869	Chalvey Hub	143	12	11	(132)	-92%	No further spend expected - complete
P881	Colnbrook By-pass	131	0	0	(131)	-100%	Programme slipped - will spend in 17-18
P127	Demolitions	320	80	600	280	88%	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 soon - rest to be set off against an outstanding debt for Uxbridge Rd and therefore not required
P116	Windsor Road Widening Scheme	0	22	22	22	#DIV/0!	Completed
P163	Purchase 81-83 High Street	685	567	685	0	0%	Completed by end of march
TBA	Pendeen Court	2,450		2,450	0	0%	To be completed 16/17 per NC
P149/ P098	A332 Windsor Road Widening Scheme LEP/Other	6,173	550	1,000	(5,173)	-84%	£5,178 slipped to 17/18
P148	A355 Tuns Lane LEP Transport	6,528	39	6,000	(528)	-8%	Project completed, costs to be allocated by year end
P144	Slough MRT	4,130	6,865	4,130	0	0%	Costs include some P148
	Flood Defence Measures SBC/EA	100		0	(100)	-100%	Will not be spent in 16-17. Grant received, so move to 17-18
P135	Plymouth Road (dilapidation wks)	305	13	120	(185)	-61%	£120k in 16-17 and 17-18
P137	Relocation of Age Concern	19	1	19	0	0%	To be completed 16/17
P155	Air Quality Monitoring	167	7	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
	Northborough Park	250		0	(250)	-100%	No longer required
	Redevelopment of Thomas Grey	2,050		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 Mgmt-Fleet Challenge	600	0	90	(510)	-85%	Programme slipped but will go ahead.
P168	Re-fit Programme	75	0	75	0	0%	
	Car Club		0	0			
P157	Burnham Station LEP	1,960	182	500	(1,460)	-74%	£1,450k slipped into 17-18
	Langley Station LEP	0		0	0	#DIV/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	74	65	(85)	-57%	
	LTP Implementation Plan	400		0	(400)	-100%	All slipped into 17-18
P172	TVU development	0	37	2,500	2,500	#DIV/0!	First payment in 16-17, then 3 further payments until Sept 19
P156	Strategic Acquisition fund	16,890	4,510	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, and remainder carried forward (£5,382m).
P159	Hotel development	0	7	7			To start in 2018-19
TBA	Compulsory Purchase Order Reserve						Possible required in 17/18 if needed
TBA	Fire Risk Assessment						To start in 2017-18
TBA	A4 Cycle	415		0	(415)	-100%	To start in 2017-18
Total Regeneration, Housing & Resources		58,354	21,441	63,883	5,522		
TOTAL GENERAL FUND		105,917	46,824	96,925	(9,000)		

Appendix B

2016-17 CAPITAL SPEND – HOUSING REVENUE ACCOUNT

Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
Decent Homes							
P544 (4601)	Boiler Replacement	1,001	1,483	1,483	482	48%	P544 monitored as a total
P544 (4602)	Heating / Hot Water Systems	320	440	440	120	38%	P544 monitored as a total
P544 (4603)	Insulation programmes	788	2,633	4,000	3,212	408%	P544 monitored as a total
P552A	Front / Rear Door replacement	66	337	337	271	411%	
P558A	Kitchen Replacement	2,158	218	218	(1,940)	-90%	All non urgent work stopped pending RMI renegotiation
P558B	Bathroom replacement	1,096		0	(1,096)	-100%	All non urgent work stopped pending RMI renegotiation
P558C	Electrical Systems	476		0	(476)	-100%	All non urgent work stopped pending RMI renegotiation
P559A	Roof Replacement	336	616	616	280	83%	All non urgent work stopped pending RMI renegotiation
P559B	Structural	152		0	(152)	-100%	
	Total Decent Homes	6,393	5,727	7,094	701		

Planned Maintenance - Capital							
P541	Garage Improvements	275	75	200	(75)	-27%	
P548	Mechanical Systems /Lifts	(74)	20	60	134	-181%	
P545	Capitalised Repairs	0	0	0	0		
P551	Security & Controlled Entry Modernisation	135	1	35	(100)	-74%	
P564	Darvills Lane - External Refurbs	0	0	0	0		
P565	Estate Improvements/ Environmental Works	817	228	500	(317)	-39%	£217k slipped to 17/18
P569	Replace Fascias, Soffits, Gutters & Down Pipes	379	701	900	521	137%	Asbestos work drives demand. Overspent as a result.
P573	Upgrade Lighting/Communal Areas	128	167	270	142	111%	Moved £60k from Communal doors (P553 monitored together)

Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
P573A	Communal doors	75		15	(60)	-80%	Moved £60k to lighting
P573B	Balcony/Stairs/Walkways	130		0	(130)	-100%	(P553 monitored together)
P573C	Paths	130		0	(130)	-100%	(P553 monitored together)
P573D	Store areas	91		0	(91)	-100%	(P553 monitored together)
	Sheltered /supported upgrades	500		0	(500)	-100%	
Total Planned Maintenance - Capital		2,586	1,192	1,980	(606)		

Other							
P546	Environmental Improvements (Allocated Forum)	298	0	0	(298)	-100%	
P406	Stock Condition Survey	1,600	192	1,600	0	0%	
P407	Commissioning of Repairs Maintenance and Investment	1,509	326	1,509	0	0%	
P405	Tower and Ashbourne	4,415	1,980	3,773	(642)	-15%	Anticipated spend includes 5 leases where the offer has been accepted but not completed or paid and 4 where they have not been accepted.
P547	Major Aids & Adaptations	167	91	156	(11)	-7%	
P575	Affordable Homes	9,920	3,256	5,385	(4,535)	-46%	
P779	Britwell Regeneration	989	597	989	(0)	0%	
Total Other		18,898	6,442	13,412	(5,486)		

TOTAL HRA	27,877	13,361	22,486	(5,391)		
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GRAND TOTAL CAPITAL PROGRAMME	103,794	60,185	119,411	(14,383)	89%
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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th March 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 – Q3 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 33 projects on the portfolio, which are graded according to Project magnitude as Gold (7), High (13), Medium (3) or Low (10).

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 end of quarter 3 report to 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

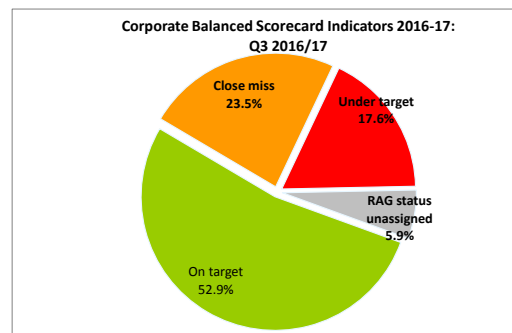
6. Corporate Scorecard Performance Measures

6.1. This is the third quarter presentation of the Five Year Plan (YP) Performance Scorecard, relating to the period October to December 2016.

6.2. The existing 17 performance measures have been realigned to the new five priority outcomes agreed in the revised Five Year Plan.

6.3. Going forward, further work to be carried out agreeing the performance measures with robust targets to the newly agreed five priority outcomes and key actions.

6.4. The latest position of the Council's balanced scorecard demonstrates that at the end of quarter 3, an overview of the Council's performance was as follows:



6.5. Currently 16 of the 17 indicators (94.1%) have been assigned a RAG status of either 'Red' (3, 17.6%), 'Amber' (4, 23.5%) or 'Green' (9, 52.9%). For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

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

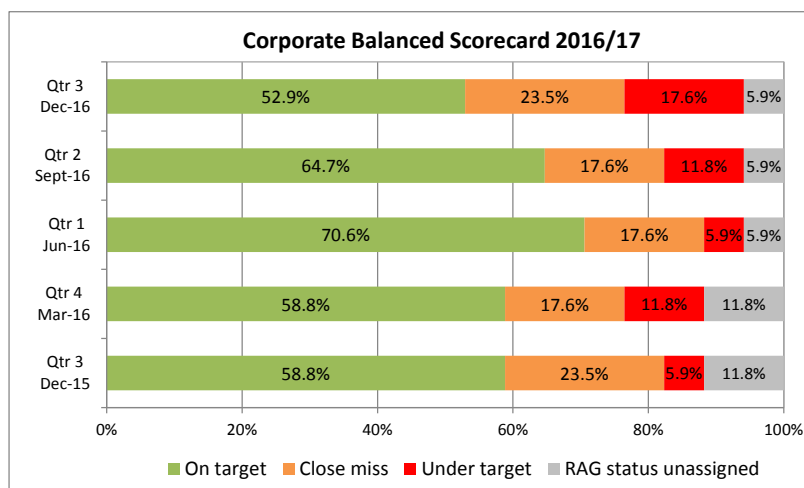
- **Crime rates per 1,000 population: All crime**
 - The rate of 'all crime' (all criminal offences added together) in Slough during Quarter 3 increased slightly (by 3.5%). This was caused primarily by an increase in home burglaries and thefts from vehicles, which have been steadily rising since Quarter 1.
 - The rate of 'violent crime' however, decreased 10% locally compared to the previous quarter.
 - Local authorities most similar to Slough have also generally seen an increase in all crime (by 4%), with most individual areas experiencing a similar change to that seen in Slough i.e. more serious acquisitive crime such as robberies, burglaries and theft from vehicles, but a decrease in violent crime.
 - Violent crime does tend to increase during December, with a well-documented increased incidence of domestic and non-domestic violence occurring during the festive Christmas and New Year season, and is expected to fall once more in quarter 4.
 - Nationally, during this latest quarter the UK as a whole experienced an increase in total crime (by 4%), again predominantly due to serious acquisitive crimes which increased by 11% across the UK. Violent crime across the country as a whole also increased (2%), so we are pleased that Slough's total crime rate increased by a smaller percentage than in other areas, and that local efforts to reduce violent crime successfully bucked the national trend.

- All individual crime rates continue to be closely scrutinised in regular partnership performance meetings, and community safety and policing responses are tailored to local need.
- **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 the 'excess weight' 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.

6.7. Comparison with previous quarter:

- The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals.
- **Crime rates per 1,000 population: All crime**
The rate of 'all crime' (all criminal offences added together) in Slough during Quarter 3 increased slightly (by 3.5%). This was caused primarily by an increase in home burglaries and thefts from vehicles, which have been steadily rising since Quarter 1. The rate of 'violent crime' however, decreased 10% locally compared to the previous quarter. Please refer to point 6.6 of this report for further details.
The RAG status fell from Amber to Red.
- **Council Tax in year collection rate (%)**
The collection rate at the end of December 2016 was 0.28% below the profiled target to meet the end of year target. Therefore the RAG status fell from Green to Amber.
- **Proportion of residents signed up for self service**
The self-service sign up rate dropped from 12.6% (6,719 residents) in Sept-16 to 9.4% of households (5,133 residents) in Dec-16. Investigations are being carried out as to why the number of residents sign up for self-service have declined. The RAG status fell from Green to Amber.



6.8. Noteworthy improvements:

None of the indicators improved from 'Amber' to 'Green' status this quarter.

7. Outcome Group Highlights

7.1. Quarter 2 was the last quarter where the progress against the 8 original Outcome areas was to be reported.

7.2. 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. This is anticipated to be reported in the end of 2016/17 report.

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 3, 33 projects were being undertaken, with 7 of these described as "Gold Projects" – those of greatest strategic importance to the Council, and a further 13 categorised as of "High" importance grade, 3 as "Medium" and 10 as "Low".

8.3. A fully comprehensive report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available as background papers. Please email: programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period. Cabinet may wish to scrutinise particular projects using this Background Paper.

Project Progress (Gold Projects)

8.4. The Gold Projects are:

- School Places Programme
- Adults Social Care Reform Programme
- ERP/Agresso
- People and Culture
- Digital
- RMI Contract
- Environmental Services Contract Re-Procurement

8.5. Highlights this quarter:

School Places	Progress has been made on creation of bulge classes to meet demand for school places in 2017 and 2018
Digital	A detailed plan for the design phase has been completed
RMI Contract	Decision taken on 3 Bidders to be taken forward to second stage of competitive dialogue
Environmental services contract re-procurement	Procurement timetable completed

8.6. Key issues to be aware of:

4 Projects Project Delays

- **Slough Major Transport Schemes**
Delay due to fibre apparatus requiring diversions. Options being investigated for Amey to undertake some of the risk work instead of principal contractor with redesign on carriageway.
- **Highways Term Maintenance Contract**
Risk that Severe weather could impact works. Potential to affect Highway England road space booking which could lead to long delays.
- **Burnham Station Improvements**
Delay in obtaining permission from Network Rail to undertake construction works on their site. SBC has been in touch with Network Rail to coordinate construction dates.
- **Leisure Strategy**
Delay in release of planning reserved matters is impacting Ice Arena and Leisure Centre timelines. Request planning to develop the reserved matters in parallel with the review period that English Heritage require.

8.7. Further information can be brought to members at any time should that be helpful.

9. Conclusion

9.1. 53% of the selected performance indicators are achieving desired target results, with near-misses in bus punctuality, council tax collection rates and proportion of household waste sent for reuse, recycling or composting.

9.2. Further work to be carried out with the Transformation Board over the next quarter agreeing the performance measures with robust targets to the newly agreed five priority outcomes and key actions.

9.3. Progress continues on all major schemes and projects. The Council's PMO maintains oversight of all projects included in the portfolio to ensure that risks and issues are managed and progress maintained.

10. Appendices Attached

A - 5YP Performance Scorecard, December 2016

11. Background Papers

Background Papers: Email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period.

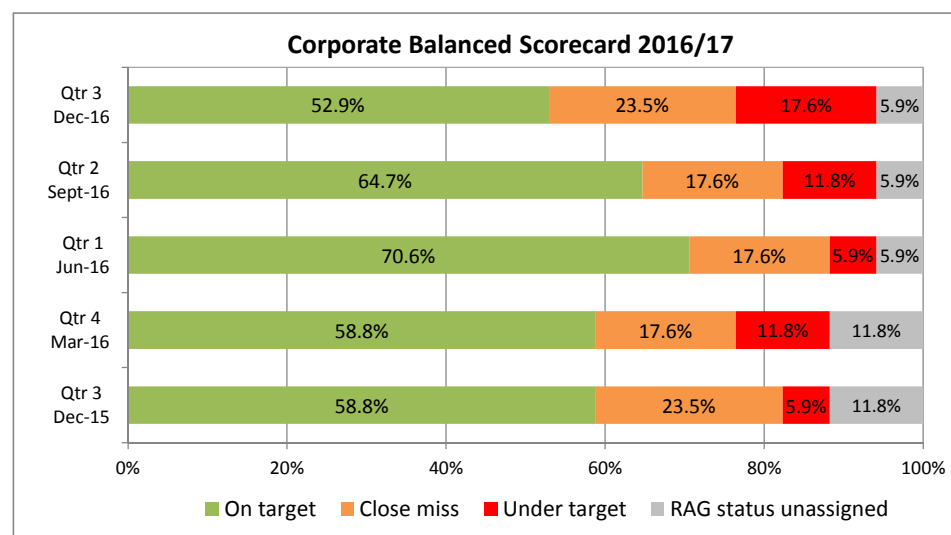
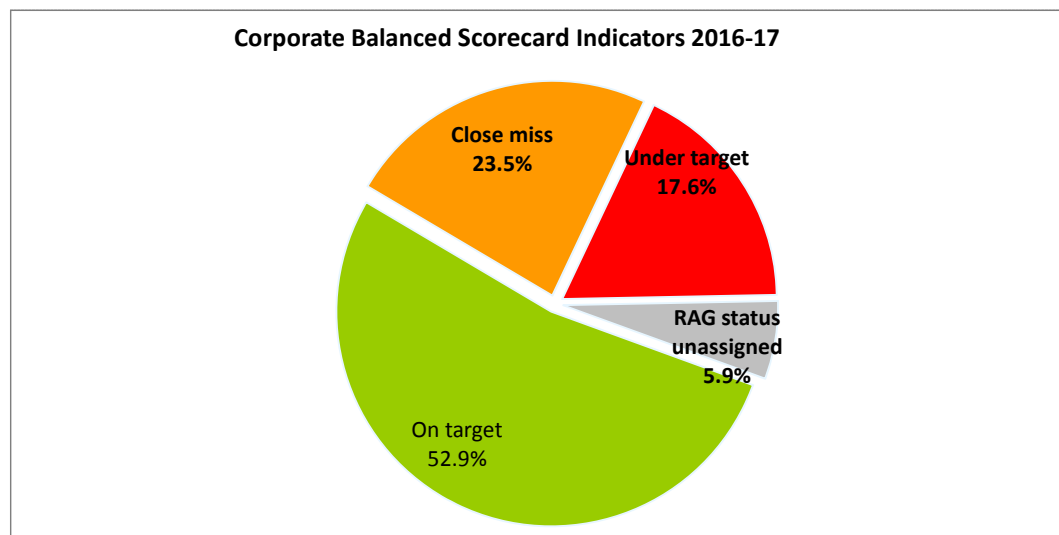
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Appendix A: Slough Borough Council - Corporate Balanced Scorecard
2016-17: to end of quarter 3 - Dec 2016

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under our five priority outcomes putting people first:

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

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.

Outcome 1: Our children and young people will have the best start in life and opportunities to give them positive lives

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	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.
1.2	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.
1.3	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] Slough: 69.1% SE 73.0% England 69.3%	↑	Green	Achievement in the 2015/16 academic year shows that performance in Slough Schools has improved by 4.2% from 64.9% in 2014/15 to 69.1% in 2015/16. However Slough's performance is marginally below the England average of 69.3%. Ranked 83rd nationally out of 152 LA's.
1.4	Safeguarding measure (from Corporate Parenting Plan) to be confirmed by outcome 1 group							

Outcome 2: Our people will become healthier and will manage their own health, care and support needs

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Number of people starting a smoking cessation course (rate per 100,000 population). Percentage of those who successfully quit smoking.	Jan-17	Q1-Q4 2015/16 4WKQ 1,022 12 WKQs 738 Q1-Q4 2015/16 Rate per 100,000 Slough 918 [64.5%] SE 375 [55.7%] England 440 [52.0%]	Meet a cumulative target of 1005	Q1-Q2 2016/17 4WKQ 456 12 WKQs 239 Q1-Q2 2016/17 Rate per 100,000 Slough 142 [69.9%] SE 72 [52.1%] England 81 [49.2%]	↑	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.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.2	Number of adults managing their care and support via a direct payment	Jan-17	235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	330 clients & carers [December 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.

Outcome 3: Slough will be an attractive place where people choose to live, work and visit

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Jan-17	82.95 [rolling yr to Sept-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 Dec-16] Slough 85.91 MSG 88.68 England 78.79	↓	Red	The rate of 'all crime' (all criminal offences added together) in Slough during Quarter 3 increased slightly (by 3.5%). This was caused primarily by an increase in home burglaries and thefts from vehicles, which have been steadily rising since Quarter The rate of 'violent crime' however, decreased 10% locally compared to the previous quarter. Local authorities most similar to Slough have also generally seen an increase in all crime (by 4%), with most individual areas experiencing a similar change to that seen in Slough i.e. more serious acquisitive crime such as robberies, burglaries and theft from vehicles, but a decrease in violent crime. Violent crime does tend to increase during December, with a well-documented increased incidence of domestic and non-domestic violence occurring during the festive Christmas and New Year season, and is expected to fall once more in quarter 4. Nationally, during this latest quarter the UK as a whole experienced an increase in total crime (by 4%), again predominantly due to serious acquisitive crimes which increased by 11% across the UK. Violent crime across the country as a whole also increased (2%), so we are pleased that Slough's total crime rate increased by a smaller percentage than in other areas, and that local efforts to reduce violent crime successfully bucked the national trend. All individual crime rates continue to be closely scrutinised in regular partnership performance meetings, and community safety and policing responses are tailored to local need.
3.2	The percentage of household waste sent for reuse, recycling or composting	Jan-17	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	26.5% [year to Sept-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.
3.3	Percentage of municipal waste sent to landfill	Jan-17	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	0.8% [year to Sept-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.

Outcome 4: Our residents will have access to good quality homes

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
4.1	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.
4.2	Number of affordable homes delivered (PSA 20)	Jan-17	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-Dec 2016 15 Q3 2016/17 3	↑	Green	Number of new build dwellings is not entirely within the control of the Housing Development Team as some schemes are on SBC land while others are on private developments. Forecast for 16/17 is now 39 affordable home completions as the 33 units on Castleview (by an RSL) has slipped into 2017/18.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 5: Slough will attract, retain and grow businesses and investments to provide jobs and opportunities for our residents								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1	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.
5.2	Business Rates in year collection rate (%)	Jan-17	97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	April to Dec-16 83.05%	↑	Green	Collection rate at end of December is 0.05% above the anticipated profile for this time of year.
5.3	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.	Jan-17	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 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Dec-16: 1,310 people Slough 1.4% SE: 1.1% GB: 1.8%	↔	Green	Slough's claimant rate for Dec-16 is inline with Sept-16 of 1.4%, comprising of 1,310 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 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.
5.4	Council Tax in year collection rate (%)	Jan-17	96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	97.10%	April to Dec-16 84.32%	↑	Amber	The collection rate at the end of December 2016 was 0.28% below the profiled target to meet the end of year target.
5.5	Proportion of council tax payments by direct debit	Jan-17	55.7% Mar-16 51.9% Mar-15	Increasing	As at Dec-16 56.1%	↑	Green	As at December 2016 the percentage of accounts paying by direct debit has decreased from 56.7% at the end of September to 56.1% though it is still an increase from the beginning of the year which was 55.7%. All efforts are being made to increase the percentage paid by direct debit.
5.6	Proportion of residents signed up for self service	Jan-17	Sept-16: 12.6% 6,719 residents Jun-16: 11.2% 5,979 residents Mar-16: 8.4% 4,510 residents	Increasing	As at Dec-16 9.4% 5,133 residents	↓	Amber	This is a new service which started from April 2015. As at December 2016, 5,133 residents are signed up for self-service equating to 9.4% of households. We are carrying out investigations as why the number of residents sign up for self-service have declined.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20 March 2017

CONTACT OFFICER: Jo Moxon, Interim Director of Children’s Services
Tony Madden, Principal Asset Manager

(For all enquiries) (01753) 87 5017/ 87 5739

WARD(S): All

PORTFOLIO: Leader of Council - Cllr Munawar
Education & Children - Cllr Hussain

PART I
KEY DECISION

SPECIAL EDUCATION NEEDS AND PUPIL REFERRAL UNIT EXPANSION NEEDS AND PROPOSALS – NEXT PHASE

1. Purpose of Report

- 1.1 The purpose of this report is to describe the present and future demand for Special Educational Needs (“SEN”) and Pupil Referral Unit (“PRU”) places in Slough and request capital funding of £18.75m to undertake the next phase of projects that will create 203 new SEN and PRU places over 3 years.

2. Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That it be agreed that the Thomas Grey building be disposed to Haybrook College under a standard Academy 125 lease to relocate and expand the Key Stage 3 facility currently housed in the Rotunda building.
- (b) That a budget of £1.2m be allocated for the refurbishment of the Thomas Grey building, including a new replacement heating system and roof upgrade which also improves buildings now leased to Littledown School.
- (c) That the former Rotunda site on Belfast Ave be appropriated from the General Fund (Education) to the HRA for a sum to be determined by the District Valuer.
- (d) That around 33% of the vacant Haymill site be disposed to Haybrook College under a standard Academy 125 lease at a peppercorn rent and allocate £3.6m of capital funding to build a small extension and a new Hospitality and Catering facility that will add up to 10 additional SEN places and 40 additional PRU places.
- (e) That £13m be allocated to build the new SEN units at Priory School and Marish Academy and to build a new annex on the current Arbour Vale School site, with all 3 projects being delivered by Slough Urban Renewal.

