

Date of issue: Friday, 8 September 2017

<b>MEETING:</b>	<b>CABINET</b> Councillor Munawar Councillor Hussain Councillor Ajaib Councillor Bedi Councillor Bal Councillor Arvind Dhaliwal Councillor Matloob Councillor Nazir Councillor Sharif	Finance & Strategy Health & Social Care Urban Renewal Children, Education & Families Environment & Leisure Regulation & Consumer Protection Transport & Highways Housing Digital Transformation & Customer Care
<b>DATE AND TIME:</b>	<b>MONDAY, 18TH SEPTEMBER, 2017 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF</b>	
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	<b>NICHOLAS PONTONE  01753 875120</b>	

NOTICE OF MEETING

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



**ROGER PARKIN**  
Interim Chief Executive

**AGENDA**

**PART I**

Apologies for absence.

1. Declarations of Interest

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

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

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

2.	Minutes of the Meeting held on 17th July 2017	1 - 6	
3.	Budget Monitoring Report - Period 4 2017/18 (July)	7 - 28	All
4.	Capital Monitoring July 2017 and Approval of Revised Capital Budgets 2017-18	29 - 52	All
5.	Performance & Projects Report: Q1 2017-18	53 - 68	All
6.	Treasury Management Strategy Update	69 - 88	All
7.	Implementation of Osborne Property Services Ltd Service Offer	89 - 94	All
8.	Energy Efficiency Programme for Slough Residents under ECO2t	95 - 122	All
9.	References from Overview & Scrutiny	To Follow	All
10.	Notification of Forthcoming Decisions	123 - 134	All

**PART II**

11. Exclusion of Press and Public

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

**AGENDA  
ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

12.	Acquisition Britwell Ex-Servicemen's Club, Wentworth Avenue, Britwell, Slough	135 - 138	Britwell and Northborough
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**Press and Public**

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

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

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision



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**Cabinet – Meeting held on Monday, 17th July, 2017.**

**Present:-** Councillors Munawar (Chair), Hussain (Vice-Chair), Ajaib, Bedi, Bal, Arvind Dhaliwal, Matloob, Nazir and Sharif

**Also present under Rule 30:-** Councillor Strutton

**Apologies for Absence:-** None.

**PART 1**

**17. Declarations of Interest**

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

**18. Minutes of the Meeting held on 19th June 2017**

**Resolved –** That the minutes of the meeting of the Cabinet held on 19<sup>th</sup> June 2017 be approved as a correct record.

**19. Monthly Financial Report 2017/18 - Procurement Decisions**

The Leader of the Council and Assistant Director Finance & Audit introduced a report that sought approval for the following recent and proposed procurement decisions:

- A further year's extension to the existing highways resurfacing contract with Aggregate Industries to provide sufficient time for the procurement of a new three year contract.
- A re-procurement of the mental health service at Hope House / Doddsfield Road following the review of the current pilot ending on 31<sup>st</sup> March 2018.
- The procurement of an interim Speech and Language Therapy Service (SALT) from 1<sup>st</sup> September 2017 to ensure there was no interruption to the statutory service ahead a procurement exercise for a new long-term contract.

Speaking under Rule 30, Councillor Strutton commented on the need to more clearly state the reasons for such procurement decisions in future reports. Cabinet Members considered the specific circumstances of each of the three contracts and agreed the recommendations in each case.

It was also noted that the audit of the 2016/17 financial statements was underway and that the first budget monitoring report of the 2017/18 financial year would be considered by the Cabinet in September.

**Resolved –** That approval be given to extend and/or commence tendering for the following contracts:

- Highways Resurfacing Contract
- Hope House & Doddsfield Road
- Speech and Language Therapy Service (SALT)

**20. Business Rates Discretionary Relief Policy - Public Houses**

The Assistant Director Finance & Audit introduced a report that sought approval for a policy for Discretionary Rate Relief for public houses.

The scheme had been designed in accordance with government guidelines following the Chancellor's announcement in the spring budget to provide additional support for certain businesses affected by the revaluation of business rates in April 2017. The Cabinet had approved a Discretionary Relief Policy on 19<sup>th</sup> June 2017, however, the guidance relating to the operation of the scheme for public houses had not been published until 20<sup>th</sup> June 2017, which was why the policy required separate approval. The scheme would be funded by the Government and was designed to spend up to but not beyond the sum allocated. It would provide up to £1,000 per public house with a rateable value below £100,000.

The Cabinet noted that there were 29 public houses in Slough as defined by the guidance. Nightclubs, cafes and hotels were not eligible for a relief under the government's definition. After due consideration, the policy was approved.

**Resolved** – That the policy for Discretionary Rate Relief for Public Houses as set out in Appendix A to the report be approved.

**21. Statutory Service Plans**

The Cabinet Member for Regulation & Consumer Protection introduced a report that sought approval of the Cabinet to recommend to full Council the Statutory Service Plans in relation to Food Safety; Health & Safety; and the Trading Standards service.

In addition to fulfilling statutory obligations, each plan set out the detailed work planned over the next year to promote public safety and provide a fair trading environment for local businesses. The protection of vulnerable people in Slough was a key priority for the Council's enforcement activity such as underage sales, fraud and scams. There was an increasing commercialisation of some services such as the Primary Authority work.

At the conclusion of the discussion, it was agreed to recommend approval of the Statutory Service Plans to full Council at its meeting on 25<sup>th</sup> July 2017.

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

**22. SBC Annual Report 2016/17**

The Head of Policy, Partnerships & Programmes introduced a report that provided the Cabinet with an Annual Report of the Council's progress and achievements against the Five Year Plan for 2016-17.

The Annual Report was the first annual progress check since the Five Year Plan had been refreshed and it was an important document in demonstrating whether actions on the agreed priorities were being delivered. The performance data was more streamlined and focused to more clearly show whether key targets were being met. A number of case studies had also been included at the request of the Cabinet to bring the document to life.

The Cabinet discussed the overall performance over the past year and agreed the importance of clear strategy which 'put people first' to provide strategic direction at a time of rapid change for both the Council and the town more widely. It was felt the report would be useful in communicating progress to residents and partners, and the document would be prepared for publication on the Council's website. A number of specific achievements were highlighted that had contributed to performance including the public health programme, working with partners such as the Children's Trust and the voluntary and community sector, and the provision of new community based facilities such as green gyms.

Speaking under Rule 30, Councillor Strutton commented that whilst progress overall was positive in a number of areas, more planning and co-ordination of new schemes and developments was required in the future to minimise the impacts of traffic across the town.

At the conclusion of the discussion, the Annual Report was agreed.

**Resolved –** That the Council's Annual Report for 2016-17 be agreed.

**23. Small Sites Strategy Update - Wexham Phase 3 and Land Adjacent Mercian Way**

The Cabinet Member for Urban Renewal introduced a report that sought approval to give delegated authority to the Assistant Director Finance & Audit to dispose of two sites to Slough Urban Renewal (SUR) for private housing led schemes.

The principle of disposal as part of the small sites programme had been approved by Cabinet on 19<sup>th</sup> June 2017 and any disposal of the sites at Mercian Way and Norway Drive Recreation Fields would be subject to there being no objections in response to the publication of the statutory notices published in the local press relating to the Public Open Space. The notice period would expire on 27<sup>th</sup> July 2017 and an addendum to the report was tabled which confirmed that no objections had been received to date. If objections were received before the end of the notice period a further report would be brought to Cabinet.

After due consideration, it was agreed to provide delegated authority to dispose of the sites to SUR, on the terms set out in the report, subject to no objections being received to such disposal.

**Resolved –** That delegated authority be given to the Assistant Director, Finance & Audit to effect the disposal to Slough Urban Renewal of the sites detailed in Appendix One and Appendix Two to the Report to Cabinet of 19 June 2017 subject to Cabinet approval for a transfer sum that represents no less than the best value land valuation and subject to there being no objections received by the Council to any such disposal.

#### **24. Accommodation & Hub Strategy 2017-2020**

The Cabinet Member for Environment & Leisure introduced a report that sought approval of the Council's proposed Accommodation & Hub Strategy 2017-2020.

The Strategy set out the overall approach to work across the Council, and with partners as part of a 'One Public Estate' approach where feasible, to provide 'fit for purpose' buildings to enhance services. It would support Phase 2 of the Council's Accommodation Strategy which aimed to reduce property costs, increase income generation and promote staff working closer to local people by embracing new technology. One of the objectives of the plan was to free up space at St Martins Place and vacate Landmark Place.

The Hub model would bring services together and included accommodation for Housing and Neighbourhood Services staff to enable them to be more accessible to local residents. There would not be a hub development in all parts of the borough, and locations would be considered on a needs basis. Each business case requesting capital investment would be considered by the Capital Strategy Board. Hubs at Chalvey, Britwell, Trelawney Avenue and Farnham Road would be the leading hubs, subject to more detailed analysis, community needs assessment and financial evaluation.

The Cabinet strongly welcomed the cross-Council approach that had been developed to seek to co-locate appropriate services in communities and to make best use of the Council's assets. It was emphasised that a clear vision for the integrated hubs was required to maximise their community benefit. The financial viability of the current hubs was raised and it was confirmed that a significant amount of work was taking place to put the right hub model in place in each locality.

Speaking under Rule 30, Councillor Strutton raised concerns about parking provision at the hubs, particularly where they included GP or other health services, and requested that this be fully considered as each hub was planned. The Leader confirmed that accessibility for hub users should be considered as each proposal was fully developed.



## **Cabinet - 17.07.17**

At the conclusion of the discussion, the Accommodation & Hub Strategy was approved.

**Resolved** – That the Accommodation & Hub Strategy as set out in Appendix A to the report be approved.

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

There were no references from Overview & Scrutiny.

### **26. Notification of Forthcoming Decisions**

The Cabinet considered and endorsed the Notification of Key Decisions published on 16<sup>th</sup> June 2017 which set out the decisions expected to be taken by the Cabinet over the next three months.

**Resolved** – That the published Notification of Decisions be endorsed.

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

**Resolved** – That the press and public be excluded from the meeting during consideration of the items in Part 2 of the Agenda, as they involved the likely disclosure of exempt information relating to the individual as defined in Paragraph 1 and the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

### **28. Part II Minutes - 19th June 2017**

**Resolved** – That the Part II minutes of the meeting of the Cabinet held on 19<sup>th</sup> June 2017 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.08 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18 September 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****BUDGET MONITORING REPORT – Period 4 (2017/18)****1 Purpose of Report**

This report provides Cabinet with an update on the Council's latest revenue financial position as at the end of month 4 (July) for the 2017-18 financial year.

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

Cabinet is requested to:

- a) Note the latest financial position,
- b) Approve the budget virements as listed in paragraph 8, and
- c) Approve the write offs as requested in paragraph 9.

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

This 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. It helps to 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

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

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

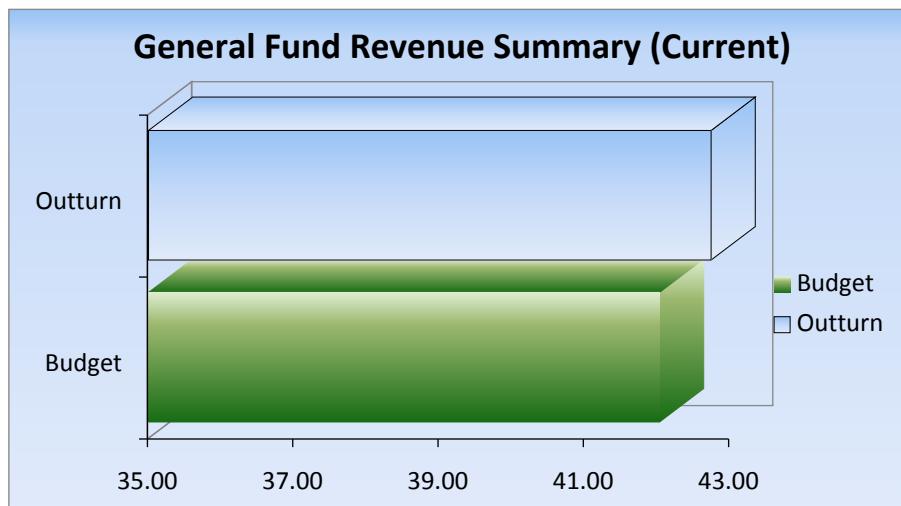
5 **Key Messages**

5.1 **Revenue General Fund**

5.1.1 **The Current Position**

As at the end of month 4 (July 2017) the Council's profiled year to date budget was **£42.034m**. The expenditure on the Council's ledger to the end of the same period was **£42.744m** this represents an overspend of **£0.710m**. This is summarised in the table below.

<b>SUMMARY - CURRENT POSITION</b>			
<b>Directorate</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Wellbeing	10.441	10.916	0.475
Children Learning & Skills and Schools	16.852	15.984	-0.868
Customer and Community Services	5.400	6.599	1.199
Regeneration, Housing and Resources	7.735	7.638	-0.096
Chief Executive	1.652	1.524	-0.128
Corporate & Departmental	-0.046	0.081	0.128
<b>Total General Fund</b>	<b>42.034</b>	<b>42.744</b>	<b>0.710</b>
<b>% of revenue budget over spent</b>			<b>1.69%</b>



The current position indicates an overall overspend of **£710k**. The most significant adverse variance is within the Customer & Community Services Directorate which has a current overspend of **£1.199m**. This overspend is primarily a result of reduced levels of income, compared to budget, within the Cemeteries & Crematoriums and Parks & Open Spaces Service Areas within Wellbeing & Communities Services; and various items related to the Arvato Contract (e.g. contractual inflation demands).

### 5.1.2 The Forecast Position

The revised net budget for the council for 2017/18 is **£103.4m**. This represents a net change of **£9.2m** (comprising savings of **£12.4m** and growth of **£3.2m**) from the 2016/17 budget.

The Council expects all Service Areas to operate within the funding envelopes they have been given. If a financial pressure is forecast, service areas are expected to undertake management actions to tackle these pressures in-year. To date, **£1.491m** of efficiencies have been identified, by service areas, to reduce the anticipated 2017/18 pressures.

Nevertheless, if plans remain unchanged, based on the latest service area forecasts, the council will overspend its General Fund Revenue Budget by **£1.904m** in 2017/18.

This is summarised in the table below.

<b>SUMMARY - FORECAST (YEAR END) POSITION</b>				
<b>Directorate</b>	<b>Net Current Budget</b>	<b>Projected Outturn</b>	<b>Planned In Year Savings</b>	<b>Variance</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Wellbeing	31.323	32.274	-0.951	0.000
Children Learning & Skills and Schools	28.981	29.575	-0.036	0.558
Customer and Community Services	16.201	16.628	0.000	0.427
Regeneration, Housing and Resources	23.205	24.737	-0.504	1.029
Chief Executive	3.966	3.856	0.000	-0.110
Corporate & Departmental	<b>-0.139</b>	<b>-0.139</b>	<b>0.000</b>	<b>0.000</b>
<b>Total General Fund</b>	<b>103.536</b>	<b>106.932</b>	<b>-1.491</b>	<b>1.904</b>
<b>% of revenue budget over/(under) spent</b>				<b>1.84%</b>

5.1.3 The main causes for the forecast budget pressure are as follows:

- a) Within the Regeneration, Housing and Resources Directorate, the Housing & Environmental Services budget is currently forecasting an overspend of **£827k** due to adverse pressures on the Temporary Accommodation and Homelessness budget. This pressure is resulting from a sustained increase in demand for temporary housing.
- b) An overspend of **£258k** is currently forecast for the Avaro (Phase 1) Contract in Transactional Services within the Customer and Community Services Directorate.
- c) The transport for SEN children budget with Children, Learning & Skills Directorate is overspending and is expected to exceed the approved budget by **£0.377m** at the end of the year.
- d) There is also a projected overspend on Early Years of **£0.331k**. This overspend is a result of savings not being achieved in previous years and is likely to require corporate action to resolve.

#### 5.1.4 Management Actions

In order to minimise the forecasted overspend, service areas have already implemented a series of management actions totalling **£1.491m**. As follows:

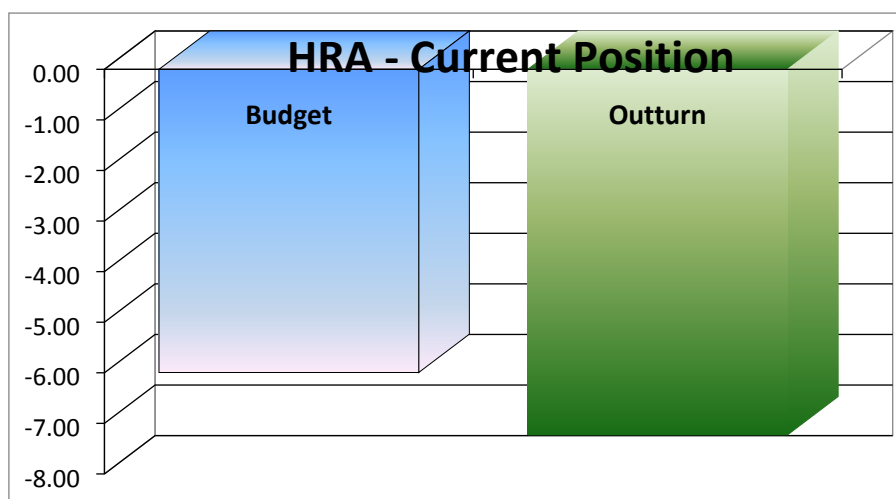
- a) A total of **£0.917m** from the Wellbeing Directorates which if achieved will allow this area to achieve a balanced budget position. The latest review of these actions suggest the Directorate is on track to deliver these plans in full.
- b) Proposals to the value of **£0.504m** in management actions have been identified within the Regeneration, Housing & Resources Directorate. A total of **£266k** will be achieved in additional capital investment income. There are also a number of initiatives in the Corporate Resources area which are expected to achieve additional income or cost reductions totalling **£0.238m**. However, it must be noted that the budget pressure in this Directorate is significantly greater than the management actions identified so far.
- c) The CLS Directorate have identified management actions which will deliver cost reductions of **£36k** to the Transport for SEN children budget. Other actions are being developed and will be reported in future months.

## 5.2 Housing Revenue Account (HRA)

### 5.2.1 The Current Position

As at the end of month 4 (July 2017) the profiled year to date net budget for the HRA was **-£5.99m**. The net expenditure on the Council's ledger to the end of the same period was **-£7.23m** this is net saving for the period of **-£1.23m**. This current net saving is due to the significant underspends to date on Management & Services (**£0.902m**), Housing Repairs (**£0.408m**) and Tennant Services (**£0.36m**). However expenditure on all these areas is expected to increase during the remainder of the financial year. Full details are given in paragraph 7 and this is summarised in the table and graph below.

<b>HOUSING GENERAL FUND SUMMARY (Current Position)</b>			
Directorate	YTD Budget	YTD Spend	Variance
	£'M	£'M	£'M
HRA Expenditure	5.944	4.283	-1.660
HRA Income	-11.938	-11.511	0.427
<b>Net HRA Outturn Position (as at Period 4)</b>	<b>-5.995</b>	<b>-7.228</b>	<b>-1.233</b>
<b>% of revenue budget spent in total</b>			<b>20.57%</b>



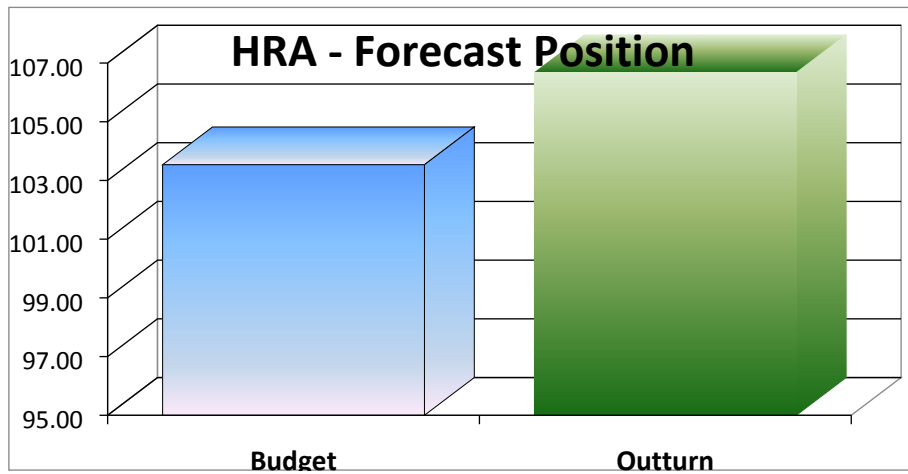
### 5.2.2 Forecast Position

The HRA is budgeted to spend **£38.2m** this financial year, with budgeted income of **£36.5m** expected, these result in a planned net budget for the HRA of **£1.7m**. The extra **£1.7m** will be funded from the Housing Development Fund. Based on actual expenditure and income received so far, plus planned commitments and further income expected, the HRA is forecasting budget in-line with expectations, including planned drawing down from the HRA reserve.

Full details are given in paragraph 7 and this is summarised in the table and graph below.

<b>HOUSING GENERAL FUND SUMMARY (Forecast Position)</b>			
Directorate	Annual Budget	Projected Outturn	Variance
	£'M	£'M	£'M
HRA Expenditure	38.219	38.219	0.000

HRA Income	-36.517	-36.517	0.000
<b>HRA Outturn Position (as at Year End)</b>	<b>1.702</b>	<b>1.702</b>	<b>0.000</b>
<b>% of revenue budget spent in total</b>			<b>0.00%</b>



### 5.2.3 Management Actions

There are no management action required for this service area as expenditure is in line with the budget.



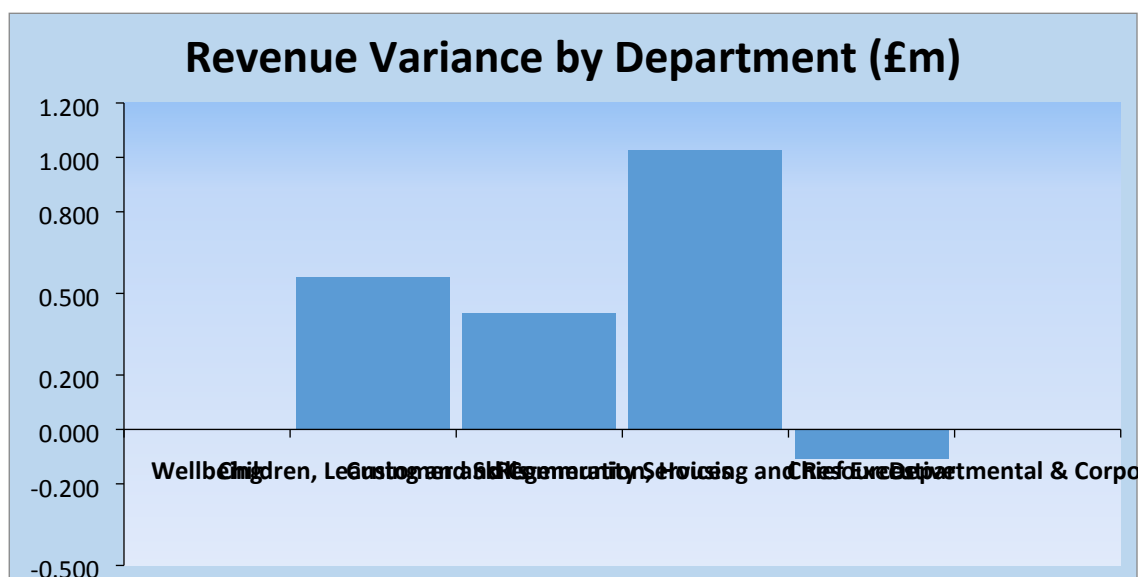
## EXECUTIVE REPORT

### 6 General Fund Revenue Expenditure

#### 6.1.1 Outturn by Directorate

The year-end forecast indicates that, unless further management actions are taken, there will be an overspend of **£1.904m** (1.84%) on the 2017/18 Revenue Budget. This forecasted overspend relates, primarily, to three Directorates: Regeneration, Housing & Resources (£1.3m), Children, Learning & Skills (£0.558m) and Customer and Community Services (£0.427m). These forecasts are based on the service areas' latest understanding of their current expenditure and financial commitments expected for the remainder of year.

6.1.2 The latest forecast by Directorate is summarised in the graph below



### 6.2 Wellbeing Directorate

#### 6.2.1 Forecast Position

The Wellbeing Directorate has an underlying budget pressure of **£0.951m**. It is however in the process of implementing a variety of in-year management actions to offset this budget pressure. As a result the service is currently forecast to breakeven. A summary of the Directorate's budget position is shown below.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M	£'M	£'M
Adult Social Care	31.935	32.886	-0.951	0.000
Public Health	-0.612	-0.612	0.000	0.000
<b>Total Wellbeing</b>	<b>31.323</b>	<b>32.274</b>	<b>-0.951</b>	<b>0.000</b>

#### 6.2.2 Management Action

The Directorate has a variety of initiatives to address the underlying forecast budget pressure. These plans are reviewed in depth monthly and current indications are that these are on track to be delivered in full.

## 6.3 Children, Learning & Skills (CLS)

### 6.3.1 Forecast Position

This Directorate is currently forecasting an overspend of **£0.588m** this is due mainly to an overspend of **£377k** on the Transport budget for SEN children. However, there is also a projected overspend on Early Years of **£331k** due to previous savings items (relating to the 2015/16 and 2016/17 financial years) now being deemed to be unachievable. It is likely these savings will need to be tackled corporately (i.e. other service areas will need to make compensatory efficiencies/take management action). The latest forecasted position for this directorate is summarised below.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M		£'M
CLS Directorate	1.079	0.973	0.000	-0.106
SCST	24.657	24.657	0.000	0.000
Early Years and Development	0.627	0.959	0.000	0.331
Access and Inclusion	2.266	2.679	-0.036	0.377
Education Standard & Inclusive Learning	0.652	0.608	0.000	-0.044
SEN	0.037	0.037	0.000	0.000
<b>Total Children, Learning and Skills</b>	<b>29.318</b>	<b>29.912</b>	<b>-0.036</b>	<b>0.558</b>
<b>Schools</b>	<b>-0.337</b>	<b>-0.337</b>	<b>0.000</b>	<b>0.000</b>
<b>Total CLS</b>	<b>28.981</b>	<b>29.575</b>	<b>-0.036</b>	<b>0.558</b>

### 6.3.2 Management Action

There are a number of initiatives that are being implemented in an attempt to arrest the overspend on the Transport for SEN children budget. To date, only one has been sufficiently developed to enable a financial assessment to be made. This is the proposal to remove entitlement to transport from under 5's. This was agreed by Cabinet last summer and will be implemented in September 2017. This proposal is estimated to achieve a saving of **£36k**.

Work is ongoing to model the financial impact of the following proposals.

- Re-tendering of all transport work from September 2018. Options will be considered in autumn 2017 and the procurement process will begin 2018.
- Encouraging more parents to opt for a mileage payment instead of a vehicle provided by the local authority.
- There will be some savings as a result of the annual re-organisation of contracted routes in the summer holidays but these are not yet included
- There is a contingency of £30k to cover pupils fostered in other local authorities and eligible for transport. The home local authority is responsible for the costs in some circumstances.

## 6.3 Customer and Community Services (CCS)

### 6.3.1 Forecast Position

An overspend of **£427k** is currently forecast within this Directorate. This forecasted overspend derives from two main factors: an overspend on the Arvato contract and lower than planned income in a number of services areas within Wellbeing & Community services. These are explained in more detail later in the report. The summary forecast for this Directorate is shown in the table below.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M		£'M
Community and Skills	1.785	1.642	0.000	-0.142
Wellbeing & Community	2.714	3.255	0.000	0.541
Planning and Building Control	0.596	0.583	0.000	-0.013
Enforcement and Regulation	1.137	1.205	0.000	0.068
Improvement and Development	0.398	0.343	0.000	-0.055
Transactional Services	8.657	8.921	0.000	0.264
Contracts, Commissioning & Procurement	0.914	0.679	0.000	-0.235
<b>Total CCS</b>	<b>16.201</b>	<b>16.628</b>	<b>0.000</b>	<b>0.427</b>

6.3.2 Within Transactional Services the Arvato contract (Phase 1) is currently forecast to overspend by **£258k** due to:

- The impact of the unexpected level of increase in the rate of inflation on the annual contract price increase,
- Reductions in Government administration subsidy grant, and
- A savings target related to the introduction of Agresso and the assumed reduction in the Arvato transactional charges which has not proved possible to achieve to date.

6.3.3 In addition, there is also a pressure within the Wellbeing & Community services of **£541k** primarily due to lower than budgeted income expected for Cemeteries & Crematorium (£367k); Registrars (£120k) and Parks & Open Spaces (£90k). The Cemeteries & Crematorium income shortfall is due to the closure of the facility and resulting fall in activity.