- (f) That £150k be invested for further refurbishment works at 323 High Street as part of the lease arrangements with Haybrook College, which will be for a 9 year period with a rental income of £35k per annum.
- (g) That it be agreed to fund the refurbishment works in the Thomas Grey building, the extension and the Hospitality and Catering facility for Haybrook College, Priory SEN unit, Marish SEN unit and Arbour Vale annex using £8.25m of Basic Need grant funding and £10.5m of council borrowing.
- (h) That the St Anthony's field (held in the General Fund for Education) be appropriated to the HRA and in return agree to dispose of the land in front of Arbour Vale School (from the HRA) to facilitate the expansion of Arbour Vale School.

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

- 3.1 The proposed expansions will provide additional SEN and PRU places to meet rising demand and will mean fewer pupils are placed out of borough.

Wellbeing Priorities:

- **Economy and Skills** – the delivery of school places for Slough residents will support delivery of skills and qualifications to young people in Slough and improve their life chances. However, some uses of land may have greater value to the town's economy if used for purposes other than education.
- **Health** – the delivery of well-designed schools with adequate outdoor space will provide an opportunity for young people to live active lifestyles and contribute to improved fitness and the reduction of childhood obesity and other health risks.
- **Regeneration and Environment** – using Council owned land to deliver school places may have regeneration value and will deliver environment improvements, but is likely to increase traffic levels. Other uses may have higher regeneration value and different environment consequences. Release of sites from Education use will support regeneration and provide opportunities for linking with One Public Estate priorities.

Five Year Plan Outcomes

- Our children and young people will have the best start in life and opportunities to give them positive lives –the delivery of sufficient school places in an appropriate mix for local children and young people will offer the opportunity for educational attainment and positive life chances.
- Our people will become healthier and will manage their own health, care and support needs – providing improved sporting facilities and play space with community use will support local young people and residents to become healthier.
- Slough will be an attractive place where people choose to live, work and visit – combining an increase in school provision with regeneration opportunities will ensure Slough continues to be an attractive place to live, work and visit.

4. Other Implications

- 4a) Financial

The relatively high number of free schools approved for Slough in recent years has meant that Slough has been able to roll forward significant levels of Basic Need

grant funding each year due to free schools being externally funded. In future years this position will change for two main reasons:

- Basic Need allocations have reduced significantly in recent years, allocations for 2017-18 and 2018-19 were £1.1m on average compared to the average of £11.4m received in the preceding 2 years
- SEN and PRU places are not funded through Basic Need or any other grant. Basic Need grant is based purely on projected shortfalls in mainstream provision for 5-15 year olds.

While extensions to existing schools are expected to be funded by the Local Authority new schools can either be funded by the Local Authority via a competition or by the Education Funding Agency (“EFA”) via the Free School programme. While Free Schools would be an attractive option for creating new SEN and PRU provision both would require a site to be provided in advance in order for a bid to be successful.

The breakdown of capital costs are set out in Appendix One. Based on existing proposals, these are estimated at £18.75m, which will create 203 new SEN and PRU places and re-provide 88 places in new accommodation.

Proposals to expand PRU and SEN places will mean a reduction in the placement and transport costs of unnecessary out of borough placements avoiding a potential revenue burden. These costs are described in sections 5.

4b) Risk Management

Key risks are set out in the table below.

Risk	Mitigating action	Opportunities
Legal - Challenge from parents of statemented pupils who do not obtain a suitable place.	Agree, publish and deliver a comprehensive strategy for expanding provision.	Delivery of a coherent, comprehensive strategy will set the context for the long term.
Property – Once a site has been used by a school it will need release by the Secretary of State for alternative use.	Avoid use of more valuable sites where housing developments are possible. Explore release of sites from protection when new schools sites are created.	
Property – Lack of sites may mean that schools are not ready when required.	Expand existing schools wherever possible to avoid delays with planning new schools and identifying or acquiring sites.	Expanding existing schools reduces the scale of new build required and reduces capital requirements.
Planning challenges.	Sound holistic planning case to demonstrate that sites are best suited.	

<p>Equalities Issues.</p> <p>Challenges from special interest groups.</p>	<p>Ensure needs of all parts of community are considered and balanced in the strategy.</p> <p>Appropriate consultation and consideration.</p>	
<p>Equalities Issues – Rise in demand for SEN provision exceeds the availability of places leading to possible challenge and costly replacements outside of the borough.</p>	<p>Agree and deliver a comprehensive expansion programme including a combination of expansion and new SEN specialist units.</p> <p>Expansion programme agreed via Heads' Groups.</p>	<p>Potential for inclusion of SEN resource bases within new Free Schools.</p>
<p>Financial – Over £150m will be required to fund the full school expansion programme to 2022.</p>	<p>Basic Need funding for new places has been confirmed to 2018-19.</p> <p>Free Schools are currently externally funded; a number are already agreed with further applications in the pipeline.</p> <p>Annual capital bids submitted to DfE.</p>	<p>Section 106 contributions requested where relevant.</p> <p>Other external capital funding streams such as the Priority School Building Programme (PSBP).</p>
<p>Financial – Places not viable without adequate revenue funding and SEN funding is controlled centrally by EFA.</p>	<p>Place planning agreed well in advance and appropriate growth applications submitted annually to the EFA.</p> <p>Lobby DfE to increase High Needs Block in line with growth As part of national Fair Funding consultation responses</p> <p>Need to re-prioritise current High Needs Block commitments in favour of supporting place and top-up funding growth</p>	
<p>Health and Safety</p> <p>Traffic risks.</p>	<p>Avoiding sites which present high risks.</p> <p>Sound transport planning.</p>	<p>Promoting green travel plans.</p>
<p>Communications and community support.</p>	<p>Effective communication plan.</p>	<p>Improving understanding of the constraints under which the Council operates.</p>

<p>Timetable for delivery – projects delivered later than required for pupils, or not delivered as planned as schools choose not to cooperate or do not have the capacity to expand.</p>	<p>Forward planning. From approval, large projects are likely to take at least 24 months to complete and open places to pupils.</p> <p>Projects need to start in good time with the possible risk that this provides some short-term overprovision.</p> <p>Work closely with schools and heads’ groups to ensure buy-in.</p> <p>Allocate adequate funding for projects.</p>	
<p>Project capacity – Insufficient capacity to deliver such a large expansion programme.</p>	<p>Dedicated project support in place.</p> <p>Utilise SUR for some projects.</p>	

4c) Human Rights Act and Other Legal Implications

The Education Act 1996 requires local authorities to ensure that sufficient primary, secondary and further education is available to meet the needs of their population; ensure that their education functions are exercised with a view to promoting high standards ensuring fair access to opportunity for education and learning, and promote the fulfilment of learning potential; and secure that sufficient schools for providing primary and secondary education are available for their area.

4d) Equalities Impact Assessment

An Equalities Impact Assessment has been carried out for Slough’s strategic approach to school place planning; it does not suggest that any changes are required.

The positive impacts identified include:

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

There may be a negative impact caused by:

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

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

4e) Land and Property Implications

See section 5 below.

4f) Carbon Emissions and Energy Costs

New buildings will increase overall energy consumption, this an inevitable consequence of an increasing population, however new buildings will be built to modern energy efficient standards. The Arbour Vale expansion will achieve a BREEAM Very Good standard.

The transfer of the Thomas Grey Centre will support the following aims of the Carbon Management Plan 2015-2020:

- Reducing CO² emissions: Investment made to improve energy efficiency including new heating system, new lighting and roof insulation.
- Saving revenue costs on energy consumption: Costs would be transferred to school.

5. Supporting Information

Background

- 5.1 At the Cabinet meeting held on 11 April 2016 progress on the SEN and PRU expansion programme was presented to Cabinet and approval was given to utilise the Thomas Grey and Milan Centre to create urgent new PRU places for Littledown and Haybrook Schools for 2016-17. It was agreed that officers would bring back a further report to Cabinet with options and solutions for delivering the expansion of Haybrook College and other long term projects.

Haybrook College

- 5.2 The overall planned growth for Haybrook College is 100 places, which is approximately a 50% growth in line with the projected secondary school population growth by 2022. In planning the expansion of Haybrook College a number of specific outputs were agreed between the school and Local Authority:
- Assets – Release the Rotunda building
 - Assets – Maximise alternative use opportunities for council land
 - Finance – Provide value for money and minimise the cost per new place
 - School Places – Create Key Stage 4 places at short notice
 - School Places – Rehouse the Wexham Park Schoolroom
 - School Places – Create a new Hospitality and Catering Facility
 - School Places – Consider options for creating a new land/farm based facility

Proposed relocation from the Rotunda building

- 5.3 The Rotunda building on Northampton Ave occupies the south east corner of the block known as the Centre site. The site has potential to be released for an alternative use associated with One Public Estate outcomes, but this will first require the relocation of Haybrook College. Haybrook College has occupied the Rotunda building since 2007 where it provides capacity for 26 Key Stage 3 pupils. Haybrook's current licence from the Council for the building ends on 1st October 2018.
- 5.4 Several options have been considered as set out in the options appraisal in Appendix Two. Having considered the advantages and disadvantages of each option, the preferred option for Asset Management is to relocate the services currently provided from the Rotunda to the Thomas Grey building.
- 5.5 This report recommends that the Thomas Grey building is transferred to Haybrook College under an academy lease. It is also suggested that the building is fully refurbished using basic need grant. The benefit for giving up this asset and future potential income is the release of both the Rotunda site on Northampton Ave and the former Rotunda site on Belfast Ave for alternative uses. Planning permission has already been obtained for 7 new homes on the Belfast Ave site, this development can proceed once the new home for Haybrook College has been decided and it is no longer required as a possible site for relocating the Rotunda. A map of Slough showing the location of the Haybrook sites is attached as Appendix Three.

Proposed Hospitality and Catering Facility

- 5.6 Slough has worked with Haybrook College and a team of architects to design a new facility tailored for future local need complementing the range of facilities currently available at the school. It is believed this can best be achieved through the addition of a new Hospitality and Catering Facility.
- 5.7 The high level designs for this new facility have focused on the Haymill site after consideration of the alternative options, as shown in the table below.

Option	Comment
Rent a building	Haybrook College cannot afford the rental costs as school budgets in general are under increasing pressure. It is very unlikely that any play or sporting facilities could be provided on a rented site.
Purchase a building	Few sites are available on the open market. Conversion and refurbishment costs on top of the purchase price are likely to bring costs in line with the cost of a new build without site purchase. It is very unlikely that any play or sporting facilities could be provided on site.
Use another Slough site	No other site would provide the practical benefits and cost savings of co-locating the new facility on the current Haymill buildings. Sporting facilities are already available, car parking and office accommodation requirements would be less than if on a new site.

The Haymill site has the specific benefit that sporting facilities are available onsite and would not need to be re-provided on an alternative site. Using the Haymill site would mean Haybrook College's new buildings are co-located and situated on land that is currently unused.

Protection of School Land and Buildings

- 5.8 Any land or buildings used by a school are subject to protection by the Secretary of State and permission must be sought for disposal or change of use. This applies even in the case of temporary use, as with Haybrook College's use of the Thomas Grey building and the Rotunda building.
- 5.9 Legal advice indicates that the majority of the vacant Haymill site is protected as education land due its previous use by Haybrook College. Therefore the majority of the site is subject to protection for at least 8 years from January 2014, unless an application for release of the land is approved before 2022.
- 5.10 The application process for the disposal of buildings is relatively straightforward compared to the process for disposing of playing fields - which can be controversial and is more likely to be refused. If an application were submitted to change the use of the Rotunda and a replacement facility for Haybrook was provided then advice from the EFA is that it is likely to be approved.
- 5.11 St Anthony's field and former Rotunda site on Belfast Ave are both held in the Education portfolio but as neither has been used by a school in the last 10 years they are not subject to the protection mentioned above.

Update on the wider SEN and PRU expansion programme

- 5.12 Following Cabinet approval in June 2015 of the overall approach being taken on expansion a number of architects were appointed to develop each SEN project. Appendix Four provides an update on each project including their current status and estimated budget.
- 5.13 Within mainstream schools the current Resource Base SEN units are oversubscribed for 2016/17 and beyond. In a significant number of cases, these pupils are exceeding the maximum 70% of curriculum delivered in the Base. They are (in effect) Special School pupils being accommodated and supported in mainstream school bases. This blocks access to these places for other pupils for whom the Base would be the most appropriate local school provision. One solution under discussion is the need for a new Primary SEN school to complement the planned expansion of Arbour Vale which is focused on secondary and Post 16 places. One option for delivery could be a new free school.

Revenue Costs

- 5.14 The pupil revenue cost implications to the council for the current growth in SEN pupils were described in the April Cabinet paper and are repeated here as a key component of the business case for expansion.
- 5.15 Statemented pupils that are unable to obtain a place at one of Slough's schools are placed out of borough. The table below compares the annual costs of a statemented pupil attending a Slough school compared to an out-of-borough facility including the additional transport costs per annum. Any additional transport costs will create a pressure on the Council General Fund. The full cost of any placements is currently funded from the High Needs Block ("HNB") of the Dedicated Schools Grant (DSG). Currently the effect of out-of-borough placements is to reduce the level of funding available for delegation to Slough schools. The High Needs Block is limited and

shrinking per pupil and there is no guarantee that there will be sufficient in the HNB for the future. There is a risk that a future shortfall will rest with the Council. This paper seeks to reduce pressures within the HNB by providing more local places.

	Annual cost of placement - funded by DSG	Annual transport cost – funded by SBC	Total cost per annum
Out-of-Borough placement in a maintained setting	£34k	£10k	£44k
Out-of-Borough placement in a non-maintained school	£50k-£200K	£10k	£60k - £210k
Placement in a Slough school	£34K	£4k	£38k

- 5.16 Based on 100 additional pupils per annum, the annual cost could range from £3.8m if all placed in Slough schools, to £21m, if placed at the most expensive out-of-borough settings. Even at the average out-of-borough placement cost of £60k and, allowing for transport costs, this represents a potential annual additional cost of £3m at the upper extreme level.

Capital Budgets

- 5.17 The carry forward to 2016-17 of Basic Need grant and Section 106 developer contributions was £41m. Although this is a healthy position for the council for the first time in many years the capital commitment for education schemes being proposed exceeds the grant income received from the EFA. In 2018-19 assuming all the projects within this report are approved and proceed as planned there is projected to be a need to borrow £10.5m to support the education programme. The full education capital programme to 2021-22 is shown in Appendix Five.
- 5.18 A further £14m is projected to be required to fund the full programme to 2021-22, although the overall programme budget includes contingency sums for primary and secondary provision to cover most expected scenarios around growth in these sectors. New income will be received to reduce the level of projected borrowing shown, including 3 further allocations of Basic Need grant from 2019 to 2022 and section 106 developer contributions may be higher than the £3.75m projected over the next 5 years of the programme.

6. Conclusions

- 6.1 Slough's primary population and school capacities have risen by over 50% since 2007 and projects are well underway for a similar expansion of secondary provision. This report presents equivalent proposals for the expansion of SEN and PRU provision.
- 6.2 Apart from the addition of Marish Primary School, the proposals included here reflect the programme presented to members in June 2015. Working with architects and the SUR options have been explored and refined in order to present a full and deliverable programme. While Slough may need to respond to ad-hoc pressures for particular special needs, this report suggests a strategic approach and comprehensive programme of projects that will provide capacity for the next 5 years.
- 6.3 To deliver the strategic approach and release the Rotunda site, it is recommended that alternative uses are agreed for several sites and that an Academy Lease is

provided to Haybrook College for the Thomas Grey Centre and a proportion of the Haymill site. If agreed, the Council-owned site at Belfast Avenue could be appropriated to the HRA for new housing. To facilitate the expansion of Arbour Vale School on its existing site it is recommended that an area of HRA land and St Anthony's field in the General Fund are exchanged at zero cost.

- 6.4 This report presents a programme of expansion of SEN and PRU provision which totals £18.75m, the full programme would require a supported borrowing level of £10.5m in 2018-19 with £8.25m funded by Basic Need grant and section 106 developer contributions. It is possible some of this borrowing will be offset if Slough receives good settlements of Basic Need in 2019-20 and future years and higher levels of section 106 funding.
- 6.5 This level of funding would provide 203 new SEN and PRU places and re-provide 88 places across Slough in a variety of settings.

7. Appendices

Appendix 1 – Breakdown of Capital Costs

Appendix 2 - Options Appraisal - Relocation of Haybrook College from Rotunda

Appendix 3 - Location and site plans

Appendix 4 - Update on the Wider SEN and PRU Capital Programme

Appendix 5 - Education Capital Programme 2016-22

8. Background Papers

None.

Appendix One – Breakdown of Capital Costs

	Project	Capital Cost	Note
PRU Places	Thomas Grey refurbishment	£1,200,000	Provisional sum
	Haybrook Hospitality and Catering Facility	£3,000,000	Provisional sum
	Further refurbishment works at 323 High St	£150,000	Suggested sum for asbestos, windows, entrance and service works
Resource Base Places	Priory SEN unit	£2,700,000	Provisional sum excludes 2 bulge classes, sum of £100K for 60 places.
	Marish SEN unit	£2,500,000	Provisional sum excludes 3 bulge classes, sum of £1m for 90 places.
	Grove Academy SEN unit – SASH2	£500,000	Provisional sum for secondary unit. Similar sum would be required for primary unit
Special Places	Arbour Vale annex	£8,100,000	Provisional sum
	Haybrook SEN extension	£600,000	Budget estimate
	Total capital cost	£18,750,000	

This programme will create new PRU places at an average cost of £62K per place, new Resource Base places at an average cost of £49K and new Special school places at an average cost of £87K per place.

Project	Additional Places	Re-provided Places	Cost per place
Thomas Grey refurbishment	+ 20	20	£30,000
Haybrook Hospitality and Catering Facility	+ 40		£75,000
Priory SEN unit	+ 10	50	£45,000
Marish SEN unit	+ 18	18	£69,444
Grove Academy SEN unit	+ 15		£33,333
Arbour Vale annex	+ 90		£90,000
Haybrook SEN extension	+ 10		£60,000
Total capital cost	203	88	£66,726

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Appendix Two - Options Appraisal – Relocation of Rotunda

The following table summarises the options for relocating the Rotunda and illustrates why use of the Thomas Grey building was identified as the preferred option for further consideration.

Location	Pros and Cons	Comment
Rotunda (Haybrook remain)	<p>Pro: Building is available. No additional costs.</p> <p>Con: Lost opportunity to redevelop the Rotunda site. Building not suitable for adding an extension.</p>	Lost development opportunity.
Thomas Grey	<p>Pro: Existing building. Building available and already leased to Haybrook College. Estimated cost of refurbishment is £1m.</p> <p>Con: Proximity to Littledown pupils. Dependent on first relocating existing Haybrook users.</p>	Preferred option.
Rotunda site on Belfast Ave	<p>Pro: Currently in Education portfolio (not protected). Land available. Herschel willing to sell narrow strip of land to increase site size.</p> <p>Con: Planning permission obtained for 6 houses. Build cost estimated at £3.5m for reduced scheme. Site too small for expansion even with strip of land from Herschel Grammar.</p>	Expensive option with loss of housing.
Herschel Grammar school site	<p>Pro: Use of existing school site. Ability to use existing school sports facilities. Herschel can bid for EFA funding to replace lost buildings.</p> <p>Con: Build cost estimated at £3.9m. School will make 2 existing buildings available but need alternative accommodation to be provided first.</p>	Not currently available and expensive.

Haymill site	<p>Pro: Site available for development.</p> <p>Con: Build cost £4.5m. Loss of site for alternative use. Site already requested for Catering and Hospitality facility for Haybrook College. Unsuitable proximity to existing Haybrook College facilities.</p>	Unsuitable and expensive.
Weekes Drive	<p>Pro: Site available for development.</p> <p>Con: Build cost £4.5m. Loss of large site for a new school or alternative use.</p>	Loss of site and expensive.

Preferred Option: Thomas Grey Building

In April this year Cabinet agreed to lease the Thomas Grey building to Haybrook College for 3 years. This was an interim measure to create additional capacity using a vacant building while a long term solution was identified. Haybrook College will pay £33K per annum for the period of the lease as well as business rates and any bills. The cost of decorating and addressing immediate health and safety issues within the building prior to occupation has risen to £200K.

Aside from the £200K spent on works for Haybrook's lease, there has been no significant investment in the Thomas Grey building for a number of years due to its future being undecided. If the Thomas Grey building is to be retained and utilised for school places then a significant level of investment will be required to bring the building up to a suitable standard. Haybrook College, as an academy, will not be willing to enter into a long term lease for a building with significant existing condition liabilities. Although the building is solid it is not watertight and the services need upgrading. A budget of £1.2m is proposed to add at least 20 years to the life of the building, this budget will address the following items, some of which will also span across to the former Milan Centre now leased to Littledown School.

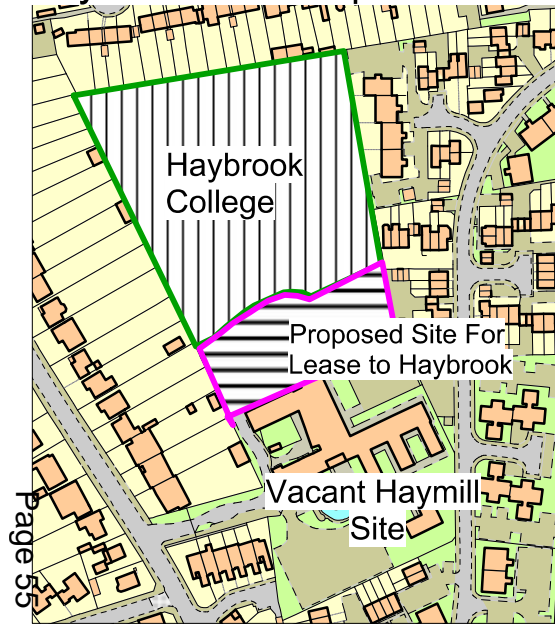
- New heating system to replace the original pipework
- Full rewiring and new lighting
- Major roof repair
- Drainage works

Previously it was agreed by Cabinet to sell the Milan Centre to Littledown based on an independent valuation with the premium paid from Basic Need grant. It was envisaged that the same principle should apply if the Thomas Grey is transferred to Haybrook College under an academy lease. However, given that the current Education capital programme will be supported by council borrowing, it is proposed to lease the Thomas Grey without applying a premium to the transfer. This avoids the Council borrowing a higher level of funding in order to receive the same amount as income. It is suggested that the same principle applies should Cabinet decide that the Haymill site is used to expand Haybrook College.

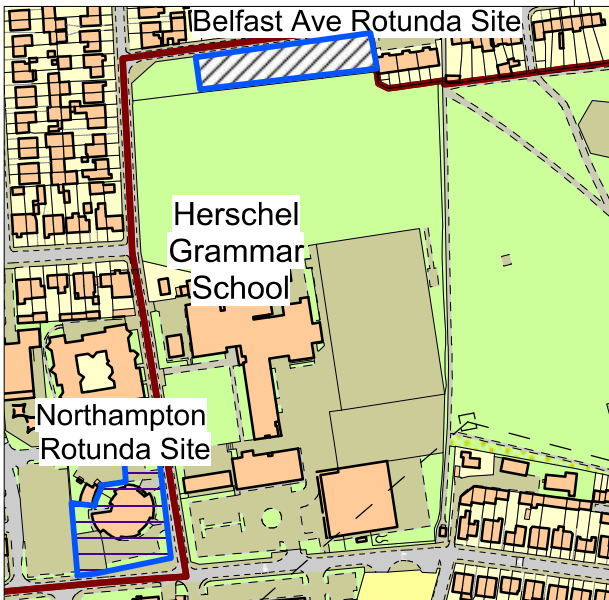
A Red Book Valuation of the Thomas Grey building (excluding the Milan Centre) is £306K for existing use value and £435K for redevelopment for housing.