There have been over 333 fewer burials and cremations in the past year to June 2017. This is shown in table below:

Details	Burials	Cremations
Nov 2015 - June 2016	261	989
Nov 2016 - June 2017	235	682
<b>Variance</b>	<b>-26</b>	<b>-307</b>

The fall in the income from the Registrar has coincided with the move of this service to the Curve and a subsequent reduction in activity. There have been over 50 fewer weddings at the Registrar in the equivalent period. This is shown in the following table.

	Centre	Curve
Oct 2015 -June 2016 On site Weddings	220	
Oct 2016 -June 2017 On site Weddings		171
Oct 2015 -June 2016 Off site Weddings	17	
Oct 2016 -June 2017 Off site Weddings		11
<b>Total</b>	<b>237</b>	<b>182</b>

6.3.4 These forecasted overspends are partially offset by a saving of **£142k** due to less than budgeted expenditure on Libraries and various staffing savings elsewhere across the service area.

#### 6.3.5 Management Action

No plans have been agreed to date to address the budget pressures identified above. A further update will be provided in next month's monitoring report.

### 6.4 Regeneration, Housing and Resources (RHR)

#### 6.4.1 Forecast Position

RHR is forecasting an overspend of **£1.029m** mainly due to the budget pressure of **£0.827m** within the Housing and Environmental service area.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M		£'M
Strategic Management	-0.141	0.565	-0.266	0.440
Corporate Resources	1.949	2.187	-0.238	0.000
Housing and Environment	14.103	14.929	0.000	0.826
Assets, Infrastructure & Regeneration	7.293	7.056	0.000	-0.237
<b>Total RHR</b>	<b>23.204</b>	<b>24.737</b>	<b>-0.504</b>	<b>1.029</b>

#### 6.4.2 Housing & Environment Services

This service is forecasting a significant overspend caused by a budget pressures of **£250k** within Environmental Services and **£577k** within the Housing Services.

##### Environmental Services

The **£250k** pressure within Environmental service area is due to:

- Inflation:** The annual contract increase is linked to the RPI in March. However, the budget has to be set earlier and was based upon a 2% RPI which means that the actual annual contract increase of 3.1% will exceed the allowance made in the 2017/18 budgets. This will create a budget pressure of **£140k**.
- Higher Costs & Reduce Profit Share:** There are higher landfill costs resulting from the in-year increase in waste volumes. It is also anticipated that the profit share arrangement with Amey is likely to be less than planned.

##### **Management Action**

No management actions have been presented to deal with these overspends at present at this time. A un update will be included in the next monitoring report.

## Housing Services

Housing Services are currently forecasting to overspend by **£577k**. This is due to higher costs within Temporary Accommodation and Homelessness of **£0.2m** and **£0.1m** respectively; whilst Home Improvements is expected to exceed its budget by **£0.2m**.

The pressures on these budgets are driven by the fact that it appears more individuals are turning to local authorities to source and place them into suitable accommodation. This is placing huge demands and financial pressures upon local housing services which cannot easily be constrained using resources allocated several years ago - when the nature and level of demands were much lower. Coupled with new Government legislation on Homelessness, Housing services will continue to face unprecedented levels of need and demand for their services and suitable affordable accommodation. This additional demand is demonstrated in the table below. It shows that the number of people in Temporary Accommodation has increased by nearly 300% in 6 years and 62% in the past 18 months.

Details	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (August)
<b>Households in TA at Year End</b>	<b>92</b>	<b>112</b>	<b>82</b>	<b>156</b>	<b>215</b>	<b>309</b>	<b>350</b>
Annual Change		20	-30	74	59	94	41
Cumulative Increase		20	-10	64	123	217	258
Cumulative % increase		22%	-11%	70%	134%	236%	280%

## **Management Action**

The Housing Service is reviewing all options open to it to meet these demands and try and minimise their impact on Council resources including the setting up of a Council owned company (James Elliman Homes) to purchase suitable properties which can then be allocated at affordable rents. A Temporary Accommodation Rescue Plan has been devised and is being implemented. It is expected that the effects of this plan will commence taking effect from September. Unfortunately, Officers also believe that the position will get worse in the very short term before improvement is seen in the latter part of the year.

The TA Rescue Plan consists of:

- Increasing the supply of private sector properties to let to homeless households, a Landlords' Forum has been arranged on 20th September 2017 to start this process;
- Recruiting a team of Acquisition Officers to make links with landlords and establish a working relationship with them that becomes fruitful;
- Preparing an attractive financial incentives package for landlords to incentivise them;
- Exploring the possibility of discharging our homeless duty outside of Slough;
- Working more productively with benefit capped households who cannot afford to live in the borough but who are in temporary accommodation within the borough
- Improving monthly monitoring and making better use of performance data

It is too early for the financial effects of these initiatives to be estimated and included in the forecast. As these plans develop the savings will be quantified and reported in future reports.

### 6.4.3 Strategic Management

This area is currently forecasting an overspend of **£440k**. This is the result of savings agreed over the past 3 years that are unlikely to be delivered this year.

In 2015/16 savings totalling **£171k** were agreed to be delivered via “Efficiencies across the directorate”. These were never allocated to service teams and remain unachieved.

In 2016/17 savings totalling **£170k** were agreed to be delivered through “restructuring across the Directorate”. These have also not been delivered.

In 2017/18 new savings totalling **£300k** were agreed. These were to be delivered via “the creation of a dedicated SUR Team and capitalisation of costs”. However, the new Directorate of Regeneration will not be in place until November/December 2017, therefore this saving will be moved into 2018/19. The Service have already identified a “one-off” management action (see below) to offset the majority of this unachievable saving.

#### Management Action

As a one off measure additional income totalling **£266k** from “overage” investment returns will be used to offset these some of the budget pressure caused by these agreed savings not delivered. This income has already been achieved and therefore this action has been delivered.

There are no further proposals to reduce the budget pressures for this Directorate at this current time. An update will be provided in next month’s report.

## 6.5 Chief Executive Services

### 6.5.1 Forecast Position

These services are currently forecasting an underspend of **£110k**. This includes meeting savings of **£0.05m**.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M	£'M	£'M
Chief Executive Office	0.338	0.268	0.000	-0.070
Corporate & Member Services	1.300	1.290	0.000	-0.010
Communications	0.228	0.228	0.000	0.000
Strategy & Engagement	0.858	0.810	0.000	-0.048
Organisation Development & HR	1.242	1.260	0.000	0.018
<b>Total CE Services</b>	<b>3.966</b>	<b>3.856</b>	<b>0.000</b>	<b>-0.110</b>

#### Management Action

There are no management actions required for this service area as the budget s currently forecast to balance.

6.5.2 A full detailed review of all General Fund budgets is shown on Appendix A. A full list of all savings and the current RAG status is given in Appendix B.

## 7 Housing Revenue Account

The latest forecast on the HRA is for a balanced position. Full details are shown in the table below.

Housing Revenue Account - Budget Monitor 2017/18						
Division	Year to Date			Year End Forecast		
	Budget £ 000's	Actual £ 000's	Variance £ 000's	Budget £ 000's	Outturn £ 000's	Variance £ 000's
<b>HRA Expenditure</b>	<b>0</b>	<b>(36,517)</b>	<b>(36,517)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i><b>Breakdown:</b></i>						
<i>Tenant Services</i>	0	1,514	1,514	0	0	0
<i>Neighbourhood Housing Areas North/South/East/Resilience</i>	0	8,541	8,541	0	0	0
<i>Areas &amp; Investigation</i>	0	20	20	0	0	0
<i>Tenant Participation</i>	0	0	0	0	0	0
<i>Housing Allocations/Lettings</i>	0	75	75	0	0	0
<i>Leaseholder Team</i>	0	0	0	0	0	0
<i>Housing Repairs</i>	0	0	0	0	0	0
<i>Management &amp; Services</i>	0	(36,477)	(36,477)	0	0	0
<i>Loans, Bad Debt, Council Tax</i>	0	0	0	6,269	6,269	0
<i>Depreciation and Funding Of Capital Projects (RCCO)</i>	0	0	0	13,149	13,149	0
<b>HRA Income</b>	<b>0</b>	<b>1,702</b>	<b>1,702</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i><b>Breakdown:</b></i>						
<i>Dwelling Rents</i>	(10,629)	0	10,629	(32,514)	(32,514)	0
<i>Garage Rents</i>	(156)	(152)	4	(476)	(476)	0
<i>Shop Rent</i>	(218)	(129)	89	(666)	(666)	0
<i>Other Rents e.g Ground, Wayleaves, Land</i>	(156)	(160)	(4)	(478)	(478)	0
<i>Leaseholder Service Charges Income &amp; Chargeable Works</i>	(234)	(48)	186	(717)	(717)	0
<i>General Service Charges</i>	(540)	(468)	72	(1,651)	(1,651)	0
<i>Interest</i>	(5)	0	5	(16)	(16)	0
<b>Total HRA Outturn Position 31.07.17</b>	<b>0</b>	<b>(34,815)</b>	<b>(34,815)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 8 Virements

- 8.1 The following virements have been prepared since the start of the year. Cabinet is requested to approve the transfer of budgets between the services shown in accordance with the financial procedure rules.

Directorate		Amount £	Reason
From	To		
Regeneration, Housing & Resources	Wellbeing	5,600	Transfer of Security Budget
Customer and Community Services	Chief Executive	400	Allocation of 2017/18 Fleet Car Management Savings
Customer and Community Services	Regeneration, Housing & Resources	9,500	Allocation of 2017/18 Fleet Car Management Savings
Customer and Community Services	Wellbeing	16,500	Allocation of 2017/18 Fleet Car Management Savings
Regeneration, Housing & Resources	Customer and Community Services	327,300	Allocation of 17/18 Fees and Charges Increases

## 9 Write Offs

- 9.1 Write offs totalling **£311,012.37** have been agreed since the start of the year. Cabinet is requested to approve these write offs in accordance with the council's financial procedures rules. These are detailed below.

SLOUGH BOROUGH COUNCIL					July 2017
WRITE-OFF SCHEDULE					
Reason	NNDR	Council Tax	Former Tenant Arrears	Housing Benefits	Total
	£	£	£	£	£
Unable to trace / Absconded	74,022.70	4,110.87	1,577.95	4,151.27	83,862.79
Vulnerable persons			295.33		295.33
Deceased			19,427.6		
			5	3,170.40	22,598.05
Statute Barred / Unable to Enforce		49,855.1			
		8	590.85	16,598.31	67,044.34
Bankruptcy		897.02			897.02
Dissolved/Proposal to Strike/ Liquidation/Receivership/Administratio n	349,521.6				349,521.69
	9				
Misc. (incl uneconomical to pursue)	56,643.09		1,539.79	1,853.53	60,036.41
Credit Balances	-41,313.16				-41,313.16
<b>TOTAL</b>	438,874.3	54,863.0	23,431.5		
	2	7	7	25,773.51	542,942.47
Pre April 2012	-5,061.46	50,721.6			
	443,935.7	5	825.19	20,369.13	66,854.51
Post April 2012	8	4,141.42	22,606.3		
	438,874.3	4,141.42	8	5,404.38	476,087.96
<b>TOTAL</b>	2	7	7	25,773.51	542,942.47



## **10 Conclusion**

- 10.1 The current General Fund revenue position for the Council is an overspend of **£0.7m**. The HRA is currently reporting a net **£1.2m** underspend.
- 10.2 Service Areas are currently forecasting an overspend of **£1.9m** on the Council's 2017/18 Revenue Budget. Various management actions are being developed to achieve a balanced budget by year end. The HRA's Income and Expenditure is expected to be in line with its agreed budget at year end.

## **11 Appendices Attached**

- 'A' - General Fund Revenue Summary  
'B' - Savings Summary

## **12 Background Papers**

- '1' - Supporting working papers held in finance

Directorate	YTD Budget	YTD Actual	YTD Variance	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance	Last Month Variance	Change
	£'M	£'M	£'M	£'M			£'M	£'M	£'M
<b>Wellbeing</b>									
Adult Social Care	10.645	11.915	1.270	31.935	32.886	-0.951	0.000	0.000	0.000
Public Health	-0.204	-0.999	-0.795	-0.612	-0.612	0.000	0.000	0.000	0.000
<b>Total Wellbeing</b>	<b>10.441</b>	<b>10.916</b>	<b>0.475</b>	<b>31.323</b>	<b>32.274</b>	<b>-0.951</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Children Learning &amp; Skills</b>									
CLS - Directorate	0.360	1.784	1.424	1.079	0.973	0.000	-0.106	-0.115	0.009
SCST	15.411	15.357	-0.053	24.657	24.657	0.000	0.000	0.000	0.000
Early Years and Development	0.209	0.649	0.440	0.627	0.959	0.000	0.331	0.269	0.062
Access and Inclusion	0.755	0.881	0.126	2.266	2.679	-0.036	0.377	0.296	0.081
Education Standards and Inclusive Learning	0.217	0.351	0.133	0.652	0.608	0.000	-0.044	-0.011	-0.033
SEN	0.012	-0.080	-0.092	0.037	0.037	0.000	0.000	0.000	0.000
<b>Total Children Learning &amp; Skills (GF)</b>	<b>16.964</b>	<b>18.941</b>	<b>1.977</b>	<b>29.318</b>	<b>29.912</b>	<b>-0.036</b>	<b>0.558</b>	<b>0.439</b>	<b>0.119</b>
<b>Total Schools (DSG)</b>	<b>-0.112</b>	<b>-2.957</b>	<b>-2.845</b>	<b>-0.337</b>	<b>-0.337</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Total Children Learning &amp; Skills</b>	<b>16.852</b>	<b>15.984</b>	<b>-0.868</b>	<b>28.981</b>	<b>29.575</b>	<b>-0.036</b>	<b>0.558</b>	<b>0.439</b>	<b>0.119</b>
<b>Customer and Community Services</b>									
Community and Skills	0.595	0.176	-0.419	1.785	1.642	0.000	-0.142	-0.179	0.037
Wellbeing & Community	0.905	0.938	0.033	2.714	3.255	0.000	0.541	0.263	0.278
Enforcement and Regulation	0.578	0.496	-0.081	1.733	1.788	0.000	0.055	0.000	0.055
Improvement and Development	0.133	0.266	0.133	0.398	0.343	0.000	-0.055	0.078	-0.133
Transactional Services	2.886	4.002	1.116	8.657	8.921	0.000	0.264	0.264	0.000
Contracts, Commissioning & Procurement	0.305	0.721	0.417	0.914	0.679	0.000	-0.235	-0.188	-0.047
<b>Total Customer and Community Services</b>	<b>5.400</b>	<b>6.599</b>	<b>1.199</b>	<b>16.201</b>	<b>16.628</b>	<b>0.000</b>	<b>0.427</b>	<b>0.238</b>	<b>0.189</b>

<b>Regeneration, Housing and Resources</b>									
Strategic Management	-0.047	0.135	0.182	-0.141	0.565	-0.266	0.440	0.000	0.440
Corporate Resources	0.650	0.650	0.000	1.949	2.187	-0.238	0.000	0.000	0.000
Housing and Environment	4.701	4.801	0.100	14.103	14.929	0.000	0.826	0.827	-0.001
Assets, Infrastructure and Regeneration	2.431	2.052	-0.379	7.293	7.056	0.000	-0.237	-0.021	-0.216
<b>Total Regeneration, Housing and Resources</b>	<b>7.735</b>	<b>7.638</b>	<b>-0.096</b>	<b>23.205</b>	<b>24.737</b>	<b>-0.504</b>	<b>1.029</b>	0.806	<b>0.223</b>

<b>Chief Executive</b>									
Chief Executive Office	0.140	0.127	-0.014	0.338	0.268	0.000	-0.070	0.000	-0.070
Corporate & Member Services	0.544	0.486	-0.058	1.300	1.290	0.000	-0.010	-0.010	0.000
Communications	0.095	0.069	-0.026	0.228	0.228	0.000	0.000	0.000	0.000
Strategy & Engagement	0.356	0.350	-0.006	0.858	0.810	0.000	-0.048	-0.048	0.000
Organisation Development & HR	0.517	0.493	-0.025	1.242	1.260	0.000	0.018	0.000	0.018
<b>Total Chief Executive</b>	<b>1.652</b>	<b>1.524</b>	<b>-0.128</b>	<b>3.966</b>	<b>3.856</b>	<b>0.000</b>	<b>-0.110</b>	<b>-0.058</b>	<b>-0.052</b>

<b>Total Corporate &amp; Departmental</b>	-0.046	<b>0.081</b>	<b>0.128</b>	<b>-0.139</b>	-0.139	0.000	<b>0.000</b>	0.000	0.000
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<b>Total General Fund</b>	<b>42.034</b>	<b>42.744</b>	<b>0.710</b>	<b>103.536</b>	<b>106.932</b>	<b>-1.491</b>	<b>1.904</b>	<b>1.425</b>	<b>0.479</b>
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<b>% of revenue budget spent in total</b>
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<b>1.84%</b>
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**SAVINGS SUMMARY - 2017/18**

Directorate	Service	Amount	Savings Item	RAG	Comments
CCS	Learning and Community Services	25	Expansion of Apprenticeship Scheme attracting additional SFA funding.	GREEN	
CCS	Learning and Community Services	10	Adult learning and skills - reduction in data and performance information	GREEN	
CCS	Public Protection	10	Additional income generation from the switch of alarm monitoring of Corporate Landlord property alarms to CCTV Control Centre and other services	RED	CCTV not compliant with alarm reception centre (ARC). Alternative saving to be found
CCS	Public Protection	30	Re -commissioning of Domestic Abuse Contract	GREEN	
CCS	Public Protection	10	Increase in income	GREEN	
CCS	Planning and Building Control	11	Reduction in subsidy through additional income from pre-application and increased planning application numbers off the back of the local plan review/growth agenda.	GREEN	
CCS	Planning and Building Control	4	Savings from reducing specialist consultancy support by training existing staff to undertake both petroleum licensing and environmental permitting.	GREEN	
CCS	Public Protection	5	TRADING STANDARDS - Partnership with approved trader scheme	AMBER	This scheme is currently on hold whilst various legal issues are resolved.
CCS	Planning and Building Control	3	Re-negotiate landfill monitoring contract	GREEN	
CCS	Learning and Community Services	104	Reduction in overhead costs following the library service being brought "in house".	GREEN	
CCS	Wellbeing & Community Services	25	Community & Skills restructure 2015/16 – removal of service transition budgets	GREEN	
CCS	Contracts, Commissioning & Procurement	50	Reduction in budget lines across Procurement Team service area.	GREEN	
CCS	Learning and Community Services	780	Libraries' Contract Overpayment (one-off)	AMBER	Discussions continue - may not receive whole £780k

Directorate	Service	Amount	Savings Item	RAG	Comments
CCS	Legal	300	Increase internal legal capacity to reduce spend on external legal advice (Net position)	AMBER	Can only be met if posts kept vacant
CCS	Planning and Building Control	35	Expected compensating savings following introduction of the fleet of electric vehicles (growth bid included)	GREEN	
CCS	Wellbeing & Community Services	2	Increase in Fees and Charges	GREEN	
CCS	Learning and Community Services	1	Increase in Fees and Charges	GREEN	
CCS	Wellbeing & Community Services	229	Increase in Fees and Charges	AMBER	Cemetery and Crematorium not fully open
CCS	Wellbeing & Community Services	73	Increase in Fees and Charges	AMBER	Registrars income not as high as expected when Curve opened
CCS	Planning and Building Control	8	Increase in Fees and Charges	GREEN	
CCS	Public Protection	11	Increase in Fees and Charges	AMBER	Finance to meet Budget holder
CCS	Public Protection	2	Increase in Fees and Charges	AMBER	Finance to meet Budget holder
CCS	Public Protection	4	Increase in Fees and Charges	AMBER	Finance to meet Budget holder
CE	Professional Services	50	Reduction in budget lines across HR service area.	GREEN	
		<b>1,781</b>			
Wellbeing	Public Health	156	Review and reduction of Public Health Contracts	GREEN	
Wellbeing	Adult Social Care	44	Use of Telecare and Equipment to reduce Personal Budget Levels	GREEN	
Wellbeing	Adult Social Care	200	Continuing Health Care (transfer of funding responsibility from NHS)	GREEN	
Wellbeing	Adult Social Care	220	Re-assessments to reduce Personal Budget levels	GREEN	
Wellbeing	Adult Social Care	250	Housing related support review	GREEN	
Wellbeing	Adult Social Care	150	Voluntary sector strategy planned funding reduction	GREEN	
Wellbeing	Adult Social Care	300	Adult Social Care Restructure	GREEN	

Directorate	Service	Amount	Savings Item	RAG	Comments
Wellbeing	Adult Social Care	100	Extend use of supported living provision to support moderate to severe needs Mental Health Clients following succesful Hope House project.	GREEN	
Wellbeing	Adult Social Care	30	Fees and charges increase for client contributions	GREEN	
		<b>1,450</b>			
RHR	Environmental Services (WASTE)	475	Amey 'profit' element in contract removed following new service provision in December 2017.	AMBER	Subject to the cost of providing the new service specification, and the new DLO/DSO operating costs.
RHR	Housing and Environment	50	Temporary Accommodation - Reduce staffing costs by transferring some of these to the subsidiary housing company	GREEN	
RHR	Housing and Environment	114	Home improvements- Income generation from fees	AMBER	
RHR	Housing and Environment	100	Savings from sourcing temporary accommodation through the activity of the subsidiary housing company.	AMBER	This may only be partly achieved this year due to the time needed for the new housing company (James Elliman Homes) to acquire suitable properties.
RHR	Housing and Environment	6	Home Improvements and Strategic Housing - Capitalisation	AMBER	
RHR	Finance & Audit	50	Increased Treasury Management Returns	GREEN	
RHR	Finance & Audit	165	Mortgages deposits being offered with rental (@4%). Assumed 20 then 75	AMBER	Will be made in an alternate way if the original plans are not implemented
RHR	Facilities	10	Additional income - Maximise Use of Office Space	GREEN	
RHR	Facilities	5	FM Contracts Review	GREEN	
RHR	Transport and Highways	524	Capitalisation of Highway Maintenance from D412 and D458	GREEN	
RHR	Transport and Highways	150	Replacement of council fleet and hire vehicles through capital investment (invest to save) resulting in reduced maintenance and reduced hire costs. Increase in charges for Community Transport hire charges for third party's as part of income generation.	GREEN	

Directorate	Service	Amount	Savings Item	RAG	Comments
RHR	Transport and Highways	250	Reduction in Revenue budget as a result of new street lighting contract including further energy savings, reduction in scouting and reduction in cleaning of lanterns.	GREEN	
RHR	Transport and Highways	100	Reduction in management costs for the current professional services contract.	GREEN	
RHR	Various	300	Creation of dedicated SUR Team and capitalise costs	AMBER	Not possible to achieve full amount in 17/18 – Overage saving offered as one-off partial saving
RHR	Transport and Highways	17	Increase in Fees and Charges	GREEN	
RHR	Asset Management	500	Additional income generated via the Strategic Acquisition Fund in 17/18	GREEN	
		<b>2,816</b>			
CLS	Cambridge Education Contract	350	Review of Cambridge Education Trust Budgets to reflect reduction in Mott MacDonald profit element	RED	Likely to require corporate solution.
		<b>350</b>			

RAG LEGEND	
GREEN	Delivered or on will be delivered in full
AMBER	Partial delivery expected
RED	Unlikely to be implemented

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> September 2017

**CONTACT OFFICER:** Neil Wilcox, Assistant Director Finance & Audit  
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**WARD(S):** All

**PORTFOLIO:** Cllr. Sohail Munawar; Cabinet Member for Finance & Strategy

**PART I**  
**NON-KEY DECISION**

**CAPITAL MONITORING JULY 2017 AND APPROVAL OF REVISED CAPITAL BUDGETS 2017-18**

1. **Purpose of Report**

To provide the Cabinet with a summary of spend against capital budgets for the 2017-18 financial year, as at the end of July 2017 on a consolidated and directorate basis and to approve the revised 2017-18 Capital Budget.

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

The Cabinet is requested to resolve:

- (a) That the Capital activities for the first four months of 2017/18 as set out in the body of this report be noted.
- (b) That the revised Capital Budgets for 2017-18 as set out in this report be approved.

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

The report indirectly supports all of the Joint Wellbeing Strategy priorities and cross cutting themes. The maintenance of strong financial management of the capital programme within the Council contributes to all of the strategic priorities in the Joint Wellbeing Strategy and Five Year Plan.

4 **Other Implications**

Financial . The Financial Implications are contained within this report.

Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	None
Property	None	None

Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial :Detailed in the Report and Above	As identified	None
Timetable for delivery	None	None
Project Capacity	None	None
Other	None	None

#### Human Rights Act and Other Legal Implications

None identified

#### Equalities Impact Assessment

No identified need for the completion of an EIA.

### 5. Supporting Information

#### Consolidated Capital Budgets 2017-18

	17-18 approved budget	Adj	Revised 17-18 budget	Actual to end July 2017	Projected Outturn	Slippage %
Directorate			£000s		£000s	£000s
Resources	34,880	44,376	79,256	39,533	68,001	14%
Education and Wellbeing	35,943	1,001	36,944	8,828	33,185	10%
Customer & Community Services	29,753	16,958	46,711	5,688	43,177	8%
Housing Revenue Account	7,856	3,351	11,207	1,484	7,110	37%
Affordable Housing	12,000	(1,111)	10,889	2,350	10,889	0%
<b>Total</b>	<b>120,432</b>	<b>64,575</b>	<b>185,007</b>	<b>57,883</b>	<b>162,362</b>	<b>12%</b>

<b>Anticipated spend to y/e</b>	<b>104,479</b>
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The revised 2017-18 budgets represent the budgets approved by Cabinet in February 2017, adjusted for projects subsequently approved at Capital Strategy Board, and underspends on budgets brought forward from 2016-17.

## **Revised 2017-18 Capital Programme**

Any slippage on the 2016-17 Capital Programme can be re-profiled into 2017-18. This will amend the Capital Budget approved by Council in February 2017 and Cabinet is requested to approve this update. There have also been instances where the 2016-17 budgets have been overspent. In such instances, the 2017-18 Capital Budget will be reduced accordingly. All budget holders for approved Carry Projects have been contacted and asked to confirm their carry forward requests and the revised 2017-18 budgets. The revised budgets are shown as follows:

- Appendix A: Revised General Fund 2017-2018 budget
- Appendix B: Revised HRA 2017-2018 budget

**Appendix C and D** shows the re-profiling of the Capital Budget from 2018-19 to 2020-21.

- Appendix C: Re-profiled General Fund 2018-2021 budget
- Appendix D: Re-profiled HRA 2018-2021 budget

A detailed Directorate Narrative is shown below.

### **Detailed Directorate Narrative**

#### 5.1 Education & Wellbeing

The Capital Budget for Wellbeing which includes the schools capital programme is £36.944m a small increase of £1.001m over the budget originally approved by Council in February 2017. £33.249m of this is in respect of the Education Capital Programme and £3.695m in respect of Wellbeing.

While expenditure is usually lower in the first four months of the financial year, so far £8.828m has been spent which is predominantly due to £3.577m for the Primary Expansion project and £3.099mm for the Town Hall conversion project.

A detailed listing of projects has been shown in the appendices.

#### 5.2 Resources, Housing and Regeneration

The revised budget for this Directorate in 2017-18 is now £79.256m. Significant projects include the Major Highways Programme street Lighting project (£4.602m), the A332 Windsor Road Widening LEP Transport Scheme (£12.2m), the Burnham station LEP Scheme (£2.8m), the Thames Valley University Development (£7.92M) and £26.225m for the Strategic Acquisition Fund.

70% (£40.918m) of the £58.354m budget was spent by the end of the 2016-17 Financial Year. Large underspends are in the LAAP Mortgage Scheme (£5m), the Burnham Station LEP Scheme (£1.431m) and the Pendeen Court Project (£2.45m). Thus far in 2017-18 £39.533m has been spent with the majority of the expenditure being for the Strategic Acquisition Fund- £23.453m and £9.836m for the TVU development.

Detailed project information has been provided in the appendices.

### 5.3 Customer & Community Services.

The revised budget for this Directorate in 2017-18 is £45.279m which includes significant projects for the new Leisure Centre at Farnham Road (£11.092m), a new Ice Arena (£10.349m), Langley Leisure Centre (£6.226m), Salt Hill Leisure (£5.142m) and the Cemetery Expansion (£2.258m).

So far in the first quarter of the 2017-18 Financial Year, only £5.688m has been spent. A request has been made to move £5.008m of the Farnham Road Leisure Centre Budget into 2018-19 and also to bring forward £2.543m and £2.077m of the Langley Leisure Centre and Salt Hill Leisure budgets respectively into 2017-18 from 2018-19. These changes have been incorporated into this report.

Detailed project information is shown in the appendices.

### 5.4 Housing Revenue Account

The Housing Revenue Account Capital Programme for 2017-18 has a budget of £11.207m which excludes the £10.889m Affordable Housing Budget.