Site Locations and Plans

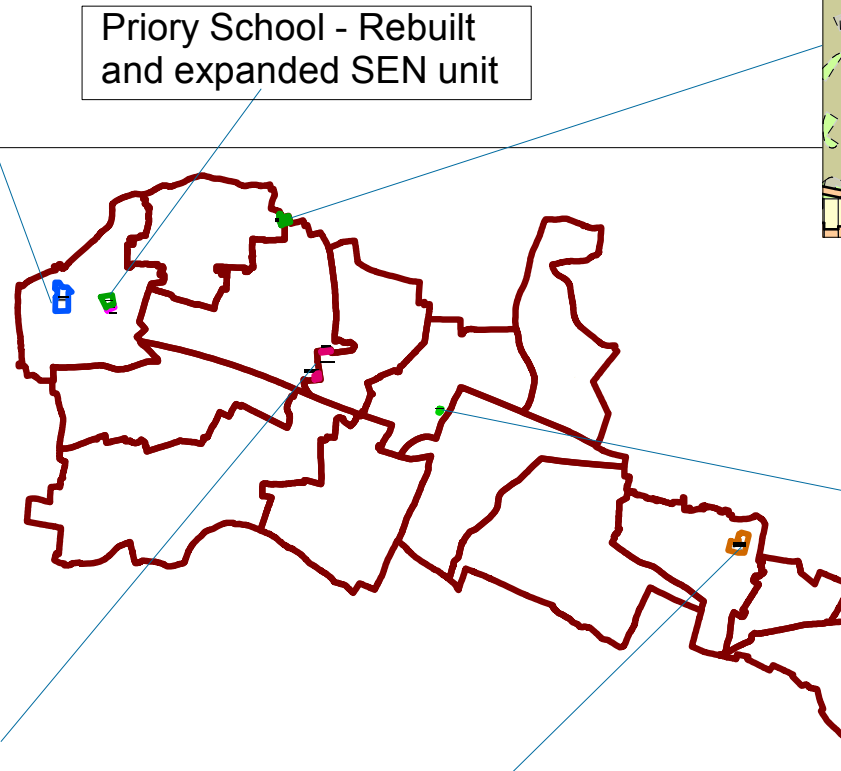
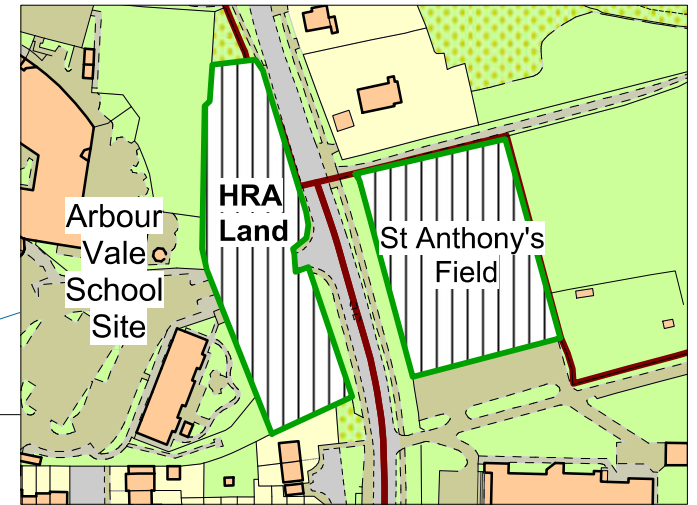
Lease Part of Haymill Site to Haybrook and Expand the School



Release Both Rotunda Sites



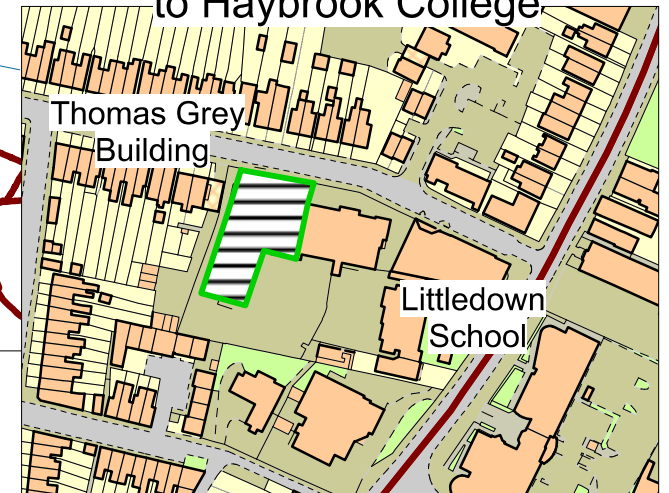
Land Swap for Arbour Vale Expansion



Prioxy School - Rebuilt and expanded SEN unit

Marish Primary School - Rebuilt and expanded SEN unit

Thomas Grey - Academy Lease to Haybrook College



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Appendix Four – Update on the wider SEN and PRU expansion programme

Arbour Vale School

1. To address projected demand to 2020 it has been agreed to add 90 new special school places at Arbour Vale School. Expanding Arbour Vale School on its current site is the most efficient use of land as it means an alternative site is not required.
2. There are a number of planning constraints affecting the site which will need to be overcome before submission of a planning application. The school is on a very compact site, in the green belt with existing parking pressure due to the high level of staff at the school and increased intake of pupils in recent years.
3. To increase site capacity an agreement has been reached in the academy lease with Beechwood School that should this expansion proceed they will transfer a small area of land back to Slough for Arbour Vale, plus up to 20 parking spaces can be used by Arbour Vale staff. A further mitigation could be achieved by incorporating the land between Arbour Vale and the highway, land currently in the HRA portfolio. As the land would need to be disposed at a full market rate, one possibility is to use the land on the opposite side of the road known as St Anthony's field as a trade. An independent valuation has been carried out and both areas of land have been assessed as of equal value, permitting a straight swap. Without this area of land the Arbour vale site will not be large enough for the planned expansion of the school and an alternative site would be required.
4. This being a PFI school adds considerable complication to the project but is not considered to be a barrier to expansion and initial discussions with the PFI operator have been positive.
5. Slough has appointed Slough Urban Renewal to prepare and submit a planning application for this project. Should Cabinet approve the recommendations within this report, SUR will be confirmed as the preferred contractor for the construction project. This also applies to the Priory and Marish projects described below.
6. At this early stage in the design of the new annex for the school it is not possible to provide an accurate budget estimate for the project. A provisional budget of £8.1m has been based on a cost per place of £90K and an estimated build floor area of 2000m². Costs may be higher once the scheme has been fully designed.

Priory School

7. An options appraisal has been carried out to ascertain the best solution for consolidating and expanding the SEN provision at Priory School. This concluded that the cost difference between reorganising the school adding a small extension was not significantly cheaper than building a stand alone unit. The use of existing accommodation would have involved considerable deliverability issues with temporary accommodation required as decant space. To add further value to the stand alone option the school has agreed to open a bulge class for 2017 and possibly a second in 2018 using the spaces that will be freed up when the new SEN annex is complete.

Marish Primary School

8. Currently 36 pupils are housed in 2 double modulars blocks, one a second hand unit installed in 2011 and the new rental unit. Marish Primary did not appear on Slough's original SEN and PRU expansion programme but due to a combination of a lack of spare capacity in other units and a willingness by the school to support new arrivals, the unit has doubled in size very rapidly. During this period of expansion the school opened 2 bulge classes for 2015-16 to support Slough with addressing a pressure on places in specific year groups.
9. This project will create a new build SEN unit for 36 pupils and will create capacity for 3 bulge classes that pupil forecasts suggest are required in 2018 and 2019.

Ditton Park Academy – SASH1

10. The first places in the school's new SEN unit will be available from September 2017 when the school's new building opens on the Upton site. A capital contribution of £388K has been made by Slough to fund the construction costs, ICT and FF&E (fixed furniture and equipment) for the new unit.

Grove Academy – SASH2

11. Slough has already committed to funding the capital costs of a new secondary SEN unit within Grove Academy, this will provide 15 new places for 2018 or 2019 when the permanent school opens. While this will be a unit for secondary pupils, there is a limited period of opportunity to extend the unit to the primary phase adding a further 21 places. SASH is keen to provide an all-through as this was part of their original vision for the school but it is unclear whether Slough will have the necessary revenue funding available to be able to commit now to providing the necessary revenue funding when it opens. A three-way discussion will be held between the Council, Children's Trust and the school about the possibility of including primary places.
12. A provisional capital sum of £500K is set aside for the agreed secondary unit, this is higher than the cost for the unit at Ditton Park despite having fewer pupils as Slough benefited from a flat rate deal being struck back in 2014 that wasn't linked to actual costs. It has been indicated that the approach by the EFA will be different for this unit and it will be designed based on recommended guidelines and costed before a budget estimate is provided to Slough. A similar sum would be required to include the primary phase within the unit.

Appendix 5 - Education Capital Programme 2016-22 (DRAFT)

Denotes provisional sums

		2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Primary Expansion Programme	Expansion of existing schools	£1,455	£380				
	Claycots Town Hall, St Mary's and James Elliman	£11,000	£10,500	£600			
	New annexes and bulge classes	£200	£1,320	£2,200	£600		
Secondary Expansion Programme	Free School contributions	£507	£225				
	Westgate and Wexham	£600	£10,000	£9,800	£400		
	Langley Grammar			£500	£2,500		
	6FE new school			£0	£1,000	£4,000	£4,000
SEN & PRU Expansion Programme	Resource units including at free schools	£400	£3,708	£1,400	£250	£250	£250
	Haybrook expansion projects	£200	£1,130	£2,800	£1,000	£0	£0
	Littledown expansion into Thomas Grey	£200	£540	£0	£0	£0	£0
	Arbour Vale expansion	£300	£1,500	£4,800	£1,500	£0	£0
Other projects	Arbour Park - St Joseph's improvements	£0	£0	£0	£0	£0	£0
	DDA	£10	£50	£50	£50	£0	£0
	Early Years	£200	£100	£0	£0	£0	£0
Expenditure Totals		£15,072	£29,453	£22,150	£7,300	£4,250	£4,250

carry forward (Basic Need and s106)	£40,787	£37,411	£8,944	-£10,490	-£17,040	-£20,790
section 106 (prov sum)		£750	£750	£750	£750	£750
Basic Need	£11,696	£236	£1,966	tbc	tbc	tbc

Balance	£37,411	£8,944	-£10,490	-£17,040	-£20,790	-£24,290
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Note that although by the end of the 5 year programme there is a projected shortfall of £24M, this assumes Slough funds all the new places required with no new income except £0.75M for section 106 developer contributions each year. In reality new income will be received to reduce this shortfall, including:

- new allocations of Basic Need grant for the 3 years from 2019-20 to 2021-22, on average over the last 6 years we have received £6.7M per annum,
- new free schools may come forward; a new secondary free school would remove £8M from the capital programme reducing the projected shortfall to £16M (although a site would be required), and
- section 106 developer contributions may be higher than the assumed £0.75M per year.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th March 2017

CONTACT OFFICER: Joe Carter, Assistant Director Assets, Infrastructure & Regeneration
Neil Wilcox, Assistant Director Finance & Audit (s151 Officer)
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PORTFOLIO: Housing & Urban Renewal - Cllr Ajaib
Leader of Council - Cllr Munawar

PART I
KEY DECISION

REDEVELOPMENT OF OLD LIBRARY SITE**1 Purpose of Report**

- 1.1 In June 2016 Cabinet approved recommendations for the Council to develop two hotels and a restaurant on the Old Library Site (“OLS”) and agreed that Slough Borough Council (“SBC” or “the Council”) should enter into an Agreement to Lease with a hotel operator. In September 2016 it was subsequently agreed that the mixed-use scheme should include 60 residential apartments. It was resolved that the entire development will be undertaken by Slough Urban Renewal (“SUR”), which has an option on the site and noted that both elements of the project (hotels and residential/restaurants), albeit separate, require to be built concurrently.
- 1.2 The purpose of this report is to update Cabinet on progress made since September 2016, reaffirm the financial business case and seek delegated authority to enter into contract with SUR and the hotel operator. At the same time, this report recommends the disposal of the residential/ restaurant site in accordance with the existing Option Agreement and Partnership Agreement arrangements with SUR.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

Hotel Element

- (a) That the updated financial report contained in Appendix One, which updates Cabinet members on costs, income and payback be approved.
- (b) That delegated authority be given to the Interim Chief Executive or nominated deputy, acting following consultation with the s151 Officer and the Leader and Commissioner for Housing and Urban Renewal, to:

- i. Agree and enter into an Agreement for Lease with landlord's works obligations and subsequent Lease of part of the Old Library Site for a 25-year lease term with a hotel operator for the two hotels, noting that this term could be extended to 40 years to match the offer from the hotel operator;
- ii. Agree and, where the Council is a party, enter into the additional legal agreements set out in sections 5.15 and 5.16 of this report and any other ancillary agreements required to give effect to the redevelopment proposals for the site;
- iii. Consider whether to appropriate to planning purposes the Council-owned land required for the development which is currently held by the Council for other purposes and, if he considers it appropriate to do so, to effect the appropriation of such land to planning purposes subject to complying with the statutory procedures for such appropriation;
- iv. Take any other necessary actions, acting in the best interests of the Council, in order to enable the redevelopment of this element of the site for hotel use as set out in this report.

Residential Element

- (c) That the disposal of part of the OLS to SUR to develop the residential/ restaurant element of the overall project be authorised for a valuation sum that represents no less than the best consideration reasonably obtainable.
- (d) That delegated authority be given to the Assistant Director, Assets Infrastructure & Regeneration or nominated deputy following consultation with the Leader and the Council's section 151 officer to:
 - i. Agree the final valuation sum.
 - ii. Consider whether to appropriate to planning purposes the Council-owned land required for the development which is currently held by the Council for other purposes and, if he considers it appropriate to do so, to effect the appropriation of such land to planning purposes subject to complying with the statutory procedures for such appropriation;
- (e) That delegated authority be given to the Assistant Director Assets, Infrastructure and Regeneration following consultation with the Cabinet Member for Housing & Urban Renewal to:
 - i. Approve all non-financial terms for disposal.
 - ii. Agree and, where the Council is a party, enter into the additional legal agreements referred to in sections 5.15 and 5.16 of this report and any other ancillary agreements, required to give effect to the redevelopment proposals for this element of the site and take all necessary any other necessary actions, acting in the best interests of the council, to give effect to the proposals.

Partnership Business Plan

- (f) That the Site Development Plan for the redevelopment of the Old Library Site prepared by SUR and contained in Appendix Three (to follow) be approved.

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

The development of the site will make a significant contribution to the Regeneration and Environment element of Slough's Joint Wellbeing Strategy:

- A hotel development in the town centre will improve the image of the town, providing good quality hotel accommodation, which is currently in short supply.
- Constructing the new developments will improve local temporary employment opportunities through SUR's commitment to promoting employment and skills as well as increasing apprenticeship opportunities enabling local people to improve their learning and skill base.
- Operation of the hotel and restaurant will improve permanent local employment opportunities in the hospitality and catering sector.
- The hotels and restaurant will contribute to business rates receipts.

3b Five Year Plan Outcomes

The developments will help deliver the following of the Five Year Plan outcomes:

- **OUTCOME 3:** Introducing a new hotel offering in the town centre will contribute to Slough being the premier location in the south east for businesses of all sizes to locate, start, grow, and stay. The existing period of exclusivity between the operator and the franchisor will soon expire. By committing at this juncture the Council will prevent another operator within the same brand from coming forward with a proposal within the franchisors area of operation, which could be outside Slough.
- **OUTCOME 4:** Incorporating new residential properties will contribute to realising the objective of increasing the supply of good quality housing and compliment the Housing Strategy.
- **OUTCOME 5:** Providing centrally based hotel accommodation and a restaurant will increase demand, footfall and activity in the town centre, thus contributing to the centre of Slough being vibrant, providing business, living, and cultural opportunities.

4 Other Implications

(a) Financial

A detailed financial summary for the hotels is included in Appendix One (which contains exempt information and is included in Part II of the agenda). In summary, the Council will receive a guaranteed base rent and a performance turnover rent (based on an agreed percentage of Total Revenue). The Council would be lending into the scheme at the prevailing Public Works Loan Board ("PWLB") rate of 2.95% and compares favourably to the higher prevailing private sector borrowing rate over 40 years of around 4%. The overall annual income the Council will receive is substantially above the borrowing costs from the PWLB.

Appendix Two (which contains exempt information and is included in Part II of the agenda) makes a comparison between the various elements of the financial business case between June 2016 and March 2017 and provides a snapshot of where costs have varied and why.

It is important to consider the risks identified below and the likelihood of these occurring. The largest area of risk on an ongoing basis is if trading conditions deteriorate. The proposed scheme is backed by one of the largest worldwide hotel brands and in accordance with the agreed heads of terms for the redevelopment of the OLS, they will seamlessly step in to the operation of the hotel if the proposed operator ceases to trade. This provides assurance that there will continue to be a hotel offer on this site. If there was an event which was so catastrophic which resulted in a fundamental and irreparable breach of the lease, the Council, as owner of this building, would then seek to terminate the lease and then convert the site into another housing related use. However, this scenario is deemed highly unlikely.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal – State Aid	Borrowing costs have been tested against the market rates for 40 year borrowing to ensure that the over income that the Council receives passes the EU State Aid test i.e. that the Council is not receiving an income which is below a market rent on this scheme.	The combination of the base rent and performance rent could greatly increase the overall profitability of the hotels development.
Finance – SBC exposure to a cyclical business sector.	Constant and appropriate asset management and control where occupancy, average room rates and costs are monitored against agreed levels/industry norms. A guarantee is in place to protect the Council’s interest should there be a sustained period of underperformance from the hotel operator. This is backed by the largest worldwide hotel operator with a very strong reputation and covenant.	Increase in business rates. The introduction of Crossrail and proximity to Heathrow will provide protection against economic downturn.
Finance – the hotel operator fails to perform and fails to pay the base/turnover rent.	A rent guarantee is in place from both the proposed hotel operator and an international branded hotel group.	The covenant risk is covered by a guarantee from a worldwide hotel operator with a desire to protect their brand integrity.

<p>Finance – the hotel operator ceases to trade due to adverse trading conditions / administration.</p>	<p>The Franchisor will step into the operation of the hotel and ensure that it continues to operate</p> <p>There is an agreed level of guarantee from the hotel franchisor to protect the Council against any shortfalls in lease contributions. However, this is a one off sum and will not be topped-up.</p>	
<p>Demand risk – there is an oversupply of rooms.</p>	<p>A report from an independent hotel market expert has confirmed that the proposal matches current and future market opportunities within Slough.</p> <p>Anecdotal evidence confirms high occupancy rates in Slough.</p> <p>Existing hotels in Slough are budget level or ageing.</p>	<p>Creates a new supply for Slough with modern, innovative and defined accommodation offering.</p> <p>Development of a landmark site with a highly visible and attractive project.</p>
<p>Property/ Development Control – the construction and design process will need to be precise to avoid over runs, over specification and/or additional costs.</p>	<p>Construction costs will be market tested via SUR and verified through a jointly appointed Quantity Surveyor to ensure costs are appropriate.</p> <p>The Council will seek a fixed-price construction cost as far as possible to avoid unforeseen expenditure and secure protection from build cost inflation.</p>	<p>A faster procurement route and a VfM tested route.</p>
<p>Planning – SUR fails to obtain planning permission and/or risks associated with proposals</p>	<p>Pre-Planning meetings have been undertaken with feedback from SBC Planners and Transport & Highways. Take out any necessary insurances.</p>	
<p>Timescales - failure of SBC to operate within commercial timescales</p>	<p>Cabinet approves delegated authority to approve suite of legal agreements. External legal support.</p>	
<p>Human Rights</p>	<p>No risks identified</p>	
<p>Health and Safety</p>	<p>No risks identified</p>	
<p>Employment Issues</p>	<p>No risks identified</p>	<p>The introduction of the hotel and restaurant will create new short and long term employment opportunities for local people.</p>

Equalities Issues	No risks identified	
Community Support	No risks identified	
Communications	No risks identified	
Community Safety	No risks identified	
Timetable for delivery	No risks identified	
Project Capacity	Whilst project managed on behalf of the Council by SUR, this and other key strategic projects will place increased pressure on business as usual for Asset Management, Legal Services and Planning. Resources will be made available.	The developer will be sympathetic to the use of a Planning Performance Agreement whereby an additional Planning Officer post is funded directly.
Other	No risks identified	

(c) Human Rights Act and Other Legal Implications

It is not considered that there are any Human Rights Act implications arising from the proposals.

The Council has a range of powers to enter the agreements envisaged by this report, including the general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation. The Council also has the power to acquire, appropriate and dispose of land in accordance with Sections 120-123 of the Local Government Act 1972 subject to obtaining all appropriate consents and approvals and ensuring that any disposals are for a consideration that is the best that can reasonably be obtained.

Where land has been appropriated for planning purposes, section 203 of the Housing and Planning Act 2016 will operate to override any private rights or covenants that might otherwise impede the implementation of a development for which planning permission has been obtained. Compensation may become payable to those whose rights are so overridden. In order to appropriate the land to planning purposes and to enable s 203 to take effect the Council will need to be satisfied that the Council could have compulsorily acquired the land under section 226 of the Town and Country Planning Act 1990 and therefore that appropriating the land for planning purposes will contribute to the achievement of the environmental, social and economic well-being of its area. Any disposal of land appropriated for such purposes is effected in reliance on Section 233 Town and Country Planning Act 1990, which is also subject to a duty to obtain best consideration.

(d) Equalities Impact Assessment

There are no identified needs for an EIA at this juncture.

(e) Property

See Section 5 below.

5 **Supporting Information**

Background

- 5.1 The OLS is owned by SBC and is subject to an option in favour of SUR. The site was identified for hotel use within the Heart of Slough Strategy and was granted outline consent for a 120 bed hotel along with 91 residential units and retail/leisure use in 2009, therefore the proposed mixed-use development reflects the long-term aspirations of the Council.
- 5.2 As reported in June 2016, the site was selected as a preferred location by the proposed hotel operator as a consequence of its proximity to the town centre, major road transport routes, car parking and the railway station.

Demolition & Construction Programme

- 5.3 Whilst later than anticipated, it is expected that the existing building will be demolished by the end of April 2017 (previously expected to be December 2016). Since the demolition timescale is not on the critical path the delay will have no effect on the programme. The original scope of the demolition contract was to demolish down to slab level, however this may be changed by negotiation. An explanation is contained in Appendix Two.
- 5.4 Based on the updated accelerated programme, it is anticipated that SUR will submit a planning application for the entire site by July 2017. Subject to approval, it is anticipated that SUR will achieve Contract Close on 18/12/17 to enable the relevant project documents to become unconditional so that SUR can then commence construction by April 2018, with completion by February 2020.

Hotel Proposal

- 5.5 The hotel proposals remain unchanged. The Council will develop a 144 room short-stay and 92 room long-stay hotel, operated under a single lease arrangement. As previously reported, the proposal is for a single building containing the two hotels with horizontal separation. The ground floor to 5th floor will be the short -stay hotel, with the long-stay hotel on floors 6-10. In both cases there will be fewer facilities than in a full service hotel and sharing of back of house functions will lead to greater economies of scale.
- 5.6 The original proposal assumed that service access to the hotels and restaurants would be via the existing access road between OLS and Cornwall House and would be shared with residential tenants. For practical reasons and having liaised with the operator, the preferred option is to take a new private access road off High Street. This proposal, which is subject to Planning, has no impact on the hotel or the residential units but effectively splits the ground floor restaurant area into two distinct units.

Restaurant & Residential Element - Proposal and land Disposal

- 5.7 The restaurants, which will have a High Street frontage, will be located immediately below the residential apartments, which will create animation on the ground floor of the building in line with planning requirements. This is a prime A3 trading location in the town opposite Pizza Express and Wetherspoons. The centre of Slough currently has a limited supply of quality restaurant facilities; therefore it is reasonable to

anticipate demand rising sharply in the town centre following the substantial residential and office developments contained within the Heart of Slough proposals. The restaurants are likely to be developed speculatively and let following completion of construction although pre-lets may be achievable. As a consequence of the new location of the access road (described above), there will be a loss of circa 950 sq. ft. of restaurant space, however the unit sizes remain commercially viable.

- 5.8 The proposed residential scheme includes 60 apartments, which are a mix of 1 and 2 bedroom properties half of which face south over High Street. The residential development is structurally and legally independent from the hotels, allowing for separate ownership. Since the existing scheme is designed as a commercial project (assuming properties for sale), it could be refined to reflect a PRS scheme should Herschel Homes enter into a pre-purchase agreement with SUR.
- 5.9 The Council established Herschel Homes Limited (a wholly owned housing subsidiary company) in December 2016. In doing so, Cabinet approved a 5 year business plan that included the potential for Herschel Homes to acquire this Private Rented Sector-led development. At the same meeting the Council introduced Slough Asset Management Limited, which will acquire investment assets. The expectation is that both companies will negotiate the acquisition of the completed properties from SUR.
- 5.10 Section 123 (2) of the Local Government Act 1972 prevents the Council from disposing of land for less than the “best that can reasonably be obtained” without the consent of the Secretary of State. In the case of the residential/restaurant element of the OLS, this will be subject to a Red Book Valuation on the special assumption that the site has the benefit of planning permission and the land value has been calculated on what is termed a residual land value basis. In other words the land value is the Gross Development Value of the completed development less the costs required to carry out the development (excluding land but including profit).

The costs of undertaking the residential/restaurant element of the overall development will be subject to both a market testing exercise and also in the case of the construction costs, an open book tender exercise overseen by an independent Quantity Surveyor appointed by SUR. This exercise will arrive at the market value.

Currently SUR is assuming that funding for the residential and restaurant element of the proposal will come from a commercial third party lender. The Council may however wish to offer funding to SUR subject to the Council receiving appropriate professional and legal advice to ensure that any such loan from the Council to SUR for this purpose would be on market terms so that the Council is in compliance with any State Aid requirements.

Car Parking

- 5.11 Car parking for the hotel residents will be provided at the Burlington Road Car Park, 100m south west of the site. The hotel operator requires a minimum of 80 spaces, 120 spaces optimum. This is achievable on the current 166 space surface car park, 40 of which are subject to an existing lease.

External Advice – Hotel Market

- 5.12 Based on independent advice to the Council, which made an assessment of the market conditions and product proposal:

- The preferred brands are appropriate to the market opportunity in Slough, which has established long-stay demand.
- It is envisaged that a new, modern attractive hotel will attract demand from other market sectors, and
- The base case projections (room rates and occupancy levels) are a realistic assessment of potential future trading.

Taking account of the above, the advice in September 2016 concluded that it was unlikely that the guarantee would be called upon.

5.13 In order to test the robustness of this advice the advisor was requested to review the projections taking into account updated costs and timescales. The feedback remains positive. The Council is advised that the Slough hotel market remains strong and recent additions to the market (noted in their original work) are in the process of being absorbed. Since the operator has not altered its estimates of average room rate and room occupancy, the external consultant remains confident that the dual branded project affords the opportunity to position the site and the development as the key hotels in Slough. Finally, the Council is advised that the projections of revenue and Gross Operating Profit remain valid.

Funding

5.14 The Council would fund the cost of the capital investment for the hotels through internal investment balances, whilst ensuring appropriate Minimum Revenue Provision was set aside in accordance with the capital financing framework, or through external borrowing. It would be more advantageous for the Council financially to use internal balances, but this depends upon the level of investment balances at that point in time and the overall cost of the capital programme funded through Council funding.

The development has been financially modelled assuming the Council will borrow the funding from the Public Works Loan Board (“PWLB”) and not only includes the interest on that loan but repayment of the principal sum over 40 years. The loan is fixed for 40 years and fully amortised.

Legal Agreements

5.15 Since the project includes several parties, the legal structure is complex and involves all parties to sign up to a suite of agreements. Failure to reach agreement within defined timescales will introduce a significant commercial risk, since there is potential competition from other sites both in Slough and also in neighbouring areas. The operator has effectively made ‘first to market’ advantage a condition of their involvement.

The suite of agreements currently envisaged and parties involved is set out in the table below:

Agreement	Parties
Development Agreement	SBC and SUR
Agreement for Lease	SBC, SUR and Tenant
Lease	SBC and Tenant

Rental Guarantee	SBC and Tenant's Parent / Affiliate Company
Owner's Step-in Agreement	SBC, Tenant and Franchisor
Parent Rental Guarantee	SBC and Franchisor
Franchise Agreement	Tenant and Franchisor
Technical Services Agreement	SUR and Tenant
Building Contract	SUR and Contractor
Various Professional Consultant Appointments	SUR and members of its Professional Team
Various Sub-Contracts	Contractor and its various sub-contractors
Various Collateral Warranties	In favour of SBC
Car Parking Licence	SBC and Tenant
Retention Bond	SBC and SUR
Variation to Option Agreement	SBC and SUR

- 5.16 In order for SBC to meet commercial timescales, this report recommends that the Interim Chief Executive or nominated deputy, in consultation with the Leader and Commissioner for Housing & Urban Renewal, is delegated authority to approve and, where the council is a party, to enter into the above mentioned suite of documents and any other necessary agreements required to give effect to the proposals.

Slough Urban Renewal – Site Development Plan

- 5.17 Running in parallel with reports to Cabinet on the OLS, the Board of SUR (which consists of three representatives from the Council) has considered reports known as a Site Development Plan (“SDP”), which are essentially site specific business plans. The last report, which was a draft indicative SDP, was approved by the Board in November 2016.
- 5.18 The most recent version of the SDP is enclosed as Commercial Appendix Three. This report provides details information on costs, timescales, project development matters and risk mitigation. The financial information in the SDP is consistent with the Council’s cash flows as set out in Confidential Appendix One. It is anticipated that this report will be approved by the Board of SUR in advance of the Cabinet meeting scheduled for 20 March 2017. This report recommends approval of the SDP.

6 Comments of Other Committees

- 6.1 There are no comments from other committees.

7 Conclusion

- 7.1 The purpose of this report is to provide an update to Cabinet and allow the Council to enter into contract with the hotel operator and SUR for the development of the OLS. Based on expert independent advice, the report confirms that the financial forecasts presented by the operator are robust and the hotel market in Slough remains strong.
- 7.2 From a financial perspective, the Council will have a solid long-term revenue stream that covers the cost of borrowing and additional overheads through the administration and creation of the scheme. The Council will also retain and enhance the capital value of a key asset in the centre of town.

- 7.3 The creation of new and high standard hotels in the centre of town will provide new services to residents and businesses in the area. The creation of long-stay accommodation will enable a variety of different customers to use the hotels, serve a wide range of business and leisure need in the local area and add to the overall attractiveness of Slough as a place for businesses to invest and grow. The hotels will also have the facility for live music and other events, which will compliment activities, organised from the Curve and positively contribute to the aspiration to stimulate the evening economy in the town.
- 7.4 The introduction of a group of wholly owned companies has provided the opportunity and potential for the Council to receive a long-term income stream from these assets through dividend payments.

8 **Appendices Attached**

The following appendices contain exempt information and are included in Part II of the agenda:

Appendix One - Financial summary – Hotels

Appendix Two – Financial Comparison

Appendix Three - SUR Site Development Plan – **To follow**

9 **Background Papers**

- 9.1 None

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Compulsory Purchase Order Indemnity Agreement (CPOIA) and if necessary, a development agreement with MSH (and any other relevant third party) prior to undertaking any preparatory works in respect of the CPO.

- (c) That the Interim Strategic Director of Regeneration, Housing and Resources (or their successor) be authorised to take all necessary steps to secure the making, submission, confirmation and implementation of a CPO to acquire any third party proprietary interests within the Slough Fire Station Area site (see Appendix 1)
- (d) That the Interim Strategic Director Regeneration, Housing and Resources be authorised to issue all relevant notices and certificates in connection with the making, confirmation and implementation of any CPO.
- (e) That the Interim Strategic Director of Regeneration, Housing and Resources be authorised to acquire third party proprietary interests by private treaty negotiation.
- (f) That the Interim Strategic Director of Regeneration, Housing and Resources be authorised to dispose of any third party proprietary interests acquired pursuant to the CPO to MSH in accordance with terms to be agreed.
- (g) That the Interim Strategic Director of Regeneration, Housing and Resources be authorised to make General Vesting Declarations (GVDs) under the Compulsory Purchase (Vesting Declarations) Act 1981 and/or to serve notices to treat and notices of entry (if required) following confirmation of a CPO by the Secretary of State;
- (h) That the Interim Strategic Director of Regeneration, Housing and Resources be authorised to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a GVD or service of a notice of entry if it was considered appropriate to do so.
- (i) That delegated authority be given to the Interim Strategic Director of Housing, Regeneration and Resources to work with MSH and the Royal Berkshire Fire Authority to facilitate the regeneration of this gateway site.

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

The links between housing and wellbeing are well documented – where people live can have a significant impact on the quality of their lives. In Slough 20% of households in Slough are overcrowded compared to 8% across England. 28% of the borough’s private rented housing and 34% of its privately owned sector are categorised as ‘non decent’. The promotion and delivery of high quality new housing will remove the poor quality privately owned rented accommodation on the site and replace it with a significant increase in purpose built new homes that will contribute towards relieving overcrowding in existing households.

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

Priority 4 – Housing: The Slough Wellbeing Board wants to see a mix of housing in terms of tenure and size that meets the needs of the current and future population.

3b. Five Year Plan Outcomes

Working effectively and expediently with MSH to complete the necessary acquisitions and progress the planning consent will address the five year plan outcomes through:

- **Outcome 1** – Ensuring that the scheme is designed in line with amenity requirements will contribute towards our children and young people having the best start in life,
- **Outcome 2** – High quality new homes will attract residents who are more likely to take responsibility for their own health, care and support needs,
- **Outcome 3** – New architecturally designed homes will contribute towards ensuring Slough is an attractive place where people choose to live, work and visit,
- **Outcome 4** – The delivery of a significant uplift in housing numbers will directly contribute towards our residents having access to good quality homes,
- **Outcome 5** - Regeneration schemes such as Slough Fire Station can contribute towards the positive forward looking image of Slough and will help attract, retain and grow businesses and investment increasing jobs and opportunities for our residents.

4 Other Implication

a) Financial

MSH have agreed in principle to underwrite the Council's costs in relation to any compulsory purchase order that SBC makes in order to facilitate the redevelopment of the site. SBC will require MSH to enter into a CPO Indemnity Agreement ("CPOIA").

The CPOIA will cover all of SBC's costs in relation to the preparation, making, confirmation and implementation of any Compulsory Purchase Order. These costs include: the purchase price or any compensation for any land or interest which SBC has to acquire either pursuant to the Compulsory Purchase Order or in consequence of the service of valid blight notices, (including all payments made pursuant to the Compulsory Purchase Act 1965 and the Land Compensation Acts 1961 & 1973); any statutory interest payable and SBC's reasonable and proper internal and external costs (including legal surveying and other professional costs).

As SBC will seek to recover all CPO costs – including land acquisitions, legal costs and staff time – there is no financial risk.

Once acquired all third party interests will be transferred to MSH in accordance with terms to be agreed.

If Cabinet decide to pursue an alternative option involving more financial commitment the Council would have to borrow the money to do so and there would be an associated revenue cost with the borrowing.

b) Risk Management

Risk	Mitigating action	Opportunities
Legal – the CPO process is a technical legal process	SBC will appoint independent CPO surveyors and CPO solicitors to progress the CPO. The cost of these consultants will be underwritten by MSH.	SBC could request the covering of internal SBC staffing costs.
Property – The property cycle could go into another downturn.	All commercial risk will be sitting with MSH. Viability based planning requirements will ensure development is economically viable.	If the market improves SBC will benefit from a higher proportion of affordable housing and s.106 contributions.
Human Rights – the land required includes private homes, private tenants and residents in temporary housing.	Temporary housing tenants will need to be relocated and owner occupiers will be compensated financially.	The regeneration scheme will create a significant increase in housing supply.
Health and Safety – workers are harm or killed during the course of construction or local residents are harm accessing the site.	MSH are an established regional housebuilder with established Health and Safety procedures. All liability will sit with the owner/ developer.	
Employment Issues	No risks identified	SBC could request the creation of apprenticeship opportunities as a condition of its involvement.
Equalities Issues	No risks identified	
Community Support	No risks identified	
Communications	No risks identified	
Community Safety – people harmed during construction.	MSH is an established regional housebuilder with over 50 years experience and this will be a Considerate Constructor Scheme.	
Finance – The value land could go up or down.	All acquisitions will be underwritten by MSH.	
Timetable for Delivery – scheme is delayed unnecessarily	MSH is a commercial developer and will require a return on their investment as soon as commercially possible.	SBC could develop a dedicated internal professional team (planning, highways etc) to assist this major application through planning.
Governance – Poor performance	MSH is an established developer with a track record of delivery.	
Performance – failure to develop	The biggest risk to the scheme is land assembly and SBC's assistance though seeking a CPO will mitigate this.	SBC will be able to make it's involvement conditional on MSH delivering maximum benefits to residents and the council (i.e. using SBC Building Control etc).

c) Human Rights Act and Other Legal Implications

Statutory Powers

The Council has the power through various enactments to make Compulsory Purchase Orders and to apply to the Secretary of State for confirmation of any order.

Town and Country Planning Act 1990 Powers

Section 226 (1) (a) of the Town and Country Planning Act 1990, (as amended by the Planning and Compulsory Purchase Act 2004), provides that a local authority shall, on being authorised to do so by the Secretary of State, have power to acquire compulsorily any land in their area if they are satisfied that the acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land. However the power must not be exercised unless the authority thinks that the development, redevelopment or improvement is likely to contribute to the achievement of the promotion or improvement of the economic, social or environmental well-being of their area.

The compulsory acquisition of third party proprietary interests and/or rights in relation to the Fire Station site will enable the delivery of circa 300 homes and a new fire station and will provide certainty with regard to land assembly and the implementation of the redeveloped.

The area does not benefit from an allocation under the current Slough Local Development Framework Site Allocations Development Plan Document (November 2010) but is identified within the Review of the Local Plan for Slough Issues and Options Consultation Document (16th January to 27th February 2017) as a key site (CFS23) within the Chalvey Regeneration Area for the delivery of a new fire station and flats.

Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 provides for the acquisition of new rights over land where such rights are not in existence when the order specifying them is made. In order to facilitate the redevelopment of the site it may be necessary to acquire new rights over land for purposes such as crane oversailing.

Government guidance on the use of compulsory purchase powers is set out in "Guidance on Compulsory Purchase Process and the Crichel Down Rules for the disposal of surplus land acquired by, or under the threat of, compulsion" 2015 ("DCLG CPO Guidance"). That guidance states that compulsory purchase orders should only be made where there is a compelling case in the public interest.

The proposed regeneration scheme is in the public interest and will improve the wellbeing of residents in a number of way:

- Social – some of the properties on the site to the north of Beckwell Road have attracted anti-social behaviour and there have been multiple complaints to neighbourhood enforcement of noise nuisance and disturbance arising from the occupiers of the premises. The new scheme will create purpose build new homes with communal amenity space and a new modern fire station benefitting from community engagement space.
- Environmental – there have been multiple complaints to neighbourhood enforcement in regards to refuse on land within the proposed regeneration area attracting and harbouring rats. There have also been complaints relating to abandoned vehicles and multiple complaints from occupiers regarding overcrowding and poor conditions. A new purposely designed scheme, on this

gateway site from Windsor, prepared by a leading architect in the field, should create a more pleasant environment for new and existing residents of the area.

- Economic – The site is located on one of the key gateway routes into Slough and the accumulation of refuse and builders debris is damaging to the image of the borough. A major local employer has recently appealed to the Local Authority to take action against the appearance and anti social behaviour associated with poorly maintained properties within the proposed regeneration area demonstrating that poor environments impact local businesses as well as residents.

To date, MSH have attempted to acquire third party interests through private treaty negotiations. Unfortunately these negotiations have not proved successful. Officers are of the view that there is a compelling case in the public interest to secure the redevelopment of the site. To that end, officers are recommending that SBC utilise the powers under section 226(1)(a) of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976, because it is not certain that MSH will be able to acquire all third party proprietary interests and/or rights by agreement.

Human Rights

The Human Rights Act 1998 requires (amongst others) that every public authority acts in a manner which is compatible with the Convention for the Protection of Human Rights and Fundamental Freedoms (“the Convention”). The following parts of the Convention are relevant to the Council’s exercise of its compulsory purchase powers:

Article 1 of the First Protocol – the right to peaceful enjoyment of possessions;

Article 8 – respect for private and family life and home.

Any decision to make a Compulsory Purchase Order must strike a fair balance between the public interest in the redevelopment of the land and interference with private rights. Bearing in mind the fact that the exercise of compulsory purchase powers is a statutory process, the provisions for compensation to be paid to those affected and the compelling case in the public interest for the redevelopment, it is considered that the interference with private property rights is necessary, proportionate and strikes a fair balance towards meeting SBC’s objectives.

Those affected by a Compulsory Purchase Order will be informed and advised of their right to make representations to the relevant Secretary of State, to be heard at public inquiry and of a fair entitlement to compensation (where applicable). Thus ensuring consistency with Article 6: right to a fair hearing.

d) Equalities Impact Assessment

The public sector equality duty under section 149 of the Equality Act 2010 (“PSED”) requires SBC to have due regard to: (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. ‘Protected characteristics’ are: gender, race and disability, sexual orientation, age, religion or belief, pregnancy and maternity and gender reassignment.

There are no equalities issues associated with this report.

e) Property Issues – see Section 5.

5. Supporting Information

Background

- 5.1 The proposed Slough Fire Station Regeneration Area is circa 3.3 acres on a prominent junction at the main access point into Slough from the M4. The regeneration area currently comprises a number of separate ownerships (see Appendix 2) but the majority of the holdings are owned by MSH, the Royal Berkshire Fire Authority (“RBFA”) and Thames Valley Police (“TVP”).
- 5.2 The housing stock adjoining the four lane wide Tuns Lane (A355) has been poorly maintained and the accumulation of building debris and rubbish does little to enhance Slough’s ambitions to create a place where people want to live and work.
- 5.3 There is a significant change in density in this area where 5-7 storey residential apartment blocks and 4-5 storey offices drop off to 2 storey terrace houses. This provides an opportunity for high quality intensification that will maximise the potential of the site and create an impressive gateway development.

Proposals

- 5.4 MSH have been working with the Royal Berkshire Fire Authority (RBFA) to design a higher density redevelopment scheme that creates a new fit for purpose fire station and circa 250 additional new homes.
- 5.5 The existing fire station is obsolete and needs to be replaced or refurbished. Building a new station on the boundary to Beckwell Road creates the opportunity to increase the density to the north of the site where it borders offices and existing mid density residential.

Options

- 5.6. There are currently three potential options:

5.6.1 **Option 1** - Do Nothing

This area has been in gradual decline and the commercial and residential stock is in a poor state of repair creating an unattractive environment particularly on the north side of Beckwell Road. If SBC choose not to help in the facilitation of the land assembly then RBFA is planning to refurbish the existing station -meaning a comprehensive regeneration opportunity is lost for the time being (i.e. the extended life of the fire station).

5.6.2 **Option 2** - SBC acquires everything and develops via Slough Urban Renewal (SUR) or a 3rd Party

MSH and the RBFA have been working collaboratively for some time to assemble land to facilitate the redevelopment of this site. SBC becoming the land owner and SUR the developer would add significant costs and delays in regards to acquisition costs (stamp duty & legal costs), holding costs, disposal costs, procurement and associated risks. Due to the risk profile this site has never been pursued as a likely commercial project.

5.6.3 **Option 3** - Work with MSH and RBFA to facilitate the land assembly via a Compulsory Purchase Order

SBC have worked successfully with MSH in the past to redevelop the Windsor Road gateway development. The current proposals enables a scheme to come forward expediently on a prominent site improving the built environment and creating new homes and further private sector investment in Slough.

5.7 The preferred option of Asset Management is Option 3. This option:

- Allows the Council to realise a long-term aspiration by facilitating a housing-led regeneration scheme on a key gateway site,
- Improves the built environment,
- Increases the supply of new homes to meet increasing demand,
- Supports the Councils One Public Estate Partnership,
- Will increase revenue to the Council, and
- Does all of the above with no capital or revenue requirement from the Council.

6 **Comments of Other Committees**

This report has not been considered by any other committee.

7 **Conclusion**

7.1 The recommended option is to take all necessary steps to secure the making, submission, confirmation and implementation of a CPO of the necessary land within the Slough Fire Station Regeneration Area (see Appendix 1) under regeneration powers.

7.2 Enabling the site to be amalgamated and promoted for a quality mixed tenure scheme will improve the perception of Slough creating a cycle of improvement and investment. The Tuns Lane area is the first part of Slough people see as they arrive from Windsor and Junction 6 of the M4 and a quality major regeneration scheme will set a new tone for developments that will inevitably follow.