Only £1.484m has been spent in the first four months of the 2017-18 Financial Year. The HRA Capital Programme will be re-profiled and this will form part of the RMI Contract discussions with the new contractor Osbornes. Currently the Head of Neighbourhood is looking at priorities for future capital expenditure with a target of commencing expenditure in September to November. Currently a paper is being prepared for September's Capital Strategy Board for £3m of this year's budget to be vired for Capital Expenditure on the High Rise Blocks at Broom & Poplar

Information on projects has been provided in the appendices.

### 5.5 Affordable Housing

The Affordable Housing Budget in 2017-18 of £12m has been reduced to £10.889m due to an over-spend against this budget in 2016-17. The council has signed a retention agreement with DCLG that allows it to keep the Right to Buys receipts it generates from selling its council dwellings. The agreement commenced on 1<sup>st</sup> April 2012 and under the agreement, only 30% of right to buy receipts can be used to finance new expenditure on Affordable Housing.

All dwellings built by the Slough Urban Regeneration LLP as part of the Ledgers Road Development have now been passed to the Council.

Detailed project information is shown in the appendices.

**6 Comments of Other Committees**

None

**7 Conclusion**

The Cabinet is asked to note the summary of spend against capital budgets for the 2017-18 financial year, as at the end of July 2017 on a consolidated and directorate basis and to approve the revised 2017-18 Capital Budget.

**8 Appendices attached**

- A 2017-18 Revised Budgets – General Fund
- B Revised Budgets 2017-18 HRA
- C Re-profiled General Fund 2018-2021 budget
- D Re-profiled HRA 2018-2021 budget

## 2017-18 Revised Budgets – General Fund

Cost Centre	Scheme Name	Lead Officer	17-18 approved budget*	Carry forward/Adjustment	17-18 revised budget	Spend to July 2017	Anticipated spend to year end	Forecast to year end	Variance	Slippage	Comment
	Education Services		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P051	Primary Expansions (Phase 2 for 2011)	Tony M	9,000	(1,887)	7,113	3,577	3,536	7,113	0	0%	
P076	Town Hall Conversion	Tony M	4,200	793	4,993	3,099	1,894	4,993	0	0%	
P093	Schools Modernisation Programme	Tony M	985	(386)	599	86	613	699	100	17%	
P101	SEN Resources Expansion	Tony M	3,708	(144)	3,564	572	2,992	3,564	0	0%	
P749	Children's Centres Refurbishments	Tony M	40	21	61	2	59	61	0	0%	
P783	Schools Devolved Capital	Tony M	120		120		300	300	180	150%	Devolved to schools. Overspend funded from schools revenue contributions
P856	Haymill/Haybrook College Project	Tony M			0	2		2	2	N/A	
P673	DDA/SENDA access Works	Tony M	50		50		10	10	(40)	-80%	
	Youth/Community Centres Upgrade	Tony M			0			0	0		Taken out due to low prioritisation matrix
P123	2 year old expansion programme	Tony M	0	143	143	277		277	134	94%	
P153	Special School Expansion-Primary, Secondary & Post 16	Tony M	3,740	384	4,124	46	2,636	2,682	(1,442)	-35%	To complete 18-19

<i>Cost Centre</i>	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to July 2017</i>	<i>Anticipated spend to year end</i>	<i>Forecast to year end</i>	<i>Variance</i>	<i>Slippage</i>	<i>Comment</i>
P142	Children's Centres IT	<b>Tony M</b>	0	4	4		14	14	10	250%	
P131	School meals provision	<b>Tony M</b>		135	135		72	72	(63)	-47%	
P095	Secondary Expansion Programme	<b>Tony M</b>	10,700	(157)	10,543	979	8,724	9,703	(840)	-8%	
	PRU Expansion	<b>Tony M</b>	1,780	20	1,800			0	(1,800)	-100%	Now under P153
	<b>Total Education Services</b>		<b>34,323</b>	<b>(1,074)</b>	<b>33,249</b>	<b>8,640</b>	<b>20,850</b>	<b>29,490</b>	<b>(3,759)</b>		

<i>Cost Centre</i>	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to July 2017</i>	<i>Anticipated spend to year end</i>	<i>Forecast to year end</i>	<i>Variance</i>	<i>Slippage</i>	<i>Comment</i>
			<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
	<b>Customer &amp; Community Services</b>										
P083	Cemetery Extension	<b>Ketan G</b>	761	1,497	2,258	13	750	763	(1,495)	-66%	Service Area to comment
P107	Repairs to Montem & Ice	<b>A Hibbert</b>	123	22	145		145	145	0	0%	Reactive maintenance works
P873	Crematorium Project	<b>Ketan G</b>		1,325	1,325	594	731	1,325	0	0%	Service Area to comment
P145/P161	Financial System Upgrades	<b>N Wilcox</b>	1,000	.	1,000	79	921	1,000	0	0%	
P167	Bloom Park Regeneration Project	<b>Ollie K</b>	90	(90)	0			0	0		Overspend funded from 17-18 budget
	Hub Development	<b>S Gibson</b>	0	100	100			0	(100)	-100%	£100k slipped to 17/18
P302	Chalvey Transfer Station	<b>N Hannon</b>	90		90		90		(90)		
P581	Big Belly Bins	<b>N Hannon</b>	200		200		200	200	0		

<b>Cost Centre</b>	<b>Scheme Name</b>	<b>Lead Officer</b>	<b>17-18 approved budget*</b>	<b>Carry forward/Adjustment</b>	<b>17-18 revised budget</b>	<b>Spend to July 2017</b>	<b>Anticipated spend to year end</b>	<b>Forecast to year end</b>	<b>Variance</b>	<b>Slippage</b>	<b>Comment</b>
P578	Digital Transformation programme phase 1	<b>N Vat</b>	0	165	165			0	(165)	-100%	To slip to 17-18
P580	Mayrise Insourcing	<b>N Hannon</b>	100	(11)	89		89	89	0	0%	To be completed 17/18
P968	CAFM System	<b>C Dhillon</b>	39		39		39		0		to be spent in 17/18
P084	IT Infrastructure Refresh	<b>S Pallet</b>	350	230	580	580		580	0	0%	
P871	Community Investment Fund	<b>Various</b>	500	750	1,250	73	1,177	1,250	0	0%	
P162	Community Leisure Facilities	<b>A Hibbert</b>	150	129	279	198	81	279	0	0%	
P141	Langley Leisure Centre	<b>A Hibbert</b>	4,000	2,226	6,226	412	5,814	6,226	0	0%	2.5M adjustment from 18/19 subject to approval. Completion date May 2018
P969	Salt Hill Leisure	<b>A Hibbert</b>	3,300	1,842	5,142	363	4,779	5,142	0	0%	2.077M adjustment from 18/19 subject to approval. Completion date May 2018
P146	Arbour Park Community Sports Facility	<b>A Hibbert</b>	500	730	1,230	1,215		1,215	(15)	-1%	Snagging works and approval requested for more funding



<i>Cost Centre</i>	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to July 2017</i>	<i>Anticipated spend to year end</i>	<i>Forecast to year end</i>	<i>Variance</i>	<i>Slippage</i>	<i>Comment</i>
P165	Leisure Centre Farnham Road	<b>A Hibbert</b>	13,600	(2,508)	11,092	739	10,353	11,092	0	0%	5M to be moved into 18/19. Opening April 2019
P164	New Ice	<b>A Hibbert</b>	4,950	5,399	10,349	1,234	9,115	10,349	0	0%	Completion date Mar 2018
P176	Refuse fleet & Grounds Plant equipment	<b>N Hannon</b>		5,620	5,620		5,620	5,620	0	0%	
	<b>Total Customer &amp; Community Services</b>		<b>29,753</b>	<b>16,958</b>	<b>46,711</b>	<b>5,500</b>	<b>37,806</b>	<b>43,177</b>	<b>(3,534)</b>		
	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to July 2017</i>	<i>Anticipated spend to year end</i>	<i>Forecast to year end</i>	<i>Variance</i>	<i>Slippage</i>	<i>Comment</i>
			<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
	<b>Community and Wellbeing</b>										
P331	Care Act: Social Care IT Developments	<b>Simon Lawrence</b>	200	140	340	13	327	340	0	0%	Covers three main projects for delivering flexible working and IT support for implementing the Care Act.
P723	DAAT Service Reprovision	<b>Craig Brewin</b>	0	50	50	9	41	50	0	0%	£304k not required
P577	Learning Disability Change Programme	<b>Simon Broad</b>	900	898	1,798	38	1,760	1,798	0	0%	awaiting information from Simon

<i>Cost Centre</i>	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to July 2017</i>	<i>Anticipated spend to year end</i>	<i>Forecast to year end</i>	<i>Variance</i>	<i>Slippage</i>	<i>Comment</i>
P133	Extra Care Housing	<b>Craig Brewin</b>	520	833	1,353		1,353	1,353	0	0%	This funding will be required over the next two financial years - and will be paid in instalments depending on the progress being made so exact allocation of the two years is not yet known
P395	HOLD Capital Project	<b>Simon Broad</b>		154	154	128	26	154			
	<b>Total Community and Wellbeing</b>		<b>1,620</b>	<b>2,075</b>	<b>3,695</b>	<b>188</b>	<b>3,507</b>	<b>3,695</b>	<b>0</b>		

	<b>Scheme Name</b>	<b>Lead Officer</b>	<b>17-18 approved budget*</b>	<b>Carry forward/Adjustment</b>	<b>17-18 revised budget</b>	<b>Spend to July 2017</b>	<b>Anticipated spend to year end</b>	<b>Forecast to year end</b>	<b>Variance</b>	<b>Slippage</b>	<b>Comment</b>
	<b>Resources, Housing and Regeneration</b>										
P006	Disabled Facilities Grant	<b>P Thomas</b>	550	(130)	420	57	363	420	0	0%	£853,364 grant to be received in 17/18
P005	Housing Renovation Grant		0	505	505		505	505	0	0%	
P128	Corporate Property Asset Management	<b>S Gibson</b>	250	(42)	208	(19)	227	208	0	0%	
P111	Major Highways Programmes	<b>Sing Wai</b>	765	116	881	3	878	881	0	0%	Papers to cabinet on 17/7 for approval for Aggregate to carry out works as DSO to commence Dec17
P174	Highways Maintenance Annual Programme		0	674	674	17	657	674	0		
P160	LED Upgrade	<b>Sing Wai</b>	4,602		4,602	2,777	1,825	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	<b>Sing Wai</b>	500	151	651	43	608	651	0	0%	
P881	Colnbrook By-pass	<b>Sing Wai</b>	131	(131)	0			0	0	#DIV/0!	Slipped to 18-19

	<b>Scheme Name</b>	<b>Lead Officer</b>	<b>17-18 approved budget*</b>	<b>Carry forward/Adjustment</b>	<b>17-18 revised budget</b>	<b>Spend to July 2017</b>	<b>Anticipated spend to year end</b>	<b>Forecast to year end</b>	<b>Variance</b>	<b>Slippage</b>	<b>Comment</b>
P104	Stoke Poges Footbridge	<b>Sing Wai</b>	0	410	410	124		124			No further spend required
P127	Demolitions	<b>S Gibson</b>				127		127			
	Demolition Stoke Wharf	<b>A Thomas</b>		300	300		300	300			
TBA	Pendeen Court	<b>P Thomas</b>		2,450	2,450	1	1,300	1,301	(1,149)	-47%	To be completed 17/18
P149/P098	A332 Windsor Road Widening Scheme LEP/Other	<b>S De Cruz</b>	7,023	5,177	12,200	639	11,561	12,200	0	0%	Additional £1,850 to be requested from CSB for 17-18
P148	A355 Tuns Lane LEP Transport Scheme	<b>S De Cruz</b>	528	1,751	2,279	25	2,254	2,279	0	0%	
P144	Slough MRT	<b>S De Cruz</b>	1,850	(543)	1,307	1,696		1,696	389	30%	Additional £1,850 to be requested from CSB for 17-18
	Flood Defence Measures SBC/EA Partnership	<b>Sing Wai</b>	100	(100)	0			0	0	#DIV/0!	Should be 100k slipped into 18-19
P135	Plymouth Road (dilapidation works)	<b>S Gibson</b>	120	180	300	3	297	300	0	0%	
P155	Air Quality Monitoring	<b>J Newman</b>	60	124	184	83	101	184	0	0%	£30k slipped into 19-20
P147	DEFRA Air Quality	<b>J Newman</b>	6	19	25		25	25	0	0%	to be spent in 18-19
P125	Electric Vehicle Network	<b>J Newman</b>	400	(200)	200		200	200	0	0%	£400k slipped into 18-19&19-20
P170	Carbon Management-Fleet Challenge	<b>J Newman</b>	150	25	175	59	116	175	0	0%	560k slipped up to 20-21

	<b>Scheme Name</b>	<b>Lead Officer</b>	<b>17-18 approved budget*</b>	<b>Carry forward/Adjustment</b>	<b>17-18 revised budget</b>	<b>Spend to July 2017</b>	<b>Anticipated spend to year end</b>	<b>Forecast to year end</b>	<b>Variance</b>	<b>Slippage</b>	<b>Comment</b>
P168	Re-fit Programme	<b>J Newman</b>	800	(412)	388	17	371	388	0	0%	£484 slipped in to future years
P157	Burnham Station LEP	<b>S De Cruz</b>	1,450	1,350	2,800	124	2,676	2,800	0	0%	£261k not required
P053	Langley Station LEP	<b>S De Cruz</b>	1,500	(63)	1,437		1,437	1,437	0	0%	spent in 17-18
P143	LAAP Mortgage Scheme	<b>N Wilcox</b>	2,750	5,000	7,750			0	(7,750)	-100%	Scheme to be re-launched in the new year.
P152	Asset Condition Survey	<b>S Dhillon</b>		40	40	2	38	40	0	0%	
	LTP Implementation Plan	<b>S De Cruz</b>	800	(400)	400		400	400	0	0%	£800k not required budget should only be £400k
P172	TVU development	<b>S Gibson</b>	2,500	5,420	7,920	9,836		9,836	1,916	24%	First payment in 16-17, then three further payments until Sept 19
P156	Strategic Acquisition fund	<b>S Gibson</b>	5,382	20,843	26,225	23,453		23,453	(2,772)	-11%	Further £25m approval granted November 2016.
TBA	Compulsory Purchase Order Reserve	<b>Amir Salarkia</b>	2,100		2,100			0	(2,100)		Possible required in 17/18 if needed