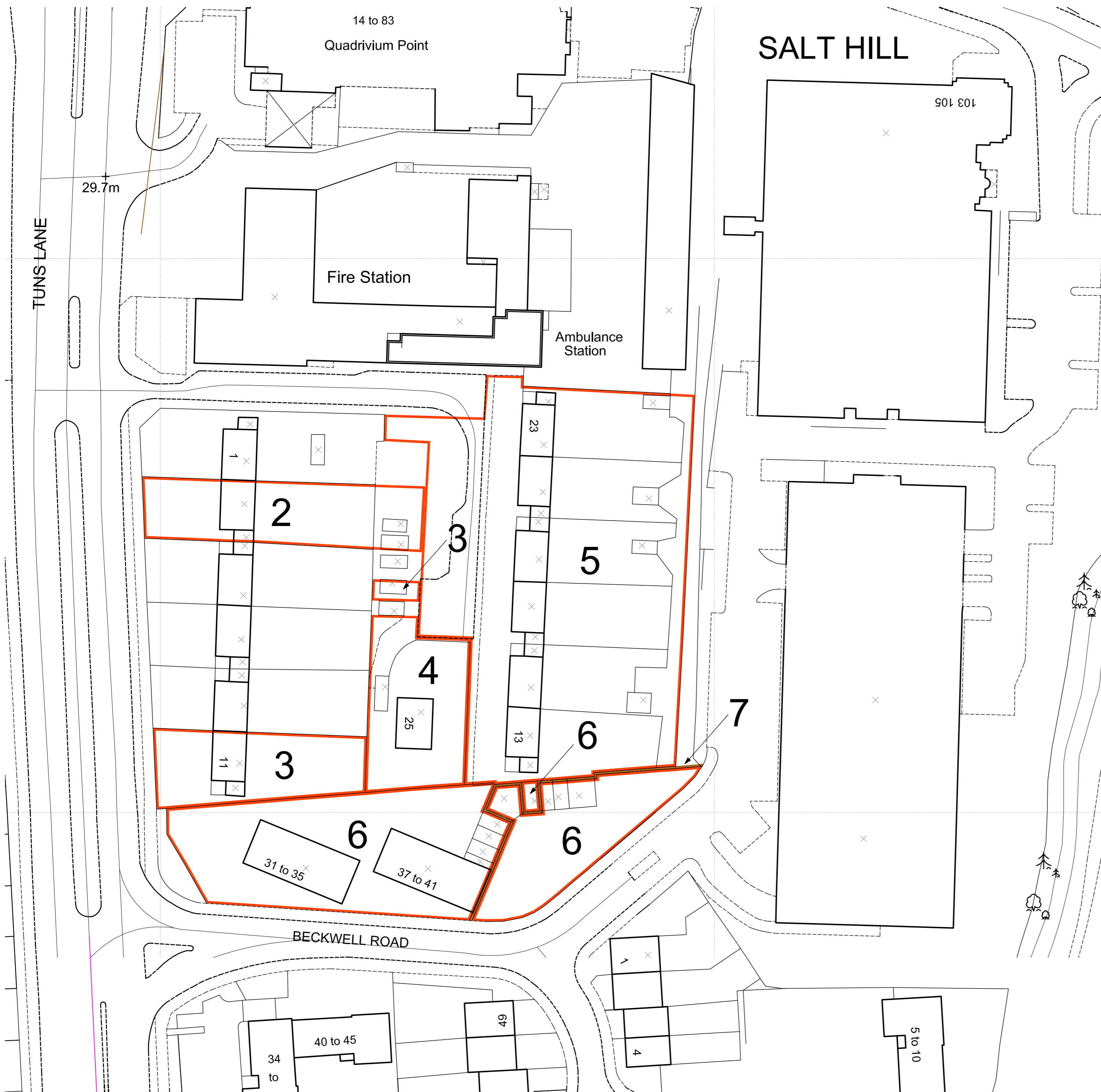
7.3 Should the council opt to do nothing an opportunity to work with the private sector to comprehensively redevelop this highly viable area in the short term maybe lost.

8 **Appendices**

Appendix 1 – Slough Fire Station Regeneration Area Proposed CPO Properties.
Appendix 2 - Land Holdings within the Slough Fire Station Regeneration Area

9 **Background Papers**

None



- 2 BK225804
- 3 BK223837
- 4 BK242619
- 5 BK428303
- 6 BK355274 and BK385700
- 7 BK354274

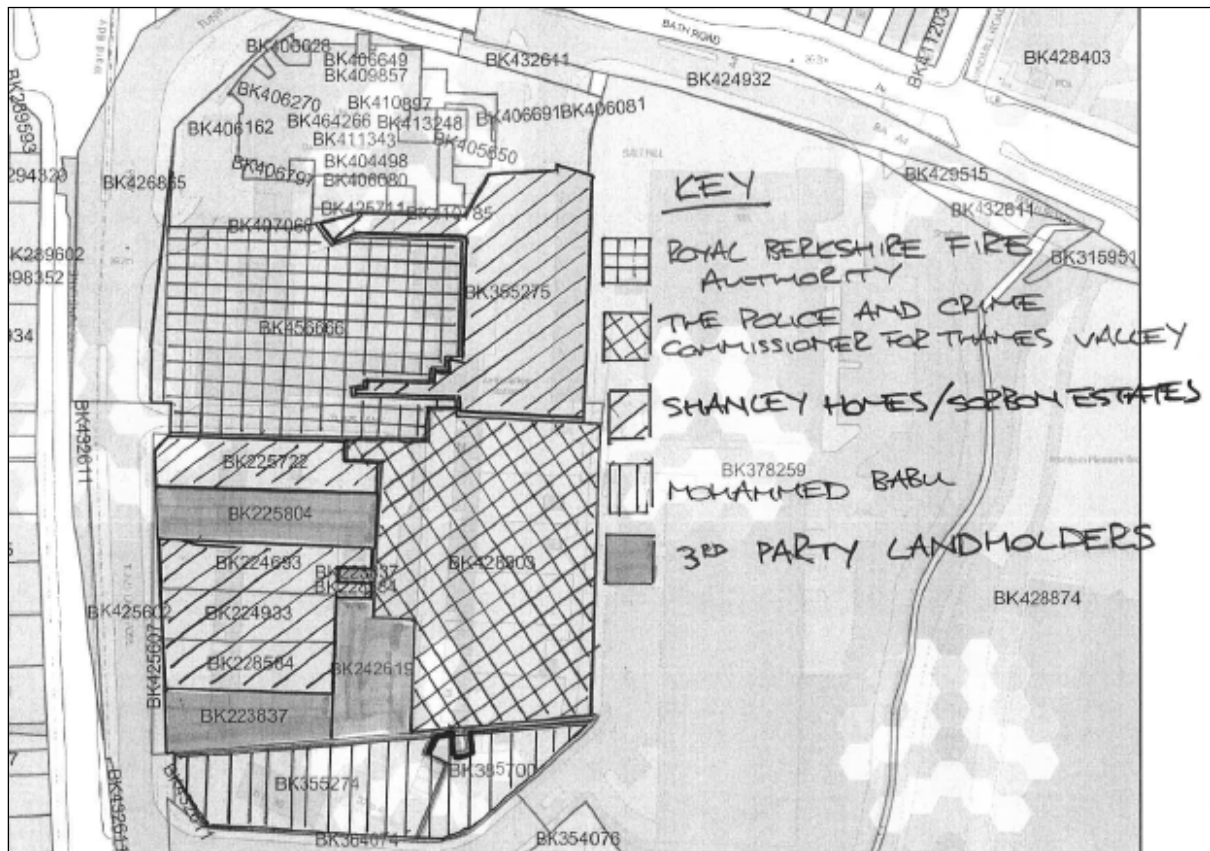
Appendix 1 - Slough Fire Station Regeneration Area Proposed CPO Properties

Land at Tuns Lane, Slough
 Land Identification Plan
 scale: 1/500 @ A2 date: 24th Nov 2016 Rev. A

Appendix 2 – Land Holdings within the Slough Fire Station Regeneration Area

The regeneration area currently comprises the following owners and land holdings:

- Shanly Group – BK355275, BK225722, BK224693, BK224933 & BK22854,
- Royal Berkshire Fire Authority – BK456666,
- The Police and Crime Commissioner for Thames Valley – BK428303,
- Mohammed Babu – BK355274 & BK385700; and
- 3rd Party Individual Holdings – BK225804, BK223837, BK242619 & BK354274.



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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th March 2017

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WARD(S): All

PORTFOLIO: Cllr Ajaib, Commissioner for Housing & Urban Renewal

PART I
KEY DECISION**HOUSING OPTIONS APPRAISAL UPDATE****1 Purpose of Report**

To provide Cabinet with an update on the Housing Options Appraisal in respect of:

- consultation with the Residents Board and other residents groups;
- a number of options and opportunities for innovation in respect of the housing stock.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the following recommendations from the Commissioning Consultative Group are endorsed, for the reasons set out in paragraphs 5.4 and 5.5 –
 - The option to 'do nothing' is not accepted; and that
 - The option of Large Scale stock transfer is not to be progressed further
- (b) All other options are to be considered and reviewed by the Commissioning Consultative Group, chaired by Cllr Ajaib, Commissioner for Housing and Urban Renewal, and Resident Consultative Group with final recommendations being brought to Cabinet in December 2017.

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

The option appraisal will enable the council to identify and develop innovative options for its housing stock that link with the following Slough Joint Wellbeing Strategy priorities:

- Increasing life expectancy by focusing on inequalities - the links between decent housing and health are well documented

- Housing – identification of options that would result in improvements in the quality of private rented housing, increase in numbers of affordable homes. In addition the repair, maintenance and investment in the Council’s housing assets is funded directly by the HRA

3b **Five Year Plan Outcomes**

The option appraisal will help to deliver the following Five Year Plan outcomes:

Outcome 3 - Slough will be an attractive place where people choose to live, work and visit;

Outcome 4 - Our residents will have access to good quality homes;

Outcome 5 - Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

4 **Other Implications**

(a) Financial

At the core of the HRA Business Plan is a series of 30 year financial projections. These have been analysed by Savills and summarised at paragraphs 5.4 and 5.5

(b) Risk Management

There are no risk management issues at this stage.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications relating to the option appraisal. There may be legal implications as the details of emerging Government policy are made clear.

(d) Equalities Impact Assessment

Equality Impact Assessments are routinely carried out as part of operational service delivery and reviews. There are no equality related issues in relation to the option appraisal at this stage

(e) Property

The housing option appraisal supports the Council’s ambition to maintain and invest in its current housing assets whilst continuing to deliver a development programme to build new, affordable homes in Slough.

(f) Carbon Emissions and Energy Costs

The re-commissioning of the repairs, maintenance and investment contract will provide opportunities to reduce carbon emissions in Council owned homes.

5 **Supporting Information**

As part of its Housing Strategy 2016 – 2021, the council has set out its plans around 5 key themes:

1 : New Housing Supply - Ensuring the right supply and mix of new homes and increasing affordable housing through the efficient use of land and capital resources.

2 : Private Sector Housing - Ensuring that the private housing sector provides sufficient good quality market housing through support for landlords and tenants and, where necessary, robust quality control and regulation.

3 : Council Homes - Ensuring council homes are managed and maintained to a high standard and the Council builds new homes for Slough residents.

4 : Homelessness and Housing Need - Reducing homelessness and rough sleeping through effective prevention work.

5 : Special Housing Needs and Vulnerable Groups - Ensuring that specialist accommodation is available for vulnerable people and those with special housing needs, for example, young people, older people and people, people with disabilities.

The HRA Business Plan 2016 – 46 is an integral element of Theme 3.

5.1 In considering the HRA Business Plan 2016 – 46, at the meeting of 17th October 2016, Cabinet resolved :

- That the draft Business Plan be issued for consultation to the Residents Board and other residents groups;
- That authority be delegated to the Strategic Director, Regeneration, Housing and Resources following consultation with the Cabinet Member for Housing and Urban Renewal to finalise the Business Plan in the light of comments received during the consultation;
- That the Strategic Director, Regeneration, Housing and Resources, following consultation with the Cabinet Member for Housing and Urban Renewal, be authorised to begin planning for the Options Appraisal of the Council's housing stock, with a proposal to be brought back to Cabinet for approval.

The Council will undertake a formal review of the HRA Business Plan by the end of March 2017 and update it with any new information available by that time.

5.2 In December 2016 a special edition of the resident newsletter, Streets Ahead, were distributed to each of the Council's 7,400 tenants and leaseholders. The newsletter set out the key messages from the HRA Business Plan and asked residents to complete a survey to comment and feedback. Residents were directed to the Council's website where a Your Homes Our Homes page had been created for the purpose of major consultations. The newsletter survey was recreated using Survey Monkey for the web page and residents were encouraged to complete the survey online. The deadline for completing the survey was 31 January 2017. A total of 97 surveys were completed and returned, 49% of which were completed online.

Of those that responded there was broad support for the Council's plans to spend £100 million to repair, maintain and invest in the existing stock and invest in new technology.

In addition to the above, the Director, Regeneration, Housing & Resources, presented the HRA Business Plan to the Residents Board on 2nd November 2016.

- 5.3 Work on an options appraisal of the Council's housing stock led by Cllr Ajaib, Commissioner for Housing & Urban Renewal, began in the latter part of 2016, with the project being split into two phases. Phase 1 involved;
- Establishment of the Consultative Commissioning Group (CCG), chaired by Cllr Ajaib;
 - Appointment of Independent Tenant Advisor and recruitment to Resident Consultative Group (RCG)
 - Analysis of the existing HRA Business Plan by Savills:
 - High level review of options available by Trowers & Hamlin with an in depth review of stock transfers by Savills, so as to establish a credible range of options for further evaluation; and
 - Modelling of social rent levels for development sites, by 31Ten Consulting.

5.4 Analysis of the HRA business plan

External advisers Savills have carried out an analysis of the existing HRA Business Plan and confirm;

- that as per the HRA business plan, investment for new development is not sustainable beyond year 5;
- the business plan is financially viable;
- The plan is robust - it is able to withstand considerable changes in housing and financial policy;
- the plan delivers an ambitious programme of 200 new homes over the next 5 years, but is not able to sustain ongoing development beyond that point;
- that the stock condition survey update has confirmed the existing funding position in the business plan: in the long term, asset maintenance can be fully funded, but no additional capital is able to be released for development either in the first 5 years or over the longer term.

However there remain some key challenges to the HRA plan, including:

- After 5 years, plans around the investment in new homes are less well developed
- Throughout the whole 30 years of the plan, there is a net loss of affordable rented housing of around 15% (700 units).

With sales under the Right to Buy showing no signs of slowing, the analysis of the plan strongly suggests that 'doing nothing' is not an option and the council needs to bring forward new options to deliver the affordable housing the borough needs.

5.5 Alternative option: stock transfer

In response to the analysis of the business plan, Savills have also carried out financial analysis on the option to transfer the housing stock to a housing association. Since the HRA self financing settlement in 2012, less than a handful of authorities have transferred their housing stock and they received financial support from the government to help clear housing debt.

Savills estimate the following for a possible stock transfer:

- The valuation of the housing stock - what a purchasing housing association would pay the council = £77m.
- The current debt in the HRA = £144m.
- This would leave substantial overhanging debt - this would require financial support from government to assist in clearing the debt.

- No government support is currently available.
- There would also be some "diseconomies" of scale for the council's General Fund, with an estimated impact on the General Fund of between £1-3m pa.

Stock transfer has therefore been discounted as an option.

5.6 Bringing forward future options

Whilst the HRA is able to make a positive contribution to the delivery of new affordable housing in the future, the HRA alone will not deliver on the council's housing needs and aspirations. Stock transfer is not a realistic alternative. There is a need to find new options and creative approaches to deliver more homes and increase the quality of existing homes. The council has already made a positive move with the creation of Slough Urban Renewal and the two new subsidiary housing companies.

5.7 One of the options that has been identified is taking a look at new ways of providing affordable housing in the HRA - setting affordable rents at different levels (still well below market rent levels) in three example areas. This has shown that the local market and circumstances are really important in shaping what is possible - and that the council's approach should be to continue to look at these options on a case-by-case, site-by-site basis.

5.8 Other new options and approaches that have been identified for review in phase two of the appraisal work are:

- Review the Treasury and Debt Management strategy within the HRA - to see if there is a sustainable way to deliver more investment directly from the HRA.
- To look at ways in which the capacity within the HRA, and within the Council as a whole, can be brought together to deliver new housing.
- To assess the scope to deliver new types of affordable and intermediate-type housing, including opportunities to build for sale - and also to consider the ways for the council to offer new ways to help local people to get into affordable home ownership.
- To look into different financing options with the private sector, in particular with pension funds and reputable financial institutions to see if there are ways to lever in new money into the borough.
- A detailed review of the asset-base, in the HRA and wider for the council, to see whether there are opportunities to provide more homes.
- Whether there are new and different arrangements for managing our housing that could deliver extra value.

This will be done, in the context of the Government's recently issued White Paper on housing 'Fixing our broken housing market'.

5.9 The Council has already established a number of innovative options for building new homes through Slough Urban Renewal , and increasing the supply of private rented accommodation and temporary accommodation through it's two new subsidiary housing companies; and members have been looking at what other local authorities are doing. The option appraisal will consider what other options / vehicles may be required drawing on examples from other councils / organisations.

6 **Comments of Other Committees**

Not Applicable.

7 **Conclusion**

The council has embarked on an important piece of work in undertaking an options appraisal in respect of housing. This paper has provided an update of the work undertaken so far and set out the work to be done to December 2017.

8 **Background Papers**

None.

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.

Furthermore, the provision of vehicles to this enables these services is critical for the service delivery.

3.2 Five Year Plan Outcomes

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

- **Outcome 3: *Slough will be an attractive place where people choose to live, work and visit***

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.

- **Outcome 5: *Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents***

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

2017/18 Fleet	Cost
Refuse collection vehicles	£4,419,500
Grounds plant equipment	£1,200,000
Mayrise installation	£33,000
Capital Funding:	£5,652,500

2017/18 Fleet	Cost
Fleet Manager – Grade 8	£65,000 (including on costs)
Revenue Funding:	£65,000

The £4,419,500 is the capital cost to procure the vehicles. This figure includes the purchase of trade waste vehicles. However, if the Council does not negotiate a commercial purchase of the existing Amey commercial waste service then this figure will be lower. Maintenance will be a revenue cost and ongoing. There is a comparative cost of buying versus leasing in Appendix B for Heavy Commercial vehicles which has reinforced that capital purchase is the more economically incentivised route for the authority.

The £1,200,000 is required for this is the capital cost to procure the grounds machinery and does not include maintenance. Maintenance will be a revenue cost and ongoing.

(b) Risk Management

Risk	Mitigating action	Opportunities
<p>Finance – return on Capital investment.</p> <p>There are concerns that there will not be a ‘payback period’ on the capital expenditure. However, the +spend is justified on being cheaper than leasing the heavy commercial vehicles over the proposed period of the initial contract (10 years).</p>	<p>A Capital Strategy Business Case has been compiled and signed off which reinforced the division between where spend should be allocated between capital and revenue for different vehicle types.</p>	<p>The visibility and breakdown of the fleet through the business case has ensured that the ‘Fleet Challenge’ can consider a capital purchase for light vans across the Council to maximise best value.</p> <p>Therefore, while this paper recommends leasing of light vans there is likely to be a future review of this in 2018 in line with the authorities’ wider fleet challenge and corporate fleet / transport management considerations.</p>
<p>Legal – Traffic commissioners are responsible for licensing and regulating operators of heavy goods vehicles (HGVs), public service vehicles (PSVs) and local bus services.</p> <p>The proposal to purchase and lease the heavy commercial vehicles, light commercial and light vans are covered under ‘Public Vehicles’ in the Public Passenger Vehicles Act 1981</p>	<p>It is proposed that either the LACC or the authority will hire a dedicated Transport / Fleet Manager.</p>	<p>If the Transport Manager post resides within the Authority it provides for a more aligned corporate function for managing all of the Council fleet providing efficiencies within insurance costs, risk management and corporate visibility.</p>

<p>Legal - State Aid Requirements as set out in the Treaty of the Functioning of the European Union (TFEU).</p> <p>Article 107 (1) TFEU confirms that there are aspects that must be present for State Aid and the Council will ensure that State Aid rules will not be breached.</p>	<p>Arrangements between the Council and NewCo to be correctly structured so that State Aid does not arise.</p>	<p>Service Delivery Contract between Council and LACC to include schedule within contract for vehicle provision, costs and transparency.</p> <p>All costs to be covered with LACC Business Plan and base business accounts.</p>
<p>Legal - State Aid Requirements as set out in the Treaty of the Functioning of the European Union (TFEU).</p> <p>Commercial arrangements including funding for NewCo can be implicated through State Aid provisions.</p>	<p>The structure of any financial arrangement between the Council and NewCo will be required to be in a manner which is permitted under the TFEU and European Directives, European Commission decisions from the European Court of Justice.</p>	<p>Exact funding arrangements are decided by the Council, potential for an independent report to assess the relevant risk in relation to any loan is obtained and it is confirmed that that the interest rate applied is consistent with that which a private lender would require in the same circumstances and that the non-financial element of the loan complies with the terms and conditions which a private lender is likely to require.</p>
<p>Legal - Vehicle Excise Duty (road tax) changes from budget 2015.</p>	<p>There are no current plans in place to change road tax on commercial vehicles and vans, the current process in place is a fixed price for 6 or 12 months for both euro 4 and euro 5 vans.</p>	<p>Will need to be considered as part of wider fleet challenge review of the Council grey fleet and salary sacrifice schemes for fleet hire / purchase for staff.</p>
<p>Procurement – Consideration that the procurement might be less competitive through use of frameworks.</p>	<p>The frameworks identified for utilisation (as set out in sections 5.7, 5.8 and 5.9 of this report) have been through robust processes to secure best value. Furthermore, due to procurement</p>	<p>The Fleet consultant has undertaken a Briefing Note to identify that OJEU Procurement vs Framework procurement has been considered considering the following factors:</p> <ul style="list-style-type: none"> - Best value;

	timetables there is insufficient time to undertake a dedicated OJEU procurement process.	<ul style="list-style-type: none"> - Market engagement; - Timescales;
Procurement – Resource constraint due to major corporate contract procurements taking place for Environmental Services, RMI and Leisure.	Dedicated Fleet Procurement consultant to compile and collate primary documentation and to streamline process with Head of procurement.	N/A
Service Delivery - Risk of capital purchase vehicles unavailable on first day of service.	The specifications for the framework will include the call off from the supplier for temporary leasing arrangement if the vehicles are unavailable.	Will need to ensure that 'Liveries' and Mayrise infrastructure for any leasing vehicles are still available. Fleet consultant to oversee.

(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 the approval to proceed with insourcing via an LACC the Council has begun facilitation of mobilisation to form the company, commencing engagement with the contractor 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.

- 5.4 In order to ensure delivery of the statutory services, the LACC will require a suitable range of vehicles, plant and supporting components.
- 5.5 The Council has undertaken some preliminary options appraisals and the current Amey fleet is structured using short-term hire, contract hire and finance lease arrangements and some owned assets. The age of the current fleet will be at the end of its life cycle for each vehicle type, and little (if any) will be in a condition to carry over into the new arrangement, this is further complicated by the current Amey fleet being mainly of lease type arrangements. Therefore it has been decided at an early stage that the use of the existing Amey fleet is not viable.
- 5.6 This places SBC in a unique position of needing to replace its vehicle fleet and grounds maintenance equipment along with supporting assets in readiness for delivery of services from 1 December 2017. Each of these frameworks has been set up to facilitate procurement of a specific range of vehicle types. Each type of vehicle the council requires can be procured through the identified frameworks. Therefore, it will be necessary to use more than one framework. Great detail is provided in Appendix A and in sections 5.7, 5.8 and 5.9 below.
- 5.7 The light van fleet are the highest proportion of the fleet in respect of the number of vehicles and although the annual maintenance required is low by comparison to the other two fleets, there are no in house facilities to undertake the maintenance apart from running repairs. Therefore, the **light van fleet** vehicles should be leased via contract hire with maintenance for a **3 – 5 year period**. It is proposed that these vehicles will be procured via Crown Commercial Services (CCS), Eastern Shires Purchasing Organisation (ESPO) or the Yorkshire Purchasing Organisation (YPO).
- 5.8 Light commercial vehicles fall into the new business operator licence category and carry specialist body types such as road sweeping equipment which often requires specialist manufacturer repair. These vehicles are low in numbers and at present do not lend itself to the investment needed to maintain them using internal facilities. The **light commercial vehicles** should be leased via contract hire arrangement for a **5 year period**. It is proposed that these vehicles will be procured via CCS, ESPO or the YPO.
- 5.9 **Heavy commercial vehicles** consist of the refuse collection vehicles and waste transportation vehicles (hook lift). The current Amey arrangement of obtaining the manufacturer to maintain them on site at Chalvey makes best use of the limited facilities and ensures better vehicle availability as the vehicles would not be required to travel to an alternative location for maintenance. The life cycles for these vehicles are 5 – 7 year for the hook lift and 7 – 10 years for the refuse collection vehicles. It is proposed that these vehicles will be procured via the Crown Commercial Services (CCS). Section 1.5 of Appendix A provides a summary of the procurement plan for the approach by vehicle type to the proposed purchase and leasing arrangements.
- 5.10 The authority must recognise and make provision for the LACC to have the ability to manage the fleet either through access to a Fleet Manager within the authority or through the LACC itself. There is a wider benefit for the provision of this service from Local Authority. More details regarding the Vehicle Management and licensing can be found in Appendix A section 1.3.

- 5.11 **Heavy commercial vehicles** should be **procured via capital purchase** and an inclusive maintenance/repair contract set up with the manufacturer. Appendix B reinforces the economic business case which was provided to the Capital Strategy Board. These vehicles are high usage engine run time and are procured outright with the maintenance being provided separately via a revenue contract with the manufacturers as they are high cost front line vehicles that are complicated to maintain. This arrangement also includes replacement vehicle for vehicles being unavailable due to technical or parts availability. Appendix B
- 5.12 Environmental performance and quality considerations have been appraised as part of the procurement business case. Heavy commercial vehicles are to be procured that have as minimum Euro 6 diesel engines. The LACC will be required to ensure that 'gas migration' and onward consideration is made towards this transition and shall form part of both their Business Plan and Directors annual report to the Shareholder Committee.

6. **Comments of Other Committees**

N/A

7. **Conclusion**

The Cabinet is requested to resolve and instruct officers to commence the procurement of vehicles, plant and supporting components for the new LACC so that services can be delivered for 1 December 2017.

The Cabinet is requested to approve the Councils approach to the procurement of vehicles for the LACC as identified in the report and provided in greater detail in Appendix A.

To request that following Cabinet's consideration of this report, delegated authority is provided to the Head of paid Services to enable the award of contracts to be given following the completion of the procurement process to be led by the Corporate Procurement team and the Fleet Consultant.

8. **Appendices Attached**

'A' - Proposed Procurement for Fleet / Vehicles for Local Authority Controlled Company

'B' - Options Appraisal for Capital Purchase and Contract Hire for Heavy Commercial vehicles

9. **Background Papers**

None.

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Appendix A - Proposed Procurement Plan and Business Case for Fleet Procurement

Situational Analysis: As identified in the accompanying Cabinet paper it is imperative that the authority is in a position for the LACC to run and maintain a fleet for the 1st December 2017.

This appendix covers the age and condition of the current fleet ,justification for various procurement routes and requirements for the authority and LACC to consider for maintenance and legal responsibilities for owning / leasing the fleet accordingly.

1.1. Age and condition of current fleet fleet

The vehicle fleets can be broken down into three main categories being heavy commercial, light commercial and vans. This business case is solely focused on securing capital funds to procure the heavy commercial vehicles (Refuse Collection Vehicles), plan and grounds maintenance equipment.

Table 1.1 below provides a breakdown of the age of the existing refuse vehicles which Amey lease.

Table 1.1 – Existing Amey Heavy Commercial Vehicle status

Refuse Vehicles				
Registration Year	Number of Vehicles	Age in years in 2017	Internal lease	external lease
2008	9	9	9	
2010	9	7		9
2011	2	6		2
2012	2	5		2

The age of the current fleet will be at the end of its life cycle for each vehicle type, and little (if any) will be in a condition to carry over into the new teckal arrangement, this is further complicated by the current Amey fleet being mainly of lease type arrangements.

The grounds maintenance equipment and other plant are also aging and mainly provided under a contract hire/lease arrangement which Amey have in place, the new company would not be in a position to sub let, so therefore, there is a need to procure the required grounds maintenance and plant equipment to ensure delivery of services are in place for 1st December 2017.

1.2 Vehicle and plant maintenance

The vehicle fleet categories are maintained in different ways due to the lack of space and workshop facilities at the Chalvey Depot.

Vans and light commercial vehicles are maintained via a contract hire arrangement that includes maintenance and repairs of the vehicles, road fund licence (RFL) and tyres. Some minor repairs are carried out at Chalvey by agreement between suppliers.

Light commercial vehicles including sweepers and the gully sucker are also contract hire with maintenance.

The above two fleet categories are of light daily usage in terms of miles per day driven and engine run time. The heavy commercial vehicles include the refuse collection vehicles and hook lift vehicles used for transporting waste.

These vehicles are high usage engine run time and are procured outright with the maintenance provided separately via separate contract with the manufacturers as they are high cost front line vehicles that are complicated to maintain. This arrangement also includes replacement vehicle for vehicles being unavailable due to technical or parts availability.

Grounds maintenance equipment is generally procured and maintained using a mix of the equipment provider and additional 3rd party maintenance provider.

Other items of plant such as the grab loader and loading shovel at Chalvey are provided and maintained under a contract hire arrangement, and the winter gritting equipment leased on a seasonal basis.

1.3 Vehicle Management and licensing

The vehicle fleet management, grounds maintenance equipment and other plant is currently centrally managed by Amey, the new teckal arrangement would need to apply for an operator's licence and waste carriage licences to be able to undertake the operations.

These licences are an important undertaking along with the continual management of licensing compliance, driver certificate of professional competence (CPC), road fund licensing for owned vehicles.

SBC are required to obtain and maintain an operator's licence and will need to ensure all vehicles are managed compliantly within the rules of the license.

It is recommended that SBC employ a fleet manager who will be responsible for ensuring safe, legal and compliant fleet. It is expected the role will be at grade 8 level. The costs of this position will need to be included in the base costs for the LACC set up.

A fleet manager is professionally recognised as being the best resource method to manage the range of responsibilities required and also reduce the general public and the organisation from risks associated with vehicle fleets.

Fleet Management Duties:

- Vehicle Acquisition
- Fleet policies
- Maintenance Management to control and reduce spend and ensure vehicle availability
- Maintenance compliance and standards checks and audits
- Accident management to improve vehicle off road time
- Fleet Breakdown consistent cover across the Fleet
- Detailed and accurate reporting via a fleet management system and other fleet systems such as fuel
- Daily Rental/Spot Hire via approved supplier
- Management and maintenance of operators license
- Management and maintenance of waste transportation licenses and permits
- Driver CPC
- Driving license checks
- Vehicle maintenance planning
- Parking tickets & notice of intended prosecutions
- Procurement & specification
- Defect management
- Document storage
- Road fund license
- Insurance database
- Charging
- Recharging
- Training & performance improvement
- Impact against environment

Capital Strategy Board is asked to note the above, however a separate **revenue** growth bid is to be prepared and presented to SMT then CMT to consider a fleet manager position which sits centrally within the organisation.

1.4 Environmental Performance

SBC holds a duty of care to its residents for its contribution to air quality and as such should consider the use of alternatively powered vehicles.

The van and light commercial fleets are low miles and engine run time and would not currently attract any form of payback at this point with alternatively powered vehicles that are on the market which are currently Euro 6, however, this will likely change by the time of the next replacement cycle.

Heavy commercial vehicles with high engine run time would benefit of the use of alternative fuel power with the mainstream option coming available mid 2018. Although these vehicles would attract higher procurement costs, this would be mitigated financially over the life cycle due to lower annual fuel costs and lower maintenance costs, this would be an ongoing benefit when replacing the vehicles in later years. A capital business case and business case was compiled and prepared for the proposal to migrate to gas power for the heavy commercial vehicles.

However, it was decided that due to the uncertainty around maintenance for an entire fleet of gas powered vehicles that the authority should pursue diesel with an annual review into the status of gas vehicle. A phased migration to gas can be proposed and the business case for gas is economically viable but it is felt that it is not currently logistically viable.

The LACC will be required to ensure that 'gas migration' and onward consideration is made towards this transition and shall form part of both their Business Plan and Directors annual report to the Shareholder Committee.

Table 1.2 – Factors/measures which will deem the project as being successful

Factors/measures by which will deem the project as being successful	
Benefit	Measure
Provision of an operational diesel fleet	All vehicles required to undertake services being in place and ready for use on December 1, 2017
Key maintenance provision	A maintenance provider being in place to maintain the key refuse vehicles
Replacement plan Implemented	A replacement plan being in place
Minimum of Euro Six Standard Fleet	Euro Emissions Standards

1.5 Procurement Plan:

Framework options left open at this point due to current timeline being when suppliers are allowed to increase prices, this date will influence which framework is used to attempt to minimise cost impact.

Phase 2 will include Yard and office items. Therefore Table 1.3 below is for phase 1 and specifically orientates around vehicles – light, light commercial and heavy commercial.

Table 1.3 – Vehicle Procurement Plan for Light Van, Light Commercial and Heavy Commercial

Item	Buy/Lease	Framework	Procurement Method	Reason
RCV	Buy	CCS	Direct Award	Small number of vehicles being procured would not warrant purchase discount to cover costs of tender process. Evaluation of recent tenders

				taken into consideration using total cost of ownership process.
RCV Maintenance	Buy	CCS	Direct Award	Due to limited workshop space available at Chalvey, priority has been given to maintaining RCV' fleet on site.
Hook Lifts	Buy	CCS/ESPO/YPO	Mini Competition	To obtain most advantageous price
Grounds Maintenance Equipment	Buy	ESPO/YPO	Mini Competition	To obtain most advantageous price
Road Sweepers	Contract Hire	CCS/ESPO/YPO	Mini Competition	To obtain most advantageous price
Gulley Sucker	Contract Hire	CCS/ESPO/YPO	Mini Competition	To obtain most advantageous price
7.5 tonne Tipper	Contract Hire	CCS/ESPO/YPO	Mini Competition	To obtain most advantageous price
3.5 tonne Van	Contract Hire	CCS/ESPO/YPO	Mini Competition	To obtain most advantageous price
Light Vans	Contract Hire	CCS/ESPO/YPO	Mini Competition	To obtain most advantageous price
Tyres	Call off	CCS/ESPO/YPO	Regional Call off	Call off
Glass	Call off	CCS/ESPO/YPO	Regional Call off	Call off
Cleaning Materials	Call off	CCS/ESPO/YPO	Regional Call off	Call off
Grounds Maintenance Light tools	Buy	CCS/ESPO/YPO	Mini Competition	To obtain most advantageous price
Tool Hire	Hire	CCS/ESPO/YPO	Mini Competition	To obtain most advantageous price
Vehicle Hire	Hire	CCS/ESPO/YPO	Mini Competition	To obtain most advantageous price

Framework abbreviations

CCS - Crown Commercial Services

ESPO- Eastern Shires Purchasing Organisation

YPO- Yorkshire Purchasing Organisation

Appendix B – Options Appraisal for Capital Purchase and Contract Hire for Heavy Commercial vehicles

Option A – Capital Purchase (7 year pay back)

Option B – Contract Hire (7 year hire)

Option C – Capital Purchase (10 year pay back)

A			Capital											
Vehicle	Capital	Term - Months	Monthly cost	Insurance	Maintenance	RFL	Tyres	Damage	Cleaning	Fuel	O Licence	Driving licence checks	Driver CPC Training	Total Per Month
Refuse	176,500	84	2,101	0	1,200	75	200	250	50	1,100	75	50	50	£5,151
B			Contract Hire											
Vehicle	Capital	Term - Months	Monthly cost	Insurance	Maintenance	RFL	Tyres	Damage	Cleaning	Fuel	O Licence	Driving licence checks	Driver CPC Training	Total Per Month
Refuse	0	84	4,335	0	0	0	100	250	50	1,100	75	50	50	£6,010
C			Capital											
Vehicle	Capital	Term - Months	Monthly cost	Insurance	Maintenance	RFL	Tyres	Damage	Cleaning	Fuel	O Licence	Driving licence checks	Driver CPC Training	Total Per Month
Refuse	176,500	120	1,471	0	1,200	75	200	250	50	1,100	75	50	50	£4,521

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th March 2017

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

WARD(S): All

PORTFOLIO: Councillor Munawar ; Leader of the Council
Commissioner for Finance & Strategy

PART I
KEY DECISION**WELFARE POLICIES****1 Purpose of Report**

To provide a revised Council policies for the financial year 2017-18 in respect of

- Discretionary Housing Payments (DHP)
- Local Welfare Provision (LWP)

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the policy for Discretionary Housing Payments as set out in Appendix A be approved.
- (b) That the policy set out for Local Welfare Provision as set out in Appendix B be approved.

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

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

3a Slough Joint Wellbeing Strategy Priorities

This report sets out the policies to ensure that residents of Slough can maintain their tenancies in the wake of continuing welfare reforms and thereby ensuring that children remain in a stable environment. It will help reduce the number of families who declare themselves homeless as

paying DHP or LWP depending on circumstances should help maintain their tenancies and help them back into a work environment.

3b Five Year Plan Outcomes

This report will primarily have implications for Outcomes 1, and 2, as it will assist customers to remain in their own homes within the borough, it will support tenants both in the private rented sector and council tenancies to become more independent financially.

4 Other Implications

(a) Financial

The Council proposes to maintain spend within the respective budget and levels set for these budget so as not to put any additional pressure on the Council’s general fund budget.

The Council received an allocation for DHP that is £179,636 more than the current financial year.

The Council has agreed a budget of £300k for Local Welfare Provision costs which includes administration.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	The current DHP scheme has been in place for 2 years now with only minor amendments and at the time of the original drafting Counsel’s opinion was sought on the changes, the minor changes that have been inserted have been agreed with internal Legal Services. The current LWP scheme has been in place for 4 years and again with minor changes, the original draft was approved by Counsel.	
Property		
Human Rights		

Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		Ensuring by various publicity and communications that those eligible receive DHP and LWP
Community Safety		
Financial	Risk that due to continuing welfare reforms, the Government grant for DHP will not be sufficient to meet demand – previously, SBC have spent close to or just above the grant provided. The LWP allocation will be profiled to ensure that there is fund available throughout the year but this may be at a lower rate than customers would wish	
Timetable for delivery	April 2017	
Project Capacity		
Other	The scheme is in many cases reactionary to the Government welfare reforms so risks remain over how and when these reforms will occur	

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications.

(d) Equalities Impact Assessment

A completed EIA is attached at Appendix C for DHP.

5 Supporting Information

5.1 The Discretionary Hardship Payments policy is included in appendix A.

- 5.2 Discretionary Hardship Payments within Housing Benefits have been available for a number of years but have been at a reasonably low level, however with the introduction of the Welfare Reform agenda they have taken a much higher profile and government has awarded higher grants
- 5.3 The grant for 2017-18 is £760,571 which is £179,636 higher than 2016-17.
- 5.4 Previous years grants are listed below

Year	Amount
2014-15	£672,479
2015-16	£429,112
2016-17	£580,935
2017-18	£760,571

- 5.5 The intention by Government was for this to assist in respect of the welfare reforms such as the bedroom tax, benefit cap etc.
- 5.6 The Welfare Reform agenda has continued to grow; the benefit cap was reduced again in December 2016 for household in Slough and around the country. The government increased the DHP grant in 2016-17 and produced a 5 year plan for the budgeting of these grants in line with the changes.
- 5.7 The Department of work and Pensions suggests that the award of the DHP grant to customers should in the following region, though this is not mandatory.

Allocation	% Amount
Core Funding*	13%
Local Housing Allowance shortfall	20%
Spare Room Subsidy Shortfall	40%
Benefit Cap Shortfall	27%

*Core funding is the amount awarded before welfare reform to council's for exception circumstances not listed

- 5.8 The government grant allocation allows Council's to "top-up" the amount of spend available from their own funds and this is limited to Slough to a total £1,901,428, however it is not our intention to make any additional payments . It is intended that spend will remain in line with the government grant allocation.
- 5.9 The Council has spent in line with the grant allocation in previous years

5.10 In 2015-16 the Council paid a total of £430,455 in DHP awards in which was £1,343 over the grant awarded.

5.11 The awards in 2015-16 were broken down as follows

Applications 881
Awards 568

Reason for Award	Number of Awards	Total Amount of Awards	% of spend
Local Housing Allowance Shortfall	167	£105,775	24.5%
Spare Room Subsidy Shortfall	196	£107,006	25%
Benefit Cap Shortfall	52	£85,625	20%
Core funding Shortfall	88	£47,433	11%
Rent Deposits	65	£84,616	19.5%
Total*	568	£430,455	100%

*Full year data

5.12 in 2016-17 the Council has paid to date (8th March 2017) a total of £522,991.46 and is on track to spend the total grant allocated by the end of the financial year.

5.13 The awards to date are broken down as follows

Applications 989
Awards 540

Reason for Award	Number of Awards	Total Amount of Awards	% of spend
Local Housing Allowance Shortfall	132	£114,773	22%
Spare Room Subsidy Shortfall	161	£107,084	20.5%
Benefit Cap Shortfall	146	£216,553	41.5%

Core funding Shortfall	69	£47,433	9%
Rent Deposits	32	£37,148	7%
Total*	540	£522,991	100%

*Part year

Core Funding shortfall includes, those who are under 35 and are restricted to a single room rent, those whose income would be below the means test etc

5.14 The DHP policy was fully re-written in 2015-16 and minor changes were made in 2016-17. The changes for the financial year 2017-18 are to ensure that the policy remains in line with the legislation, new caselaw that has come into being and clarifications which have been identified throughout the year as well as the core principals adopted by the Welfare Reform agenda and Slough Borough Council.

5.15 The changes relate to

- The introduction of Universal Credit in Slough in September 2015
- The reduction in the Benefit Cap from December 2017
- The changes in caselaw especially in relation to the Removal of the Spare Room subsidy following the Supreme Court Judgement on 9th November 2016

5.16 The Council aim is to support customers to maintain their home and where this is not possible to support customers to move to cheaper alternative accommodation.

5.17 Local Welfare Provision (LWP) was originally administered by the Department of Work and Pensions as Community Care Grants and Crisis loans, these grants and loans were transferred with the budget to the local Authority in April 2013

5.18 LWP is no longer funded by the DWP but by the Local Authority.

5.19 LWP continues to be needed to support the residents of Slough, who are experiencing extreme financial difficulties, which would leave them or their families more vulnerable.

5.20 The policy from 2016-17 has been updated to take into consideration the number of times a LWP grant can be applied for and to ensure that it is only used for those who are most vulnerable.

- 5.21 In 2015-16 the Council spent £276,166 on LWP, which included food bank vouchers, help with paying gas and electricity, help with food especially baby food not provided by the food bank, help with essential white goods, help to attend interviews or Social Security appeals.
- 5.22 in 2015-16 there were 1,858 applications for LWP and 1,520 were approved
- 5.23 In 2016-17 the Council is on track to spend the budget of £275,000. As at the end of January 2017 there had been 1,633 applications and 1,241 had been approved. The range of application is extremely wide and payments have been made to assist anyone in hardship following the same policy as 2015-16.

6 **Comments of Other Committees**

N/A

7 **Conclusion**

That members are requested to review and approve these policies

8 **Appendices Attached**

- 'A' - DHP policy
- 'B' - Local Welfare Provision
- 'C' - EIA DHP

9 **Background Papers**

- "1" - Welfare Reform Act 2012
- "2" - Discretionary Financial Assistance Regulations 2001 (and amendments)
- "3" - Council Tax Benefit abolition (consequential amendments) regulations 2013
- "4" - Universal Credit consequential amendments regulations 2013.
- "5" - Discretionary Housing Payments Guidance Manual December 2016
- "6" - Discretionary Housing Payments Good Practice Manual December 2016

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Appendix A

Slough's Discretionary Housing Payments Policy 2017-18

1. Introduction

- 1.1 Discretionary Housing Payments (DHPs), are awarded by the Council to provide further financial assistance (outside of the Housing Benefit and Universal Credit regulations) to help customers meet their housing costs.
- 1.2 The regulations covering DHPs are the Discretionary Financial Assistance Regulations 2001, and amendments included in the Council Tax Benefit abolition (consequential amendments) regulations 2013 and the Universal Credit consequential amendments regulations 2013.
- 1.3 In addition the Secretary of State has also released a Guidance Manual and a Good Practice Manual originally in April 2014 and has made regular updates the most recent being in December 2016.
- 1.4 Local Authorities have broad discretion and this policy covers that discretion, however in conjunction decisions have to be made in line with "ordinary principals of good decision making" e.g. administrative law. All Local Authorities have to act fairly, reasonably and consistently, in addition each case must be decided on its own merits and the decision making should be consistent throughout the year.
- 1.5 SBC has taken into consideration the above when developing the DHP policy, the DWP Guidance Manual and Good Practice Guide.
- 1.6 This policy overrides the DWP Guidance Manual for the borough of Slough.
- 1.7 DHPs can play an important role in sustaining tenancies, preventing homelessness and, where needed, enabling customers to move to more affordable accommodation.
- 1.8 DHPs may cover all or part of a shortfall in a customer's eligible rent if they are on Housing Benefit or provide the damage deposit or other assistance a tenant may need in order to secure a tenancy. DHPs may be awarded as a one-off payment and/or as a series of payments.
- 1.9 If the customer is in receipt of housing element of Universal Credit the DHP may cover the whole housing costs element as determined by the Universal Credit calculation, as long as they are not an owner occupier.
- 1.10 To qualify for a DHP, the customer must have a rent liability, require further financial assistance with their housing costs and have been entitled (defined as in receipt of) to Housing Benefit or the housing element of Universal Credit throughout the period for which they are claiming assistance.

2. Amount of funding available

- 2.1 The Department for Work and Pensions (DWP) makes grants available to local authorities for DHP purposes. In 2017/18, the total DHP grant budget (shared between all local authorities in England, Scotland and Wales) is £185 million, an increase of 23% compared to 2016/17.
- 2.2 The £185 million consists of funding for four separate areas of support; Core funding, Local Housing Allowance (LHA), Removal of the Spare Room Subsidy (RSRS) and benefit cap.
- 2.3 The distribution of the DHP funding is based on the effect of each element on individual LAs.
- 2.4 Slough's share of this £185 million grant is **£760,571** which is an increase on 2016/17 of 30.9%
- 2.5 The Council needs to consider how to allocate this limited DHP resource in a way that is not only fair but also supports those that are in most need of assistance.

3 Slough's DHP scheme

- 3.1 Welfare reform is aimed at encouraging people to move into work, increase their hours and/or move to more affordable accommodation.
- 3.2 Although it is hoped that many people will be able to address and resolve their difficulties without the need for a DHP, the Council recognises that DHPs have an important role to play in providing customers with short term assistance to ease transitions and allow households time to find a way to resolve their difficulties.
- 3.3 The overriding principles of Slough's DHP scheme are as follows:
 - All customers will be treated fairly;
 - All DHP applications will be assessed on their individual merits (which includes, where relevant, considerations of equality);
 - All of the options available to the customer (including, for example, reducing household expenditure, maximising income, securing employment and/or moving to alternative, less expensive accommodation) will be taken into account when the Council assesses the merits of each application; and
 - In order to be awarded a DHP, customers must be able to show that their circumstances are exceptional.
- 3.4 In addition and in line with advice from the DWP Slough Borough Council will assess DHP applications from families who have been temporarily rehoused outside of the borough of Slough (out of borough placements) and will expect neighbouring boroughs to support their own out of borough placements who are temporarily residing in Slough.

3.5 Examples of the shortfalls that DHPs may cover

3.6 The Council is not required to spend its overall grant allocation in any particular way, it is a matter for its discretion.