	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to July 2017</i>	<i>Anticipated spend to year end</i>	<i>Forecast to year end</i>	<i>Variance</i>	<i>Slippage</i>	<i>Comment</i>
TBA	Fire Risk Assessment	<b>A Thomas</b>	80		80			0	(80)		To start in 2017-18
P579	A4 Cycle	<b>S De Cruz</b>	483	415	898		898	898	0	0%	To start in 2017-18
0	Slough Transport Model	<b>S De Cruz</b>	0	450	450		450	450	0		
P056	Slough Dog Recreation Area	<b>I Blake</b>	0	16	16			0	(16)		£16k budget to be added
	Community Transport Fleet	<b>J Northam</b>	0	981	981		981	981	0		
P178	Lease surrender Serena Hall	<b>S Aislabie</b>		475	475	300		300	(175)		
	<b>Total RHR</b>		<b>34,880</b>	<b>44,376</b>	<b>79,256</b>	<b>39,533</b>	<b>28,468</b>	<b>68,001</b>	<b>(11,571)</b>		

	<b>Total</b>		<b>100,576</b>	<b>62,335</b>	<b>162,911</b>	53,861	90,631	<b>144,363</b>	(18,864)		
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<b>FUNDING</b>
Grant Funded
Borrowing
Section 106
<b>Total</b>

		(61,524)				
		(96,834)				
		(4,553)				
		<b>(162,911)</b>				

## Revised Budgets 2017-18 HRA

Cost Centre	Scheme name	17-18 approved	carry forward/(underspend)	17/18 revised	Spend to June 2017	Anticipated spend to year end	Forecast to year end	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Housing Revenue Account									

Decent Homes										
P544 (4601)	Boiler Replacement	500	(222)	278	295		295	17	6%	P544 monitored as a total
P544 (4602)	Heating / Hot Water Systems	317	(363)	(46)	134	402	536	582	-1265%	P544 monitored as a total
P544 (4603)	Insulation programmes	0	(2,611)	(2,611)	(5)		(5)	2,606	-100%	P544 monitored as a total
P552A	Front / Rear Door replacement	237	(344)	(107)	(19)		(19)	88	-82%	
P558 A4604	Kitchen Replacement	410	1,598	2,008	27	81	108	(1,900)	-95%	All non urgent work stopped pending RMI renegotiation
P558 A4605	Bathroom replacement	256	1,096	1,352	5	15	20	(1,332)	-99%	All non urgent work stopped pending RMI renegotiation
P558 A4606	Electrical Systems	136	476	612		0	0	(612)	-100%	All non urgent work stopped pending RMI renegotiation
P559 (A4607)	Roof Replacement	628	(77)	551	234	702	936	385	70%	All non urgent work stopped pending RMI renegotiation
P559 (A4608)	Structural	802	(252)	550	(7)		(7)	(557)	-101%	
	<b>Total Decent Homes</b>	<b>3,286</b>	<b>(699)</b>	<b>2,587</b>	<b>664</b>	<b>1,200</b>	<b>1,864</b>	<b>(723)</b>		

	<b>Planned Maintenance - Capital</b>									
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<b>Cost Centre</b>	<b>Scheme name</b>	<b>17-18 approved</b>	<b>carry forward/(underspend)</b>	<b>17/18 revised</b>	<b>Spend to June 2017</b>	<b>Anticipated spend to year end</b>	<b>Forecast to year end</b>	<b>Variance</b>	<b>Slippage</b>	<b>Comment</b>
P541	Garage Improvements	150	78	228			0	(228)	-100%	
P548	Mechanical Systems /Lifts	100	(150)	(50)	63	189	252	302	-604%	
P545	Capitalised Repairs	46	0	46			0	(46)		
P551	Security & Controlled Entry Modernisation	0	110	110			0	(110)	-100%	
P564	Darvills Lane - External Refurbs	200	0	200			0	(200)		
P565	Estate Improvements/Environmental Works	438	446	884	45	135	180	(704)	-80%	£217k slipped to 17/18
P569	Replace Fascias, Soffits, Gutters & Down Pipes	250	(843)	(593)	163	489	652	1,245	-210%	Asbestos work drives demand. Overspent as a result.
P573 A4000	Upgrade Lighting/Communal Areas	71	(186)	(115)			0	115	-100%	Moved £60k from Communal doors (P553 monitored together)
P573 A4609	Communal doors	78	53	131			0	(131)	-100%	Moved £60k to lighting (P553 monitored together)
P573 A4610	Balcony / Stairs / Walkways areas	171	129	300			0	(300)	-100%	(P553 monitored together)
P573 A4611	Paths	91	130	221			0	(221)	-100%	(P553 monitored together)
P573 A4612	Store areas	250	91	341			0	(341)	-100%	(P553 monitored together)
	Sheltered / supported upgrades	0	500	500			0	(500)	-100%	
	<b>Total Planned Maintenance - Capital</b>	<b>1,845</b>	<b>358</b>	<b>2,203</b>	<b>271</b>	<b>813</b>	<b>1,084</b>	<b>(1,119)</b>		

	<b>Other</b>									
P546	Environmental Improvements (Allocated Forum)	100	298	398			0	(398)	-100%	



<i>Cost Centre</i>	<i>Scheme name</i>	<i>17-18 approved</i>	<i>carry forward/(underspend)</i>	<i>17/18 revised</i>	<i>Spend to June 2017</i>	<i>Anticipated spend to year end</i>	<i>Forecast to year end</i>	<i>Variance</i>	<i>Slippage</i>	<i>Comment</i>
P406	Stock Condition Survey	160	1,167	1,327	26	78	104	(1,223)	-92%	
P407	Commissioning of Repairs Maintenance and Investment Contract	515	475	990	89	267	356	(634)	-64%	
P405	Tower and Ashbourne	1,700	1,696	3,396	338	3,058	3,396	0	0%	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	250	(105)	145	(21)	166	145	0	0%	
P575	Affordable Homes	12,000	(1,111)	10,889	2,350	8,539	10,889	0	0%	
P779	Britwell Regeneration	0	161	161	117	44	161	0	0%	
	<b>Total Other</b>	<b>14,725</b>	<b>2,581</b>	<b>17,306</b>	<b>2,899</b>	<b>12,152</b>	<b>15,051</b>	<b>(2,255)</b>		

	<b>TOTAL</b>	<b>19,856</b>	<b>2,240</b>	<b>22,096</b>	<b>3,834</b>	<b>14,165</b>	<b>17,999</b>	<b>(4,097)</b>		
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<b>Funding</b>										
Section 106				(2,300)			(2,300)			
Capital Receipts				(8,589)			(3,267)			
Major Repairs Reserve				(6,500)			(6,738)			
RCCO				(4,707)			(5,694)			
<b>TOTAL</b>	<b>0</b>	<b>0</b>		<b>(22,096)</b>	<b>0</b>	<b>0</b>	<b>(17,999)</b>	<b>0</b>		

Appendix C

<b>Cost Centre</b>		<b>Lead Officer</b>	<b>18-19 revision</b>	<b>19-20 revision</b>	<b>20-21 revision</b>	<b>21-22 revision</b>	<b>22-23 revision</b>	<b>TOTAL</b>
	<b>Education Services</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
P051	Primary Expansions	<b>Tony M</b>	2,000	500	0	0	0	2,500
P093	Schools Modernisation Programme	<b>Tony M</b>	500	400	300	200	200	1,600
P101	SEN Resources Expansion	<b>Tony M</b>	1,400	250	250	250	250	2,400
P749	Children's Centres Refurbishments	<b>Tony M</b>	0	40	0	0	0	40
P783	Schools Devolved Capital	<b>Tony M</b>	110	100	90	80	80	460
P673	DDA/SENDA access Works	<b>Tony M</b>	50	50	50	50	50	250
P153	Special School Expansion-Primary, Secondary & Post 16	<b>Tony M</b>	5,800	0	0	0	0	5,800
P095	Secondary Expansion Programme	<b>Tony M</b>	8,900	3,500	2,000	2,000	2,000	18,400
	PRU Expansion	<b>Tony M</b>	1,800	0	0	0	0	1,800
	<b>Total Education Services</b>		<b>20,560</b>	<b>4,840</b>	<b>2,690</b>	<b>2,580</b>	<b>2,580</b>	<b>33,250</b>

<b>Cost Centre</b>		<b>Lead Officer</b>	<b>18-19 revision</b>	<b>19-20 revision</b>	<b>20-21 revision</b>	<b>21-22 revision</b>	<b>22-23 revision</b>	<b>TOTAL</b>
	<b>Customer &amp; Community Services</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
P084	IT Infrastructure Refresh	<b>S Pallet</b>	350	350	350	350	350	1,750
P871	Community Investment Fund	<b>Various</b>	1050	1050	1050	1050	1050	5,250
P141	Langley Leisure Centre	<b>A Hibbert</b>	1,457	0	0	0	0	1,457
P969	Salt Hill Leisure	<b>A Hibbert</b>	1,223	0	0	0	0	1,223
P165	Leisure Centre Farnham Road	<b>A Hibbert</b>	9,208	0	0	0	0	9,208
	<b>Total Customer &amp; Community Services</b>		<b>13,288</b>	<b>1,400</b>	<b>1,400</b>	<b>1,400</b>	<b>1,400</b>	<b>18,888</b>

<b>Cost Centre</b>		<b>Lead Officer</b>	<b>18-19 revision</b>	<b>19-20 revision</b>	<b>20-21 revision</b>	<b>21-22 revision</b>	<b>22-23 revision</b>	<b>TOTAL</b>
	<b>Community and Wellbeing</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
P331	Social Care IT Developments	<b>Alan S</b>	200	0	0	0	0	200
P133	Extra Care Housing	<b>Alan S</b>	500	800	0	0	0	1,300
	<b>Total Community and Wellbeing</b>		<b>700</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>

<b>Cost Centre</b>		<b>Lead Officer</b>	<b>18-19 revision</b>	<b>19-20 revision</b>	<b>20-21 revision</b>	<b>21-22 revision</b>	<b>22-23 revision</b>	<b>TOTAL</b>
	<b>Resources, Housing and Regeneration</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
P006	Disabled Facilities Grant	<b>P Thomas</b>	550	550	550	550	550	2,750
P128	Corporate Property Asset Management	<b>S Gibson</b>	250	250	0	0	0	500
P111	Major Highways Programmes	<b>D Parker</b>	765	765	765	765	765	3,825
P174	Highways Maintenance Annual Programme	<b>S De Cruz</b>	524	524	0	0	0	1,048
P728	Highway Reconfigure & Resurface	<b>D Parker</b>	500	500	500	500	500	2,500
P155	Air Quality Grant	<b>J Newman</b>	30	0	0	0	0	30
P125	Electric Vehicle Network	<b>J Newman</b>	350	200	200	0	0	750
P170	Carbon Management-Fleet Challenge	<b>J Newman</b>	150	150	620	0	0	920
P168	Re-fit Programme	<b>J Newman</b>	800	800	484	0	0	2,084
	Car Club	<b>J Newman</b>	400	100	100	100	100	800
P143	LAAP Mortgage Scheme	<b>N Wilcox</b>	3,000	3,500	0	0	0	6,500
	LTP Implementation Plan	<b>S De Cruz</b>	400	400	0	0	0	800
P172	TVU development	<b>S Gibson</b>	5,500	8,000	8,000	0	0	21,500
P159	Hotel development	<b>S Gibson</b>	5,000	15,000	10,000	0	0	30,000
	<b>Total RHR</b>		<b>18,219</b>	<b>30,739</b>	<b>21,219</b>	<b>1,915</b>	<b>1,915</b>	<b>74,007</b>
	<b>Total</b>		<b>52,767</b>	<b>37,779</b>	<b>25,309</b>	<b>5,895</b>	<b>5,895</b>	<b>127,645</b>

<b>Cost Centre</b>	<b>FUNDING</b>	<b>Lead Officer</b>	<b>18-19 revision</b>	<b>19-20 revision</b>	<b>20-21 revision</b>	<b>21-22 revision</b>	<b>22-23 revision</b>	<b>TOTAL</b>
	Grant Funded		12,122	3,789	2,525	1,895	630	20,961
	Borrowing		39,145	33,490	22,284	3,500	4,765	103,184
	Section 106		1,500	500	500	500	500	3,500
	Capital Receipts							
	Revenue							
	<b>Total</b>		<b>52,767</b>	<b>37,779</b>	<b>25,309</b>	<b>5,895</b>	<b>5,895</b>	<b>127,645</b>

**Appendix D**

<b>Cost Centre</b>	<b>Housing Revenue Account</b>	<b>Lead Officer</b>	<b>18-19 revision</b>	<b>19-20 revision</b>	<b>20-21 revision</b>	<b>21-22 revision</b>	<b>22-23 revision</b>	<b>TOTAL</b>
	<b>Decent Homes</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
P544 (4601)	Boiler Replacement	J Griffiths/Adrian T	500	500	500	500	500	2,500
P544 (4602)	Heating / Hot Water Systems	J Griffiths/Adrian T	317	317	317	317	317	1,584
P544 (4603)	Insulation programmes	J Griffiths/Adrian T	0	0	0	0	0	0
P552A	Window/ Front / Rear Door replacement	J Griffiths/Adrian T	237	125	125	125	125	738
P558 A4604	Kitchen Replacement	J Griffiths/Adrian T	410	410	410	410	410	2,051
P558 A4605	Bathroom replacement	J Griffiths/Adrian T	256	256	256	256	256	1,281
P558 A4606	Electrical Systems	J Griffiths/Adrian T	136	136	136	136	136	681
P559 (A4607)	Roof Replacement	J Griffiths/Adrian T	628	628	628	628	628	3,141
P559 (A4608)	Structural	J Griffiths/Adrian T	802	803	802	802	802	4,012
	<b>Decent Homes</b>		<b>3,286</b>	<b>3,175</b>	<b>3,175</b>	<b>3,175</b>	<b>3,175</b>	<b>15,987</b>