3.7 The types of shortfall that a DHP may cover include the following:

- Reductions in Housing Benefit or Universal Credit, resulting from the application of the benefit cap;
- Reductions in Housing Benefit or Universal Credit, resulting from the under-occupation of social rented housing;
- Reductions in Housing Benefit or Universal Credit, resulting from Local Housing Allowance restrictions, including the Shared Accommodation Rate; or Local Reference Rent
- Reductions in Housing Benefit or Universal Credit, resulting from non-dependant deductions and the use of income tapers;
- Rent shortfalls to prevent a household becoming homeless whilst alternative options are explored up to a maximum of three months.
- Income taper reductions
- Any other legislative changes which limits the amount of Housing Benefit payable e.g. the removal of family premium

3.8 What DHP cannot cover

3.9 For the purposes of a DHP, the following elements of a customer's rent cannot be included in their claim for housing costs because the regulations exclude them:

- Ineligible service charges
- Increases in rent that are due to outstanding rent arrears;
- Sanctions and reductions in Benefit
- Benefit suspensions
- Where there is no rent liability or they are not receiving Housing Benefit or Universal Credit for rent costs i.e. if they are only receiving Council Tax Support.
- Shortfalls caused by recovery of overpaid Housing Benefit or Universal Credit

3.10 Objectives of this DHP policy

3.11 The Council will consider making a DHP award to customers who meet the qualifying criteria. Assessing all applications on their individual merits, it will consider the extent to which the financial assistance requested will meet the Council's objectives of:

- Encouraging and sustaining people in employment;
- Sustaining tenancies and preventing homelessness;
- Safeguarding Slough residents in their own homes;
- Helping people who are trying to help themselves;
- Keeping families together;
- Supporting victims of domestic violence to move to a place of safety
- Supporting the vulnerable and elderly in the local community;
- Helping customers through personal and difficult events;
- Supporting young people in the transition to adult life;
- Promoting good educational outcomes for children and young people.
- Avoidance of unlawful discrimination

3.12 Support for households affected by welfare reform

3.13 DHPs are not generally intended to be used as a long term solution to the customer's financial difficulties. Instead, they should be used to provide short term assistance to ease transitions and allow households time to find a way of resolving their difficulties. (see 3.52)

3.14 The exceptions being cases which will be determined under caselaw already in place at the time of this policy or caselaw that comes into being during the life of this policy.

3.15 All applications will be assessed on their individual merits. However, when considering applications, the Council will take into account not just the cash limitations of what remains in the DHP budget but also the extent to which a DHP can help the customer to overcome temporary difficulties and, if possible, enable them to secure paid employment and/or move to alternative accommodation that they can afford.

3.16 The expectation is that DHPs will be awarded in unusual or exceptional circumstances (unless already determined by caselaw) where additional help with the current rent will have a significant effect in alleviating hardship, reducing the risk of homelessness or alleviating difficulties that may be experienced in the transition from long term benefit dependence into work.

3.17 At the discretion of the Council, conditions may be attached to a DHP award.

3.18 Households affected by the Benefit Cap

3.19 The purpose of the DHP funding is to provide short-term, temporary relief except where the customer is disabled and affected by recent caselaw to mitigate the most severe effects of the benefit cap until a more sustainable solution is found.

3.20 Examples of the groups that are likely to be particularly affected by the benefit cap include (but are not limited to) the following:

- Families living in private rented accommodation
- Families living in temporary accommodation;
- Individuals or families fleeing domestic violence;
- Those with kinship responsibilities;
- Individuals or families who cannot move immediately for reasons of health, education or child protection; and
- Households that are moving to or are having difficulty moving to more appropriate accommodation.
- Families who are affected by the benefit cap and have a disabled member of the family
- Customers entitled to a Carers allowance or to Universal Credit including the carers element.

3.21 The intention of the DWP is that the majority of these customers affected by the benefits cap will move into work and therefore become exempt from the cap. Some may chose to move whist others may consider other means by which they might be able to meet any short fall such as trying to negotiate a reduction in their rent or meeting the shortfall from other sources.

3.22 Given the limitations of the DHP budget, it is necessary that priority is given to benefit cap customers in order to assist them achieve the above aims.

3.23 The Council is unable to provide a prioritised list as it will treat each claim on its own merits and take into consideration the individual circumstances of the customer – the following are the areas where the Council will consider a priority, but other cases depending on the circumstances will not be excluded.

- Households that need to move to alternative, lower cost accommodation but are unable to do so immediately (for reasons of health, education or child protection) and the provision of short-term financial assistance will contribute to the achievement of one or more of the Council's DHP policy objectives
- Households that need to move to alternative, lower cost accommodation but are working proactively to resolve their situation and the short-term award of a DHP will, prevent the household from

becoming homeless or delay homelessness for long enough to enable them to complete a planned move to more affordable accommodation;

- Households that are, working proactively with Jobcentre Plus and advice / support providers to secure paid employment, claim Working Tax Credit and become exempt from the benefit cap.
- Homeless households that are residing in temporary accommodation (provided by, or on behalf of, Slough Council) and have been assessed, by the Council, as being particularly vulnerable, and needing to remain in the area or they are awaiting an offer of alternative temporary accommodation, procured at a lower cost; or are awaiting a decision on their Homeless application
- Households that have a disabled member of the family where they are unable or unwilling to move due to proximity to healthcare professional etc or to support the disabled family member or where they require an additional room to support their disability.
- Customers who are newly affected by the benefits cap during 2016-17 and 2017-18 will be given priority over those that have received DHP for a number of years and were affected by the original benefits cap.

3.24 All DHP applications will be assessed on their individual merits.

3.25 Households affected by the Benefit Cap that will not be entitled to DHP

3.26 Any household that has taken on a new tenancy who does not fulfil the vulnerable criteria outlined above will not be considered eligible for DHP as the Council expects households to consider their income and expenditure when sourcing new accommodation.

3.27 Households affected by the Social Rented Sector Size Criteria

3.28 The purpose of the DHP funding is to help those customers who are unlikely to be able to meet the shortfall in the rent payments and for whom moving to a smaller property may be inappropriate or avoidable.

3.29 For customers living in significantly adapted accommodation it will be more cost-effective to allow them to live in their current accommodation rather than moving them into smaller accommodation which then needs to be adapted.

3.30 In addition, customers who are living in properties which have been significantly adapted for other household members such as for a disabled child or non-dependants the same will apply.

3.31 There is no definition of significantly adapted accommodation in the regulations or guidance. This is to be determined on an individual basis taking into account the adaptations that would have to be carried out should the customer be required to move to alternative accommodation.

3.32 In addition where there has been no significant adaptation of the property but a member of the household has a long term medical condition that creates difficulties in sharing a bedroom and which has been substantiated as part of

their application then a DHP would be appropriate.

- 3.33 The above group will be proactively encouraged to claim DHP.
- 3.34 **Support for disabled children or non-dependants who need an additional bedroom for an overnight carer**
- 3.35 Customers or their partners who require frequent care from a non-resident overnight carer or team of carers are allowed an additional bedroom for that carer under the maximum rent (social sector) size criteria.
- 3.36 This provision does not apply to other members of the household. Therefore, where an additional bedroom is needed for a non-resident carer who is providing overnight care to a disabled child or non-dependant SBC will consider favourably an award of DHP and due consideration will be given as to whether this should be a long term award
- 3.37 **Support for approved or prospective adoptive parents**
- 3.38 Customers who have been approved as adopters are required to have a bedroom for an adopted child. Until the child forms part of the household, removal of the spare room subsidy may apply and DHPs can be used to provide support in the interim period.
- 3.39 Similarly, people going through the approval process to become adoptive parents will need to show that they have a spare room for a child. If a DHP is paid on this basis it will be the responsibility of the customer to inform the LA of any change of circumstances if, for example, they were not subsequently approved.
- 3.40 In some cases the LA will specify that an adopted child should have their own room, and not share with another child. DHPs may be used on an on-going basis to provide support where an additional bedroom is not allowed for housing benefit purposes.
- 3.41 **Support for approved or prospective foster carers**
- 3.42 Foster Carers are allowed **one** extra bedroom under the size criteria rules providing they have fostered a child or became an approved foster carer within the last 52 weeks.
- 3.43 Some customers may be caring for siblings, or for two or more unrelated foster children, and require additional bedrooms. National minimum standards for Fostering Services state that a foster child over the age of 3 should generally have their own room. However, the size criteria rules only allow foster carers to have one extra bedroom; therefore a DHP will be awarded to help cover any reduction in housing benefit due the additional rooms that are required.
- 3.44 People going through the approval process to become foster carers will need to show that they have a spare room to be approved. If a DHP is paid on this basis it would be up to the customer to inform the LA of any change of circumstances if, for example, they were not subsequently approved.
- 3.45 **Support for disabled children**

- 3.46 The Government has amended legislation to allow an extra bedroom for a severely disabled child eligible for the middle or highest rates of Disability Living Allowance (DLA) care who would normally be expected to share a room under the size criteria rules, but is not reasonably able to do so due to severe disability. If the child meets the DLA criteria then the SBC will assess whether or not the child's impairment makes it unreasonable for them to share a bedroom, taking the full facts of the case into consideration.
- 3.47 In cases where a child is not entitled to DLA care at either the middle or highest rate but the customer advises that their child is unable to share, consideration will be given to whether awarding DHP is appropriate.
- 3.48 In addition given the limitations of the DHP budget – and on the understanding that the Council and its housing association partners will do everything they can to support customers and prevent them from becoming homeless – the Council will give priority to DHP applications received from the following households:
- Households that contain a person with a disability and are living in 'significantly adapted' accommodation;
 - Households that contain a disabled child who is unable to share a bedroom because of their severe disabilities, where regulations do not allow for the extra bedroom;
 - Households that contain a disabled child and are living in accommodation that has been adapted to meet the child's needs, where regulations do not allow for the extra bedroom; and
 - Households containing someone who has a severe and persisting disability which means that they are dependent on the care and support of relatives and friends who are living in the local community and there is no suitable accommodation available, within the local area, to which they are able to transfer.
 - Households where an additional room is needed because of a person or persons disability, which precludes a couple sharing a room or where an additional room is needed to store equipment essential because of a persons disability.
 - Households who have been approved as adopters or prospective foster parents within the last 52 weeks or are going through the approval process and need a spare room(s) in order to qualify.
- 3.49 Depending on the level of demand for DHPs, the Council may also give priority (albeit slightly less priority than is given to the households affected by the Size Criteria listed above) to DHP applications from the following households:
- Households whose Housing Benefit is restricted by the Size Criteria but that restriction will soon be lifted because the customer (and their partner, if they have one) will reach the age at which they will be able to claim Pension Credit;
 - Households whose Housing Benefit is restricted by the Size Criteria but that restriction will soon be lifted because one or more of their children will soon reach an age when they are not expected to share a bedroom;

- Single women who are pregnant (and childless couples containing a pregnancy) who are living in a two-bedroom home but whose Housing Benefit is restricted by the Size Criteria to a one-bedroom home but that restriction will soon be lifted when the baby is born; and
- Households with exceptional need, which are actively and consistently engaging in seeking to downsize to accommodation that matches their need.

3.50 Households affected by the Social Rented Sector Size Criteria that will not be entitled to DHP

3.51 Any household that has taken on a new tenancy who does not fulfil the vulnerable criteria outlined above will not be considered eligible for DHP as the Council expects households to consider their rental liability, income and expenditure when sourcing new accommodation.

3.52 The Council will only consider a DHP for a limited period (generally between 6 and 12 months) for customers who do not fall into one of the vulnerable categories outlined above and have made no attempt to find alternative accommodation or to comply with the requirements of the Welfare Reform legislation in looking for work or working towards looking for work.

3.53 Other households requesting a DHP, including those that are affected by the Local Housing Allowance Reforms

3.54 The purpose of the DHP funding is to provide short-term, temporary relief to families and vulnerable people whose Housing Benefit or Universal Credit has been reduced, due to Local Housing Allowance restrictions (including the LHA caps, the Shared Accommodation Rate and changes to the way in which LHA is calculated), income tapers and non-dependant deductions.

3.55 DHPs cannot assist with the council tax liabilities that residents incur under the 2013 Council Tax Reduction scheme, known as Local Council Tax Support in Slough.

3.56 All DHP applications will be considered on their individual merits. However, the Council will give priority to applications from households that have children and need to move to alternative, lower cost accommodation but are unable to do so immediately (for reasons of health, education or child protection).

3.57 Rent-in-advance, damage deposits, admin fee and removals

3.58 The DHP budget is insufficient to meet the rent shortfalls of the thousands of customers whose Housing Benefit and Universal Credit will no longer cover their full rent.

3.59 In order to provide long term solutions, the Council will help and encourage customers to move to alternative accommodation that they can afford.

3.60 Instead of providing customers with short term assistance to enable them to maintain the rent payments on a home that they will never be able to afford without a DHP, the Council has decided that it would be better to help those customers to move to somewhere they can afford, at a much earlier stage, by

providing them with the help they require to pay the damage deposit. LHA rates will be used in the majority of cases as the ceiling for damage deposits.

- 3.61 The Council wishes to support customers to move to cheaper alternative accommodation and considers a damage deposit equivalent to four weeks rent at LHA rate a reasonable deposit but accepts that there will be instances where the deposit is in excess of 4 weeks. The Council will consider each case on its individual merits up to a maximum of the equivalent of 8 weeks rent at LHA rates.
- 3.62 The Council will consider damage deposit for a property outside of the borough where the customer is currently entitled to Housing Benefits or Universal Credit within the borough and is being supported by the Housing Demand Team due to Homelessness or potential Homelessness and where the Deposit Guarantee Scheme (DGS) cannot be used the Council will consider favourably the application made.
- 3.63 Where the customer is requesting a damage deposit for a property outside of the borough of Slough and is currently entitled to Housing Benefits or Universal Credit within the borough and the move will ensure they are moving to cheaper alternative accommodation or will facilitate the objectives in the Welfare Reform bill this too will be considered favourably
- 3.64 When considering DHP requests for such a purpose, the Council will take into account any damage deposit that is due to be returned to the customers. The Council will also check that the customer's new home will be affordable.
- 3.65 The Council understands that in some instances (mainly because of vulnerability issues) the Customer will have limited choice in the accommodation that they can move to and that the amount of damage deposit may be in excess of the LHA rates, in these instances the Council will take the evidenced reasons into account when making a decision.
- 3.66 The Council will not normally pay rent-in-advance or removal costs.
- 3.67 Customer may make an application for Local Welfare Provision, where assistance with removal costs is required.
- 3.68 Rent in advance payments will not generally be paid as Housing Benefit is available for any period of rent liability, though in line with the Housing Benefits' regulations it is paid in arrears. Customers may make an application for Housing Benefit where assistance with rental liability is required.
- 3.69 The Council will consider rent in advance only in exceptional circumstances which include
- where it is necessary to make such a payment to comply with the authority's legal obligations e.g. to avoid unlawful discrimination
 - where the Customer is vulnerable (see above)
 - where the Customer is threatened with homelessness
- 3.70 The guidance from the Secretary of State's issued in December 2016 by the DWP has been taken into consideration.
- 3.71 The Council would not normally pay an Admin Fee for the Letting Agent to carry out the administrative actions of letting the property, however in the Autumn statement 2016 the Chancellor has announced that he will as soon as legislatively possible remove the Admin fee charged by Letting Agents.

3.72 In order to support the customers in Slough the Council will consider an application to pay an Admin fee up to a maximum of £150 until the legislation is in place.

3.73 DHPs and two homes

3.74 The regulations allow an authority to award DHPs on two homes when someone is treated as temporarily absent from their main home, for example because of domestic violence.

3.75 The regulations in Housing Benefit also allow for Housing Benefit to be paid on two homes in exceptional circumstances e.g. Domestic Violence

3.76 Where the customer is in receipt of Housing benefits it is expected that they will apply for a “two homes payment” via Housing benefit.

3.77 If the customer is of working age the benefit cap will come into operation, the benefits service will consider if the customer is treated eligible for benefits on both properties and if there is a total shortfall. If there is a total shortfall DHP may be awarded up to the weekly or monthly eligible rent on both properties.

3.78 If the customer is not of working age (or other qualifying circumstances) and therefore the cap does not apply the customer will be treated as liable for rent on both properties and benefit awarded appropriately and there is a shortfall, it is acceptable to award DHP in respect of both properties subject to the weekly or monthly limit on each property.

3.79 If the customer is only treated as liable for Housing Benefit or Universal Credit on one home, but is having to pay rent on two homes, a weekly DHP could be considered though the maximum award would be up to the eligible rent for the main home.

3.80 However the Universal Credit regulations do not allow for a payment on two homes and government guidance suggests that Customers apply for DHP for the additional home.

3.81 Where the customer is in receipt of Universal Credit and is liable for rent on both properties then consideration will be given by SBC for the reason that they are liable for rent on two homes and if this is due to extenuating circumstances an award will be made and an exception will be made to pay up to the full rent on the property for a limited period.

4 Assessment of applications

4.1 When deciding whether or not to award a DHP, the Council will assess each application on its merits (including considerations of equality) and take into account its objectives and such things as:

- The size of any shortfall that exists between what the customer is receiving in housing costs (from Housing Benefit or Universal Credit) and the eligible housing costs for which they are liable, together with the reasons for this shortfall;

- The legislation allows for customers in receipt of Universal Credit to have the whole of their Housing costs paid by DHP, however taking into account the limited budget SBC will only pay the difference in the shortfall between the Universal Credit award and the total Housing costs as determined by SBC apart from exceptional circumstances.
- The financial circumstances (income and expenditure, savings, capital and indebtedness) of the customer, their partner and anyone else living in their home;
- Any special needs or health and social problems that the customer and/or their family have, and what impact these have on their housing and financial situation;
- Income from disability-related benefits such as Disability Living Allowance or the Personal Independence Payment, SBC will have regard to the decision of the High Court in R v. Sandwell MBC, ex parte Hardy. In particular, SBC will consider each DHP claim on a case by case basis having regard to the purpose of those benefits and whether the money from those benefits has been committed to other liabilities associated with disability.
- The impact that moving home and/or changing schools is likely to have on the family and the educational outcomes of any young people in the household;
- Young people leaving LA care until they reach the age of 25;
- Families with kinship care arrangements.
- Families with a child temporarily in care but who is expected to return home
- The reasons why, compared to other people, the circumstances of the customer and their family should be considered 'exceptional'
- The impact that not awarding a DHP is likely to have on the Council's finances and services, especially homelessness, social care, family support and health;
- The length of time for which a DHP is being sought;
- Any steps the customer has taken to reduce their rental liability;
- The amount of money remaining in the DHP budget; and
- Any other factors that the Council and/or customer consider appropriate.

4.2 The Council will not normally make allowance for any financial loss resulting from the customer's failure to claim any benefits in a timely manner. No allowance will be made, either, for any debt relating to an overpayment of Housing Benefit or Universal Credit.

- 4.3 When the Council has considered the customer's needs and circumstances, it will decide how much to award. This may be any amount below the difference between the rental liability and payment for Housing Benefit / Universal Credit. The DHP award cannot exceed the weekly eligible rent for the customer's home.
- 4.4 The award of a DHP does not guarantee that a further award will be made at a later date, even if the customer's circumstances remain unchanged.

5 Claiming a DHP

- 5.1 The regulations require a DHP to be claimed.
- 5.2 In most cases, the person who claims a DHP will be the person who is receiving Housing Benefit or Universal Credit, or their partner. However, the Council may also accept a claim from someone who is acting on behalf of that person (such as an appointee or advocate) if the person is vulnerable and requires support.
- 5.3 The Council accepts DHP claims in writing and provides an application form for this purpose. The Council will also accept a DHP claim made on-line and in certain circumstances via the telephone.
- 5.4 A claim for a DHP will be considered from the date a DHP is requested, but on condition that all supporting information and documentation is received by the Council within one month of that request.
- 5.5 If the Council requires additional information and evidence to assess the claim, it will request this from the customer in writing, electronically or verbally (over the telephone, face to face or by visit). The customer must provide this information and documentation within one month of the date of the request.
- 5.6 If the customer fails to provide the information and documentation on time, the Council will make a decision based on any information it already holds, including the information held on its Housing Benefit computer system. More time may be allowed for some individuals, however, if the Council thinks it is reasonable to do so.
- 5.7 Information must be supplied to support the DHP application and Customers must not assume that because information has been supplied to other council departments it will be available to support the DHP application.

6 Period of award

- 6.1 The Council will decide on the length of time for which a DHP is to be awarded.
- 6.2 The start date for an award will normally be the Monday following receipt of the claim. However, the Council does have the discretion to backdate an award for DHP if it considers that the customer's circumstances merit this.

- 6.3 DHPs will normally be paid for a minimum of one week. The length of each award will be based on the individual circumstances of each customer; no award will be made past the end date of the tenancy agreement.
- 6.4 As an award can only be made for the current financial year, any award that is made for the remainder of 2017/18 will have to be followed by a new application for the next financial year even if the customer's circumstances remain unchanged.
- 6.5 Although all customers are entitled to make a fresh claim (for a further DHP) when their existing award comes to an end, the Council will not automatically invite customers to apply for another DHP.
- 6.6 As DHPs will not usually be regarded as offering a long term solution to a customer's financial situation, the maximum length of a DHP award (or a series of consecutive awards) will not normally exceed 12 months. Exceptions may be made, in particular for certain customers affected by the Social Rented Sector Size Criteria and where the Council continues to regard it as inappropriate for the customer to have to move, and the relevant caselaw that is operation at the time of this policy and new caselaw that comes into operation during the life of this policy
- 6.7 Exceptions will also be made in line with recent caselaw, where an award is made to a disabled customer who lives in significantly adapted accommodation in the social rented sector but who is subject to the removal of the spare room subsidy, the award will be made on a longer-term basis, including an indefinite award subject to a relevant change in their circumstances.
- 6.8 DHPs will also be considered on a longer term basis for customers who have a medical condition that makes it difficult to share a bedroom and for disabled children or non-dependants who need an additional bedroom for a non-resident overnight carer or team of carers.
- 6.9 Long term awards will also be made in cases where a disabled child who would normally be expected to share a bedroom under size criteria rules requires a separate room, and provides evidence that this is the case but does not meet the HB criterion of being in receipt of the Middle and Higher rates of DLA Care.
- 6.10 Failure to meet the conditions stated in the award notification may lead to an initial reduction or the complete withdrawal of the award.

7 Request for backdating

- 7.1 The Council will consider any reasonable request for backdating a DHP award. However, these will be limited to the period in which the customer has been receiving Housing Benefit or Universal Credit they will be limited to the current financial year, unless exceptional reasons for a late claim are accepted. Backdating cannot be awarded prior to 2nd July 2001 when the regulations came into effect.

8 Making a claim in advance

- 8.1 A DHP can only be considered for a period when the customer is entitled to Housing Benefit or Universal Credit.
- 8.2 However, claims can be made in advance, where the customer is anticipating a change in their situation, such as the forthcoming imposition of the benefit cap and the Social Rented Housing Size Criteria.

9 Notification of decisions

- 9.1 The customer will be notified, in writing, of the outcome of the DHP claim within 14 days of receipt of the claim and all supporting documentation, or as soon as possible after that.
- 9.2 If a claim is unsuccessful, the Council's decision letter will include an explanation of how the decision has been reached and details of the right of review.
- 9.3 If the claim is successful, the Council's decision letter will include the following:
- The reason for the award;
 - The amount awarded;
 - The period of the award;
 - To whom the DHP will be paid;
 - The customer's duty to report any changes in circumstances and
 - Any conditions associated with the award
 - Details of the right of review

10. Changes in circumstances

- 10.1 The customer must tell the Council if their circumstances change after a DHP is awarded. This is made clear to customers in the award letter and application form.
- 10.2 Customers must report all changes of circumstances that may be relevant to the DHP award to the Housing Benefits service even if they have been reported to other services or departments for example Job Centre Plus because a Universal Credit claim is in payment.
- 10.3 The Council may revise a DHP award if the customer's circumstances have changed.
- 10.4 The Council reserves the right to recover any overpayments relating to DHP (see Section 13)

11. Payment arrangements

- 11.1 The Council will decide whether the DHP should be paid to the tenant, the landlord or a third party.