<b>Cost Centre</b>	<b>Housing Revenue Account</b>	<b>Lead Officer</b>	<b>18-19 revision</b>	<b>19-20 revision</b>	<b>20-21 revision</b>	<b>21-22 revision</b>	<b>22-23 revision</b>	<b>TOTAL</b>
	<b>Planned Maintenance - Capital</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
P541	Garage Improvements	J Griffiths/Adrian T	150	150	150	150	150	750
P548	Mechanical Systems /Lifts	J Griffiths/Adrian T	200	200	100	110	110	720
P545	Capitalised Repairs	J Griffiths/Adrian T	46	46	46	46	46	230
P551	Security & Controlled Entry Modernisation	J Griffiths/Adrian T	0	0	0	0	0	0
P564	Darvills Lane - External Refurbs	J Griffiths/Adrian T	200	200	200	200	200	1,000
P565	Estate Improvements/Environmental Works	J Griffiths/Adrian T	221	221	221	221	221	1,104
P569	Replace Fascias, Soffits, Gutters & Down Pipes	J Griffiths/Adrian T	250	250	0	0	0	500
P573 A4000	Upgrade Lighting/Communal Areas	J Griffiths/Adrian T	71	71	71	71	71	354
P573 A4609	Communal doors	J Griffiths/Adrian T	78	78	78	78	78	389
P573 A4610	Balcony / Stairs / Walkways areas	J Griffiths/Adrian T	171	171	171	171	171	856

Cost Centre	Housing Revenue Account	Lead Officer	18-19 revision	19-20 revision	20-21 revision	21-22 revision	22-23 revision	TOTAL
P573 A4611	Paths	J Griffiths/Adrian T	91	90	91	91	91	453
P573 A4612	Store areas	J Griffiths/Adrian T	250	0	0	0	0	250
	Sheltered / supported upgrades	J Griffiths/Adrian T	0	0	0	0	0	0
	<b>Planned Maintenance - Capital</b>		<b>1,728</b>	<b>1,477</b>	<b>1,127</b>	<b>1,137</b>	<b>1,137</b>	<b>6,605</b>

	Other		£'000	£'000	£'000	£'000	£'000	£'000
P546	Environmental Improvements (Allocated Forum)	J Griffiths/Adrian T	100	100	100	100	100	500
P406	Stock Condition Survey	J Griffiths/Adrian T	160	160	160	160	160	800
P407	Commissioning of Repairs Maintenance and Investment Contract	J Griffiths/Adrian T	0	0	0	0	0	0
P405	Tower and Ashbourne	Paul Thomas	0	(3,720)	0	0	0	(3,720)

<b>Cost Centre</b>	<b>Housing Revenue Account</b>	<b>Lead Officer</b>	<b>18-19 revision</b>	<b>19-20 revision</b>	<b>20-21 revision</b>	<b>21-22 revision</b>	<b>22-23 revision</b>	<b>TOTAL</b>
P547	Major Aids & Adaptations	J Griffiths/Adrian T	250	250	250	250	250	1,250
P575	Affordable Homes		12,000	22,000	0	0	0	34,000
P779	Britwell Regeneration	Fin Garvey	0	0	0	0	0	0
	<b>Other</b>		<b>12,510</b>	<b>18,790</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>32,830</b>

	<b>TOTAL</b>		<b>17,524</b>	<b>23,442</b>	<b>4,812</b>	<b>4,822</b>	<b>4,822</b>	<b>55,423</b>
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	<b>Funding</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	Section 106 (AH)		0	0	0	0	0	0
	Capital Receipts		(12,000)	(22,000)	0	0	0	(34,000)
	Major Repairs Reserve		(5,524)	(1,442)	(4,812)	(4,822)	(4,822)	(21,422)
	RCCO		0	0	(0)	(0)	(0)	(1)
	<b>TOTAL</b>		<b>(17,524)</b>	<b>(23,442)</b>	<b>(4,812)</b>	<b>(4,822)</b>	<b>(4,822)</b>	<b>(55,423)</b>



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> September 2017

**CONTACT OFFICER:** Russ Bourner, Performance Manager  
**(For all enquiries)** (01753) 87 5217

**WARD(S):** All

**PORTFOLIO:** Councillor Munawar, Commissioner for Finance & Strategy

**PART I**  
**NON-KEY DECISION****PERFORMANCE & PROJECTS REPORT: Q1 2017/18****1 Purpose of Report**

- To provide Cabinet with the latest performance information for the 2017-18 financial year.
- To summarise the Council's performance against the Corporate Balanced Scorecard indicators to date during 2017-18.
- To update on the progress of the 25 projects on the portfolio, which are graded according to Project magnitude as Gold (5), High (13), Medium (1) or Low (5).

**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.

**4 Other Implications****(a) Financial**

There are no financial implications.

**(b) Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
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

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

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

**5 Supporting Information**

5.1 This is the first report to Cabinet reporting on the 2017-18 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 two sections:

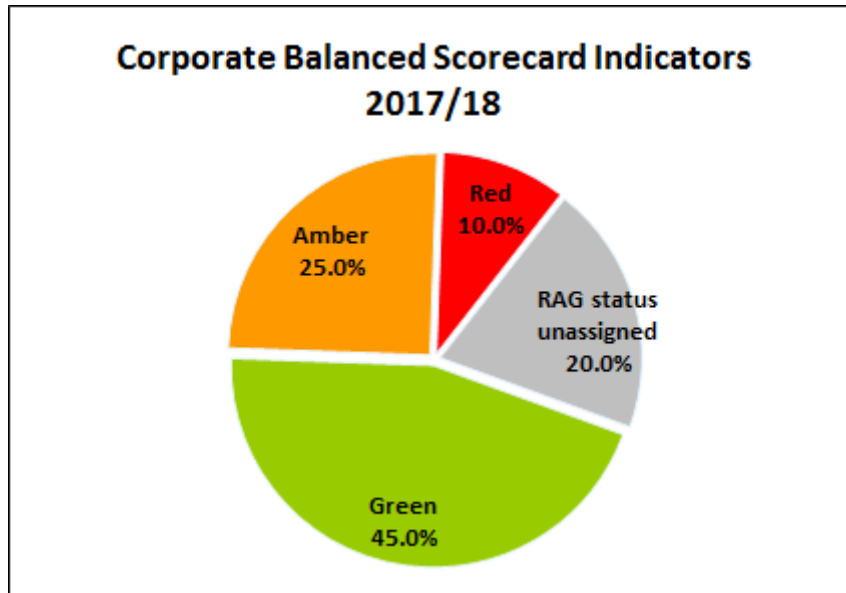
- The high-level performance indicators of the Corporate Balanced Scorecard;
- The summary highlight reports on the Council's Project Management Performance.

**5.3 Corporate Balanced Scorecard**

5.3.1 This is the quarter 1 (2017-18) presentation of the Corporate Balanced Scorecard, relating to the period 1<sup>st</sup> April to 30<sup>th</sup> June 2017.

5.3.2 There are 20 performance measures included in the Corporate Balanced Scorecard. These have been aligned to the five priority outcomes as agreed in the revised Five Year Plan 2017-2021.

5.3.3 The latest position of the Corporate Balanced Scorecard demonstrates that at the end of quarter 1, an overview of the Council's performance was as follows:



5.3.4 Of the 20 indicators, 3 are still being finalised, so have no performance value nor agreed target; one other (relating to child protection plans) currently has no agreed target.

5.3.5 For the remaining 16 indicators with agreed target levels, in this period, 2 were rated as significantly under the desired performance level, 5 were rated as 'Amber', signifying a near miss to desired performance level, and 9 were rated 'Green' as achieving or exceeding target performance.

5.3.6 For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

5.3.7 Key areas of noteworthy concerns flagged as 'Red' status have been previously reported, and are:

5.3.8 **1.2i: Prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP**  
*[This was reported the previous quarter]*

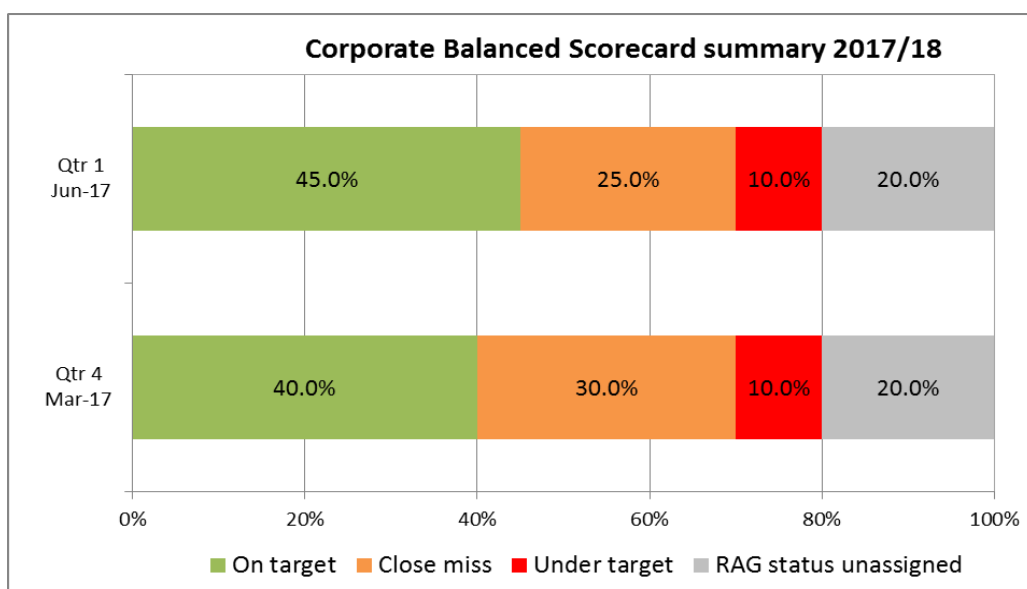
5.3.9 **1.2ii: Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP**  
*[This was reported the previous quarter]*

5.3.10 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.

Please refer to the Corporate Balanced Scorecard for fuller details of the initiatives in place to tackle the issue of unhealthy weight in childhood.

5.3.11 Comparison with previous quarter:

5.3.12 The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals.



**5.3.13 Increase council tax in year collection rate (%)**

The collection rate at the end of June 2017 of 30.88% is on target for this time in the financial year. The RAG status improved from ‘Amber’ to ‘Green’.

**5.4 Project Management**

5.4.1 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.

5.4.2 During Quarter 1, 25 projects were being undertaken, with 5 of these described as “Gold Projects” – those of greatest strategic importance to the Council, and a further 13 categorised as of “High” importance grade, 1 as “Medium” and 5 as “Low”.

5.4.3 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](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period. Cabinet may decide to scrutinise particular projects using this Background Paper.

**5.4.4 Project Progress (Gold Projects)**

The Gold Projects are:

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

**5.4.5 Highlights this quarter:**

**4 Projects: Progress**

Four projects are reporting completion of significant key activities and milestones:

- **RM&I Contract**  
The RM&I Project are reporting significant progress following the identification of the preferred contract bidder. A mobilisation team has been identified who are preparing the mobilisation plan in preparation for services go live December 2017.
- **Fleet Challenge**  
The Fleet challenge project has reported its significant progress in readiness for the launch in mid-June 2017. Highlights include the promotion of the scheme at the Staff Conference on 18<sup>th</sup> May 2017 which was well received by staff.
- **Leisure Strategy – Arbour Park**  
The Leisure Strategy programme reported that Arbour park was formally handed over on 25<sup>th</sup> May, 2017.

The official opening of Arbour Park took place on the 14<sup>th</sup> June, with the launch aimed at corporate businesses and potential hires.

- **Leisure Contract re-Procurement**  
The new contract with SLM has been successfully mobilised. Notable improvements to Montem Leisure Centre have been made including repainting and rebranding the site, repairs to gym facility, including installing up-to-date equipment in the gymnasium. In addition SLM have increased the cleaning regime and staff training to ensure an improved service to residents and customers alike.

5.4.6 Key issues to be aware of:

**1 Project: Resources**

**RM&I – Client Team Recruitment**

The RM&I Project reports that there was no interest expressed internally for any of the advertised roles. Action is being taken to address this issue by externally advertising the roles.

5.4.7 Key lessons from projects reviewed this quarter:

The Programme Management Office (PMO) routinely carries out End Project, Lessons Learned and Benefits reviews for key projects. In the last quarter, the PMO undertook Lessons Learned reviews for the following projects:

- The Curve
- The transfer of services back in house from Cambridge Education

- Subsidiary Housing Companies

This resulted in findings that have been helpful to project managers implementing projects of a similar nature.

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

5.4.9 Background Papers: Email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period.

## 6 **Comments of Other Committees**

This report has been scrutinised by the 5 Year Plan Board, with suggestions for additions to next Quarter Report.

## 7 **Conclusion**

- 7.1. 45% of the selected performance indicators are achieving desired target results, with near-misses in the offer and take-up of Health Checks, overall crime rates, increasing the number of dwellings and affordable homes in the borough, and bus punctuality.
- 7.2. Each Outcome Group now has a dedicated member from the Council's central Performance Team, who will attend Outcome Group meetings and provide data support and advice to support the selection and delivery of performance indicators required by each group.
- 7.3. 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. The PMO routinely carries out Lessons Learned and Benefits reviews for key projects which is helpful to project managers implementing projects of a similar nature.