12. Right to request a review

- 12.1 As a DHP is not a payment of Housing Benefit or Universal Credit, it is not subject to the appeals mechanism that operates under those schemes.
- 12.2 Customers can request a review of a decision to refuse to award a DHP, a decision to award a reduced amount, a decision not to backdate an award for DHP or a decision to seek recovery of an overpayment of a DHP as follows:
- A customer (or their representative) who disagrees with a DHP decision may request a review. This request must be made in writing, within one month of when the notification was issued, and set out the reasons for requesting a review. (The time limit for requesting a review may be extended if the Council considers it reasonable to do so).
 - The appeal will be reviewed by an independent officer(s) to those that made the original decision.
 - The customer will be notified in writing once the decision has been reviewed, including the outcome of the review and a new decision notification if appropriate.
- 12.3 This decision will be final. In cases of alleged maladministration by the Council, the customer should follow the Council's complaints process. If a customer is still unhappy, they have a right to contact the Local Government Ombudsman.

13. Overpayments

- 13.1 The Council will make every effort to minimise overpayments of DHP.
- 13.2 If an overpayment does occur, the Council will decide whether or not it is appropriate to recover it. If recovery action is appropriate, the Council will send an invoice to the customer (or the person to whom the DHP was made) and a written explanation of how the overpayment occurred and the periods and amounts to which it relates.
- 13.3 Where the overpayment is a result of an error made by the Council, recovery will not normally be sought, unless the customer or person who received the payment could have reasonably known they were being overpaid.
- 13.4 DHP overpayments will not be recovered from payments of Housing Benefit and Universal Credit that are due to the customer, but may be recovered from any future awards of DHP.

14 Fraud

- 14.1 The Council is committed to tackling and preventing fraud in all its forms.
- 14.2 If a customer, Landlord or Agent attempts to claim a DHP by making a false declaration or providing false evidence or statements, they may have committed an offence under the Theft Act 1968. Where the Council suspects that fraud may have occurred, it will investigate the matter as appropriate and this may lead to criminal proceedings.

15 Publicity

- 15.1 The Council has a responsibility to ensure that it does not limit the legal discretions it may apply, and it is committed to applying this policy fairly and consistently.
- 15.2 It will take steps to maximise take up to make sure that the funds are targeted towards those who are most in need. This policy will be made available on request and via the Council's website: www.slough.gov.uk

16 Debt advice

- 16.1 Anyone experiencing debt problems will be signposted to local debt advice agencies for free, confidential, impartial advice.

17 Policy review

- 17.1 This policy will be reviewed on a regular basis and in light of any legislative changes, trends or other factors that impact on its effectiveness.
- 17.2 The Council may also, during the course of any year, review and reconsider whether it should allocate any of its own resources towards the overall DHP budget.

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Local Welfare Provision

1. Background

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

There is no statutory duty requiring LAs to deliver a specific scheme for administering this funding but Slough Borough Council (the Council) considered that it was in the best interests of the community to continue to run a scheme in order to support those in the borough who are experiencing exceptional levels of difficulty. This scheme will be known as the Local Welfare Provision (LWP) scheme.

The LWP scheme has been in operation for four years and the demand has increased over this period. Central Government provided funding for the first two years of the scheme only and the Council has continued to fund the scheme.

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

The scheme will be cash-limited, and will provide support to those that are experiencing exception hardship or circumstances. It will not replace the support mechanisms and budgets that exist elsewhere in the Council.

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

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

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

- Crisis Awards – where because of a crisis experienced by the Customer there is a need for assistance
- Community Care Awards – will be used to establish someone in the community who already has links to the community or to maintain them in the community, it will only be used for exceptional circumstances where no other budget is available and the need for assistance is immediate.

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

Further, if an applicant is entitled to Housing Benefit and is suffering from exceptional hardship as a direct result for housing costs (eg. Contractual rent,), an application should be made first for a Discretionary Housing Payment.

2. Statement of Objectives

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

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

3. Policy

3.1. Main Features of the Scheme

The main features of the Slough LWP scheme are that:

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

3.2. LWP award applications

1. An application for an LWP award must be made in a way that is acceptable to the Council. The application must be made by the person to whom the application relates (the applicant) but the applicant can ask a council officer or another person to complete the application.
2. We may determine such other bodies, as we decide are appropriate, to be authorised to decide applications and they will be granted secure access to the necessary Council systems for this purpose.
3. Applications from people not meeting the minimum eligibility criteria will not be considered.
4. We may request any reasonable evidence in support of an application for an LWP award. The applicant will be asked to provide the evidence and it must be provided within one month of the request although this will be extended in appropriate circumstances.
5. We reserve the right to verify any information or evidence that the applicant supplies, in appropriate circumstances, with other council departments, government agencies and external organisations or individuals. We may also use the information for the detection/prevention of fraud.
6. If the applicant is unable to or does not provide the required evidence, in the agreed time, we may treat the application as withdrawn by the applicant and we will not be under an obligation to decide it.
7. We are under no duty to make an LWP award. Where funds are available from another source we will signpost the applicant to those sources rather than make an LWP award.
8. We will aim to decide applications for emergency assistance within 1 working day and all other applications within 10 working days, excluding any days that it takes for an applicant to provide any evidence.

3.3. Eligibility Criteria

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

1. be aged 16 or over;
2. be able to demonstrate that they have a settled residence in Slough, or have been placed outside of the borough by the council, in the case of someone leaving prison or care, be about to move into Slough; those that have been placed in Slough by another borough must apply to their originating borough
3. not have savings that can be relied upon to meet the need to which they are presenting;
4. Have a reduction in income, for example the transition period of earning and claiming welfare benefits.

5. Have not received, or be able eligible to receive help from other public funds for the same category.
6. not be excluded from applying for public funds on the basis of immigration status;
7. not have received an LWP award in the past 12 months, unless they can demonstrate significant exceptional need;
8. not have been refused an LWP award for the same need in the past 12 months, unless they can demonstrate exceptional/changed circumstances;
9. be without sufficient resources which would in turn cause serious risk to their own, or their family's health or safety or well being;
10. or an award would support the council's objectives, e.g. providing travel costs for interviews which supports the Council's objective of assisting people into work

AND

- A. must require essential assistance to establish, or to remain, in the community;
or
- B. must require essential assistance with an emergency (eg: illness/emergency travel costs).

3.4 Awarding an LWP

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

- any sources of credit such as cash cards, store cards, credit cards, cheque cards, cheque accounts, overdraft facilities, loan arrangements;
- any help which is likely to be available from other funds, such as Short Term Advances and Budgeting Advances issued by the Department for Work and Pensions to out of work benefit claimants; [This facility is appropriate for applicants that have lost or spent money, or are in need of money while they wait for their first payment.]
- the financial circumstances of the applicant, any partner, their dependants and other occupiers of their household;
- the income and expenditure of the applicant, any partner, their dependants and other occupiers of their household;
- the level of indebtedness of the applicant and their family;
- any medical issues, or other exceptional needs, of the applicant, partner or dependants, or other members of their household;
- whether the circumstances of the applicant are such that an LWP award would alleviate the problems of the applicant;
- being mindful of the amount available in the LWP budget;
- the possible impact on the Council of not making such an award.
- any other special circumstance of which we are aware;

- We will decide how much to award based on all of the applicant's circumstances and the LWP funds available and we will be mindful of the likely total calls on the LWP fund.
- The Council may treat the award as a loan rather than a benefit and will then in conjunction with the Customer agree repayment arrangements.
- We will consider the risk and impact on the health and wellbeing of you and your dependants of not meeting your need

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

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

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

LWP payments will not be awarded for furniture, household equipment and connection charges for temporary accommodation as these are funded elsewhere.

3.5. Payment of an LWP award

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

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

3.6. Notification

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

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

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

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

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

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

3.7. The Right to Appeal

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

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

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

3.8. Reapplications for LWP

LWP is intended to support residents who are either experiencing a crisis or in need of immediate financial help or support, it is considered to be a one off emergency payment and therefore the Council does not expect re applications but is aware that issues outside of the control of the resident do occur and in this instance a reapplication will be considered at the discretion of the council.

3.9. Overpayments

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

3.10. Fraud

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

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

3.11. Publicity

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

4. What the scheme does not cover

The scheme will not cover

- Cash
- funeral costs
- maternity costs
- rent costs – you may be able to get help through the council's bond scheme or discretionary housing payments
- essential repairs to your home; if you rent your home your landlord is responsible for repairs. If you own your home you may be able to apply for a home repair assistance loan
- essential furniture if you rent a furnished accommodation; your landlord is responsible for providing this.

5. Monitoring/ Audit of the Scheme

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

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

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

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Equality Impact Assessment

Directorate: RHR	
Service: Finance & Audit	
Name of Officer/s completing assessment: Jackie Adams	
Date of Assessment: 24.02.2017	
Name of service/function or policy being assessed: Discretionary Housing Payments Scheme 2017-18	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The <u>changes</u> to the Discretionary Housing Payment scheme for 2017-18</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The policy is delivered in the first instance by our partner arvato, whose role it is to accept all applications, analysis them, request such supporting information as they see fit and assess how much local Discretionary Housing Payment a person will be entitled to within the bounds of the scheme. If the Customer disagrees with the assessment they have the right to ask arvato as our partner in conjunction with representatives from Slough Borough Council Client Team to review their decision at a panel meeting and if the decision stands the Customer has a right to appeal to the ombudsman as the next stage as this is a discretionary scheme and does not have another independent review body.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>All those who live in the borough and pay rent to a Private or Social Landlord could potentially be affected by this proposal, the only people entitled to a payment under the legislation will be those in receipt of Housing Benefit or the housing element of Universal Credit, though Housing Benefit and Universal Credit is open to anyone on a low income who pays rent.</p> <p>The scheme is a discretionary scheme set up to assist those people who are having difficulty paying their rent but they must be in receipt</p>

of Housing Benefits or the housing element of Universal Credit to be eligible. DHP can give assistance to those suffering financial hardship where additional help over and above their Housing Benefit or Universal Credit is available to assist with their rent costs for a limited period of time – the budget is cash limited.

The funding was initially increased three years ago when the Welfare Reform changes were first introduced in order to give people support while they became accustomed to the changes. The amount of grant has gradually reduced year on year as the changes have become embedded.

There is additional funding available from central government for 2016-17 and 2017-18 in order to support those customers affected by the further Welfare Reform changes. (Implementation of a lower benefits cap – implemented in Slough 19th December 2016).

- o Age – the policy is generic and will help people of all ages, though certain aspects of the welfare reform legislation (e.g. Spare room Subsidy and benefits cap) does not affect people over the age of 60, so they will not be disadvantaged and therefore will not need to take advantage of this scheme.
- o Disability – there are a number of changes under Welfare Reform that affects people with a disability, the DHP policy aims where possible to protect people with a disability and to protect their homes especially if they have been adapted for disabled living. In addition there has been some caselaw recently which means that those who have their homes adapted for a disabled member of the family must have DHP assessed if their Housing Benefit or the housing element of Universal Credit does not cover their full housing costs especially if there is a room used in the home for an overnight carer. SBC has prioritised in the policy support for households where there is a disabled member of the family.
- o Pregnancy and maternity - where a house hold who has an additional bedroom and may be subject to the spare room subsidy but is expecting a child and the spare room subsidy will be removed or reduced on the birth of the child the DHP policy aims to protect these households until the birth of the child.

There is no specific changes to the following under the Welfare Reform Act, the changes are generic and affect all groups, the policy is therefore generic in the need to able to provide support to all parts of the community affected by Welfare Reform and to assist them into work or to fund cheaper alternative accommodation if appropriate therefore cash limited help will be available to all groups and they will be treated based on their circumstances as defined in the policy

	<ul style="list-style-type: none"> o Race o Religion and Belief o Sex o Sexual orientation o Gender Reassignment o Marriage and Civil Partnership o Other <p>This policy aims to assist some of the most vulnerable people in the community and needs to be simple and easily implemented and understood. This is why each claim is considered individually and customers are given all of the support they need to access the scheme. Officers in Revenues, Customers Service, and Housing are fully aware of DHP's and the process of claiming.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>None from the changes to the scheme</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>None from the changes to the scheme</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>n/a</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>n/a</p>

8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>n/a</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>The scheme has been developed in conjunction with the our partners arvato and other interested parties, in order to ensure that we are treating Customers fairly and providing support to those who need it the most. As the budget is cash limited and the call on the DHP's during 2016-17 is higher than ever in SBC, regular liaison has been maintained and agreement with the above parties where we needed to limit payments in order that those most in need received the payments and that customers maintained their home. It is intended that this liaison continues as required during 2017-18.</p> <p>In addition we monitor the Customers that apply for DHP by race and disability and have analysed these results taking into account the make up of the borough. We have not analysed the results by gender as one member of the household applies on behalf of the household for Housing benefits, Universal Credit and DHP</p> <p>We note that there may come a time where DHP's have to be reduced or suspended if the grant is spent, we have worked to avoid this in 2016-17 and will continue to do the same in 2017-18 by reducing payments if necessary rather than stopping payments so those in need receive some assistance.</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>The DHP spend is currently monitored on a weekly basis to ensure that the spend remains within budget, the details of the customers that receive DHP are available to the Partnership Development and Client Monitoring Team including protected characteristic's listed above and all payments are who regularly monitored.</p>

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

Action Plan and Timetable for Implementation

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

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

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

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

Date: 24th Feb 2017

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20 March 2017

CONTACT OFFICER: Christine Ford, Equality and Diversity Manager
(For all enquiries) (01753) 875069

WARD(S): All

PORTFOLIO: Councillor Sharif, Commissioner for Digital Transformation and Customer Care

PART I
NON - KEY DECISION**STATUTORY EQUALITY OBJECTIVES**1. **Purpose of Report**

To present to Cabinet for final approval the 2017-2021 Equality Objectives in accordance with the Public Sector Equality Duty (Equality Act 2010).

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

The Cabinet is requested to resolve that the proposed equality objectives attached as Appendix 'A' be agreed.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3.1 **Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment**

Reducing inequalities and promoting improved outcomes for all groups 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 Equality Objectives have been developed using the evidence base of the Joint Strategic Needs Assessment, amongst other data sources.

3.2. **Council's Five Year Plan Outcomes**

Reducing inequalities and "closing the gaps" is a cornerstone of the vision expressed in the Five Year Plan. Reference to the statutory equality objectives is explicitly made in the Five Year Plan and reflected in the associated outcome plans. Particular emphasis has been placed in the objectives on reducing inequalities in major outcomes areas for housing, adult health and wellbeing, and opportunities for children. These are highlighted as priority areas in the Five Year Plan.

4 **Other Implications**

(a) Financial – there are no financial implications.

(b) Risk Management –

Risk	Mitigating action	Opportunities
Legal	Fulfills Public Sector Equality Duty (Equality Act 2010) Reduces risk of challenges arising from non-compliance or discrimination	
Property		
Human Rights	Supports application of HRA by public authorities	
Health and Safety		
Employment Issues	Inequality in workforce affects recruitment and retention of talent	To promote SBC as inclusive employer of choice
Equalities Issues	Reduces impact of inequality and discrimination	
Community Support		
Communications		
Community Safety		
Financial		Embeds equality objectives into Five Year Plan Budgets
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications – Slough Borough Council has a statutory duty to eliminate discrimination and promote equality of opportunity in the provision of its services and in its workforce (Public Sector Equality Duty, Equality Act 2010).

(d) Equalities Impact Assessment - the equality objectives inherently aim to promote equality for all residents of Slough, providing a focus in priority areas to close outcome gaps between different groups.

5 **Supporting Information**

5.1 It is a statutory requirement for public authorities to publish equality objectives every 4 years. The Equality Act (2010) is not particularly prescriptive about how authorities should do this and it is largely down to the council to identify local priorities and the number of objectives we wish to set. However, objectives should be published in a way that is accessible to the public and should be specific and measurable.

- 5.2 In drafting the proposed objectives, the following has been considered:
- Members' vision to improve choice and equality of opportunity for all residents – "closing the gaps between the haves and have nots"
 - Taking a "people-focused" approach that promotes self-help, prevention and early intervention
 - Supporting the most vulnerable
 - Improving accessibility and transparency in decision-making
 - a particular focus on reducing inequalities in health and well being, housing and the life opportunities of children
 - supporting and developing an inclusive and skilled workforce to deliver this vision
 - leadership and place-shaping

- 5.3 In developing the detail of the objectives, the following data (qualitative and quantitative) has been considered:

2016 and 2017 Equalities DATA Report
HR workforce and recruitment statistics
JSNA 2016 – key health and wellbeing inequalities
Public Health Annual Report, Slough Borough Council (2016)
5 Year Plan 2017-2021
Comments from service managers, including HR and SLT
Staff Surveys
Staff Disability Forum

6 **Measuring progress**

The objectives cover a 4 year period but an update on progress will be available annually.

7 **Comments of Other Committees**

None

8 **Conclusion**

The Equality Objectives are a statutory duty and are now clearly linked to the priorities of the Five Year Plan, 2017-21, focusing on priority areas to reduce local inequality.

9 **Appendices Attached**

'A' Statutory Equality Objectives 2017-2021

10 **Background Papers**

Five Year Plan, Equality Data Report 2017.

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Appendix A: Slough Borough Council Equality Objectives 2017-2021

“Slough Borough Council will have a representative and inclusive workforce”

We will:

- Improve recruitment processes to make them more accessible and attractive to disabled applicants.
- Promote agile and flexible working practices for all.
- Grow and develop talent from within the organisation.
- Develop a well-trained workforce of staff and managers at all levels, which understand and promote dignity at work for all.
- Promote SBC as a supportive workplace for LGBT staff (through the development of staff- networking groups, awareness –raising articles and staff training and engagement).

“Slough Borough Council will reduce inequalities in service access and outcomes”

Focus on educational achievement:

We will support schools in:

1. reducing gaps in attainment and progress for reading, writing and mathematics between Special Educational Needs (SEN) and non SEN pupils, and between disadvantaged and non disadvantaged pupils, both within Slough and nationally.
2. reducing gaps in attainment and progress at Key stage four in ‘progress 8 measures’ between SEN and non SEN pupils and between disadvantaged and non disadvantaged pupils, both within Slough and nationally.
3. reducing gaps in attainment and progress at all key stages between pupils of different ethnic backgrounds and in particular white British pupils, both within Slough and nationally.
4. in raising the attainment and progress of all pupils in achieving a ‘Good level of development’ in the Early Years Foundations Stage.

Focus on Adult and Children’s health (encouraging self help and early prevention):

1. We will reduce overweight and obesity levels at year 6 to 36% by 2020.
2. We will continue to reduce smoking levels in all adults.
3. We will increase men’s uptake of CardioWellness 4 Slough (CW4S) NHS Health Checks by ensuring at least 30% of representation is by men, yearly.
4. We will increase targeted uptake of CW4S by ensuring that 50% uptake is from deprived quintiles 2&3, yearly.

Focus on Housing:

We will:

1. Review who is eligible for social housing and regularly monitor the impact on different equality groups.
2. Ensure all of our social housing is of the highest standard to support those with disabilities and other special needs.
3. Enforce high standards in the private rented market.

“Slough Borough Council will improve equality of opportunity through fair and evidence-based decision-making”

We will:

- Improve the collection and use of quantitative and qualitative information available on the impact of major decisions on different equality groups.
- Ensure residents have the opportunity to have their views heard on all major decisions.
- Commit to mitigating negative impacts, wherever reasonable and proportionate.

“Slough Borough Council will help to foster good community relations and cohesion”

We will:

- Provide a leadership role on issues that impact on local community cohesion.
- Promote mutual respect and tolerance.
- Promote local democracy and civic engagement
- Champion equality and challenge prejudice
- Re-inforce civic values and democracy
- Promote dialogue and understanding between different groups
- Speak out against extremism, in all its forms

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th March 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:

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

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 17th February 2017.

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 MARCH 2017 TO 31 MAY 2017

Date of Publication: 17th February 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.

Page 154
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.

Page 15 of 16

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 - 20th March 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Finance Update</u> 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.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		
<u>Performance and Projects Report: Q3 2016-17</u> To receive the latest performance information, balanced scorecard indicators and project updates for the 3 rd Quarter of 2016/17.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		
<u>Local Welfare Provision</u> To approve the Local Welfare Provision scheme for 2017/18.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		
<u>Discretionary Housing Payments</u> To consider a report on the policy for Discretionary Housing Payments for 2017/18.	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

Statutory Equality Objectives The present to Cabinet for final approval 2017-2021 Equality Objectives in accordance with the Public Sector Equality Duty (Equality Act 2010).	DT	All	All	Christine Ford, Equality and Diversity Manager Tel: 01753 875069	-	None	√	
Procurement of Local Authority Fleet To consider a report on seeking agreement on the procurement arrangements for Local Authority Fleet.	T&H, E&C	All	Housing	Nicholas Hannon, Environmental Strategy & Governance Manager Tel: 01753 875275	-	None	√	
Housing Options Appraisal Update To consider an update, and take further decisions, on the Options Appraisal to take forward opportunities for innovation in respect of the Council's housing stock.	H&U	All	Housing	Rebecca Brown, Project Manager Tel: (01753) 875651	-	None	√	Yes, p3 LGA
Small Sites Strategy Update General Fund Sites To approve the granting of options over a number of General Fund sites for development as Private Rented Sector (PRS) schemes through Slough Urban Renewal.	H&U	All	Housing	David Martin, Principal Asset Manager Tel: 01753 875208	-	None	√	Yes, p3 LGA

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

<p><u>Slough Fire Station Regeneration Area CPO</u></p> <p>To seek approval to work collaboratively with Michael Shanly Homes (MSH) regarding the comprehensive redevelopment of the Slough Fire Station area including authority to make and implement a Compulsory Purchase Order of required third party land.</p>	H&U	Chalvey	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA
<p><u>Redevelopment of Old Library Site Update</u></p> <p>To update on the progress made since September 2016, reaffirm the financial business case and seek delegated authority to enter into contract with Slough Urban Renewal and the hotel operator.</p>	H&U	Central	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<p><u>SEN and PRU Expansion Needs and Proposals - Next Phase</u></p> <p>To describe the present need and future demand for Special Educational Needs (SEN) and Pupil Referral Unit (PRU) places in Slough and request capital funding of £18.75m to undertake the next phase of projects that will create 193 new SEN and PRU places over three years.</p>	E&C	All	Protecting vulnerable children	Tony Madden, Principal Asset Manager Tel: 01753 875739	-	None	√	Yes, p3 LGA

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

<u>Schools Expansion Programme Update</u> To provide an update on the the Schools Expansion Programme and seek authority to work in partnership with the Education Funding Agency to deliver new school places in Chalvey.	H&U, E&C	Chalvey	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Cabinet - 18th April 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Finance Update</u> 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.	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

<u>Slough Housing Strategy</u> To consider the new Slough Housing Council, and if approved to recommend the document to full Council.	H&U	All	All	Mike England, Interim Strategic Director Regeneration, Housing & Resources Tel: 01753 875301	-	None		
<u>HRA Business Plan 2016-46 Update</u> To consider an update of the draft Housing Revenue Account (HRA) Business Plan 2016-46 in respect of consultation with the Residents Board and other residents groups and a review of the viability of the HRA Business Plan.	H&U	All	All	Mike England, Interim Strategic Director Regeneration, Housing & Resources Tel: 01753 875301	NCS Scrutiny Panel	None	√	
<u>Update on Slough Children's Services Trust</u> To receive an update report on the work of Slough Children's Services Trust.	E&C	All	All	Nicola Clemo, Chief Executive, SCST Tel: 01753 477321	-	None	√	
<u>Re:FIT Programme</u> 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.	E&L	All	All	Jason Newman, Environmental Quality Team Manager Tel: 01753 875219	-	None		
<u>Contracts in Excess of £250,000 in 2017-18</u> To report those contracts in excess of £250k likely to be awarded in 2017-18.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	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

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

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