## 8 **Appendices Attached**

'A' - Corporate Balanced Scorecard, June 2017

## 9 **Background Papers**

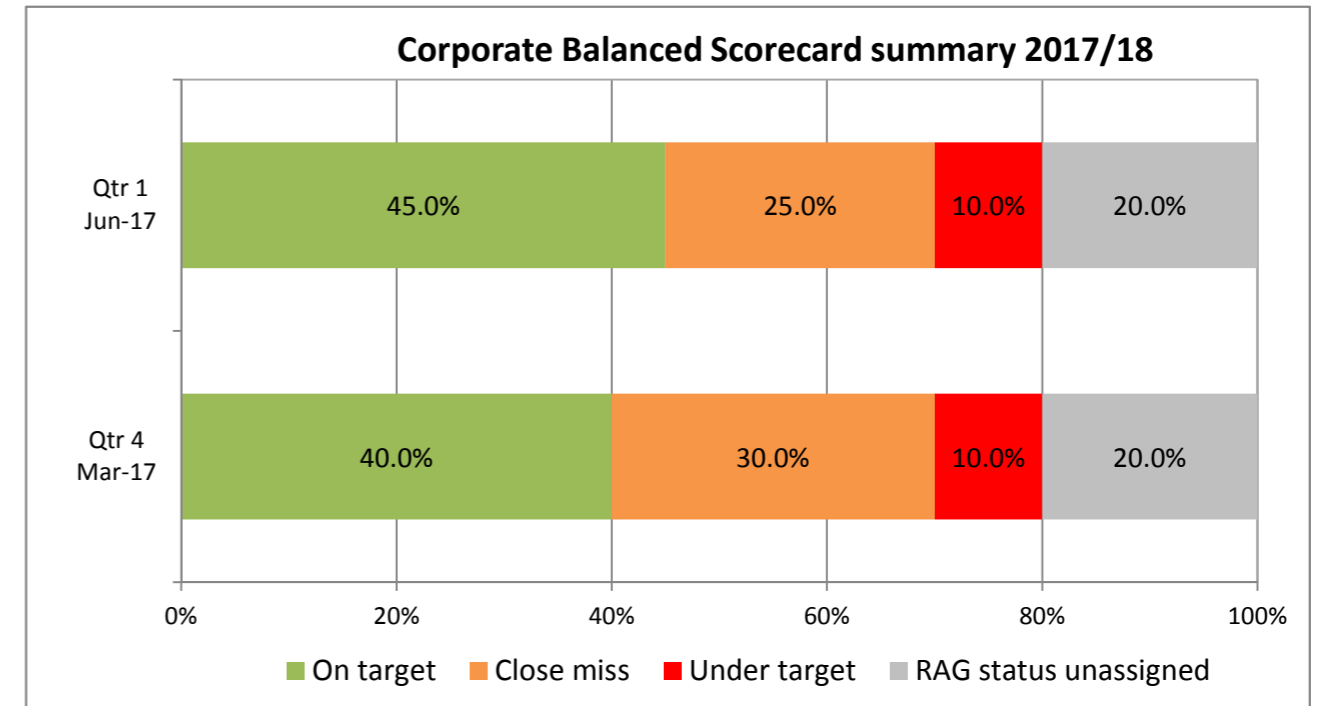
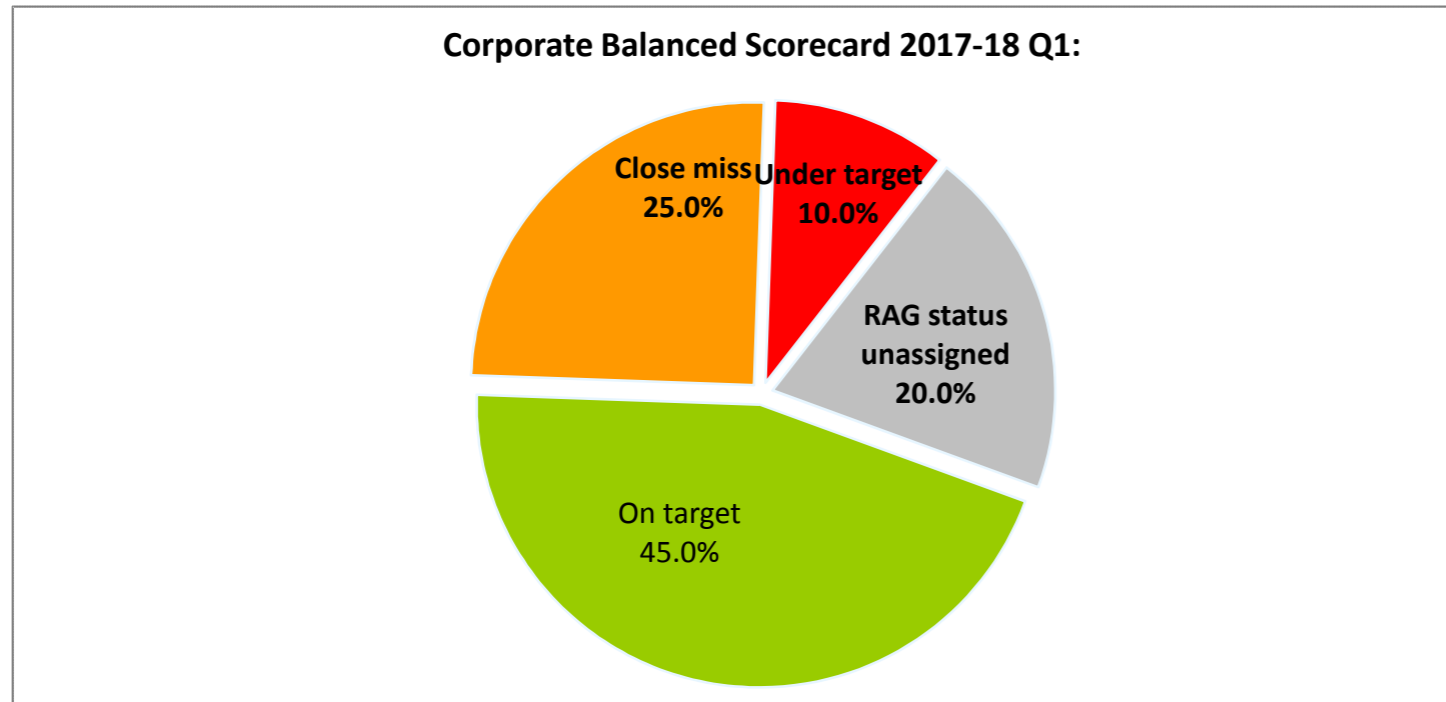
Please email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Project Highlight reports for this reporting period.

## Appendix A: Slough Borough Council - Corporate Balanced Scorecard 2017-18: to end of quarter 1 - June-17

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	Increase percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Aug-16	69.1% [2015/16] 64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2015/16] Slough <b>69.1%</b> 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.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.2i	Reduce prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP	Oct-16	19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2015/16] Slough <b>23.0 %</b> SE 20.9% England 22.1%  [2,452 children measured]	↓	Red	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control.</p> <p>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.</p> <p>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.</p> <p>Councillors wanted 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 borough were attending schools outside of area as their results would only then appear when data is uploaded to the HSCIC.</p> <p>The following initiatives are in place:</p> <ul style="list-style-type: none"> <li>- General promotion of the key messages via the Start 4 Life campaign (Active Play and Baby moves), including utilising the resources of the "Infant and Toddler Forum".</li> <li>- Encouraging the use of the Disney Shake ups through the Change4life programme.</li> <li>- Health Visiting for health and social advice for all new parents (Forming part of the 0-19 offer recommissioning in late 2017).</li> </ul>



Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.2ii	Reduce prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP	Oct-16	38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2015/16] Slough <b>38.9%</b> SE 30.8% England 34.2%  [1,849 children measured]	↔	Red	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control.</p> <p>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.</p> <p>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.</p> <p>The following initiatives are in place:</p> <ul style="list-style-type: none"> <li>- Commission Let's Get Going (Physical Activity and Healthy eating) courses across Slough for children aged 7-11 (3 schools and 1 community location in 2017, looking to expand based on demand) and 12-16 years (up to 6 locations in 2017, linking to the Eat 4 Health programme commissioned to Solutions for Health for age 16+).</li> <li>- YES Consortium delivering physical activity programmes across Slough for Slough Youth, directly linked to Active Slough programmes.</li> <li>- Active Slough programmes and additional pilot programmes linking to "Let's Get Going" to expand the capacity of the programme and meet demand.</li> <li>- Working with schools to ensure their PSHE offer is fit for purpose.</li> <li>- Encouraging the use of the Disney Shake ups through the Change4life programme (Now in all Primary Schools in Slough).</li> <li>- School Nursing health checks on entry to school (for monitoring, advocacy and signposting purposes).</li> <li>- Introduction and further expansion of "The Daily Mile" through Slough primary schools for ALL pupils (Currently 1 school with 900 pupils).</li> <li>- Intergenerational interventions for Physical Activity to encourage children and parents to be more active e.g. Junior parkrun or Great Run Local.</li> <li>- Link to advocating greater use of outdoor space and parks for health and wellbeing.</li> </ul>

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.3	Safeguarding measure: Number of children subject to Child Protection (CP) Plan per 10,000 local child population  [snapshot position at 31st March annually, or final day of quarter throughout year]	Aug-17	<b>2017:</b> Slough 37.2 (prov) (England: to be released)  <b>2016:</b> Slough 56.7 (England: 43.1)  <b>2015:</b> Slough 28.1 (England: 42.9)  <b>2014:</b> Slough 65.5 (England: 42.1)	No target has been agreed	2017 Q1: <b>37.4</b> (Provisional)	n/a	n/a	<b>New indicator</b> The number of children subject to a CP Plan will fluctuate depending on the personal needs of children known at any moment, but this measure gives an overall measure of the success (or otherwise) of all agencies and economic circumstances in providing an environment within Slough for families to prosper. Many of the economic and demographic drivers behind child abuse are relatively prevalent in Slough, so historically we expected to usually at least meet the national average. However, it is our collective responsibility to provide sufficient early support that will enable more families to improve circumstances before they reach the critical level that warrants a CP intervention. The figures now suggest that there is greater stability in CP numbers, and that these are holding at a little below the average England rate. However, this is likely to change again as the Trust embeds its Innovation activity and thereby aims to further divert demand from statutory services.
1.4	Reduce levels of 16-18 year olds not in education, employment or training (NEETs)	May-16	<b>2015</b> NEET: 4.2% Activity is not known: 4.2%  <b>2014</b> NEET: 4.0% Activity is not known: 9.3%  <b>2013</b> NEET: 6.1% Activity is not known: 7.6%  <b>2012</b> NEET: 4.9% Activity is not known: 6.6%	Below 5%	<b>2015</b> <u>Slough</u> NEET: 4.2% Activity is not known: 4.2%  <u>National</u> NEET: 4.3% Activity is not known: 8.0%  <u>South East</u> NEET: 3.9% Activity is not known: 10.1%	↑	Green	The published annual NEET rate is calculated based on an average for November to January each year. These figures are based on information local authorities submit to the DfE about young people's participation in education or training in their area. Slough's NEET rate is currently 4.2% which is below the target rate of 5% with its 'activity is not known' also reduced to 4.2%. There is ongoing challenges in order to enable and prevent YP falling through the gaps that the YPS. The service is dedicated to young people to assist and support them to find suitable employment, education or training opportunities. Since September 2015, the focus has been on finding the destinations of Slough's young people aged 16 to 18 years. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
<b>Outcome 2: Our people will become healthier and will manage their own health, care and support needs</b>								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Increase number of people starting and completing a smoking cessation course (rate per 100,000 population). Percentage of those who successfully quit smoking.	Apr-17	<b>2015/16 Q1-Q4</b> <u>4 weeks</u> Slough 65.40% [998] SE 55.67% England 51.02%  <u>Rate per 100,000</u> Slough 918 SE 375 England 440	Above the national rate	<b>2016/17 Q1-Q3</b> <u>4 weeks</u> Slough 68.33% [630] SE 52.10% England 49.81%  <u>Rate per 100,000</u> Slough 580 SE 221 England 242	↑	Green	Slough continues to perform above the SE and England in terms of numbers of people who set a quit date and go on to quit for 4 weeks and longer. The conversion rates are well above benchmarking averages. In Slough, smoking in pregnancy (which is reported as smoking at time of delivery) also remains lower than regional and national averages.
2.2	Increase number of adults managing their care and support via a direct payment	Aug-17	360 [Mar-17] 235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	374 clients & carers [Jun-17]  [239 clients + 135 carers]	↑	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.
2.3	Increase the uptake of health checks Increase the percentage of the eligible population aged 40-74 <b>offered</b> an NHS Health Check	Apr-17	<b>2016/17</b> <b>Q3</b> Slough: 3.19% [1,121] SE: 3.33% National: 3.71%  <b>Q2</b> Slough: 1.98% [698] SE: 4.51% National: 4.41%  <b>Q1</b> Slough: 1.72% [605] SE: 5.02% National: 4.49%	Closer to the national rate by 17/18	<b>2016/17 Q1-3</b> Appointments offered: 2,424  Slough 6.89% SE 12.86% National 12.62%	↑	Amber	Health Check rates in Slough although improving remain below south east and national rates of 12.86% and 12.62% respectively. Measures are in place to address this, including commissioning a new cardiowellness4 Slough programme. This will deliver 800 additional Health Checks, with a view to bring Slough rates in line with national rates in 2017/18 financial year. The new cardiowellness4 Slough programme launched in January 2017.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
<b>Outcome 3: Slough will be an attractive place where people choose to live, work and visit</b>								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Increase levels of street cleanliness	May-15						New indicator. <b>Exact measure as well as targets is in process of being agreed.</b>
3.2	Reduce crime rates per 1,000 population: All crime (cumulative from April)	Aug-17	87.15 [2016/17] 81.92 [2015/16] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Maintain local 'all crime' level below the MSG average and move towards the upper quartile on MSG performance	[rolling yr to Jun-17]  Slough: 88.06 MSG: 92.87 England: 82.89	↓	Amber	The rolling year-to-date position for "all crime" for Slough has increased by 1% (+0.91). Slough continues to show a lower increase than the national increase of 1.3% and has maintained its position in the 'Most Similar Group' at 5.5% lower than the group average with lower all-crime rates than Luton, Brighton etc. in addition to lower rates than Reading and Oxford. Local authorities in Slough's MSG have also seen an increase in crime from Q4 2016/17 to Q1 2017/18 by 1.3% (+1.25). Nationally, the UK saw an increase in all crime in the most recent quarter by 1.3% (+1.06). Only 16% of crime types saw an overall decrease across all Local Authorities. The Safer Slough Partnership is continuing to focus on reducing crimes against people; in particular, Violence Against Women and Girls (VAWG) through the VAWG group, CSE and a new Task and Finish group reviewing gangs. This focused partnership work is specifically designed to mitigate increases in crime and to stabilise our overall crime figures.
<b>Outcome 4: Our residents will have access to good quality homes</b>								
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	Apr-17	<b>Net completions</b> 789 [2015/16] 507 [2014/15]	550 pa	[2016/17] Net completions 521	↓	Amber	A total of 598 new dwellings were built in 2016/17 but 77 were lost through demolitions and changes of use. As a result net completions were 521. There are 1,251 new dwellings under construction and planning permission has been granted for a further 2,344.
4.2	Increase number of affordable homes delivered by SBC	Apr-17	16 [2016/17] 190 [2015/16] 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An <u>average</u> of 100 affordable houses will be provided each year through the planning system	2016/17 16	↓	Amber	Delivery of new build dwellings is a priority for the council, but the number coming to fruition each year will vary. During 2016/17, 56 scheduled completions slipped into 2017/18.  There are a further 135 new build dwellings in the pipeline.
4.3	Increase number of planning applications approved	Apr-17						New indicator. <b>Exact measure as well as targets is in process of being agreed.</b>

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
<b>Outcome 5: Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</b>								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1i	Increase business rate in year collection rate (%)	Aug-17	97.5% [2016/17] 97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	Apr - Jun-17 31.54%	↑	Green	The collection rate at the end of June 2017 was above target for this time in the financial year.
5.1ii	Increase in business rate base							New indicator. <b>Exact measure as well as targets is in process of being agreed.</b>
5.2	Reduce overall unemployment rate Reduce 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.	Aug-17	<b>Mar 2017</b> 1,330 people Slough 1.4; SE 1.2; GB 2.0.  <b>Mar 2016</b> 1,405 people Slough 1.5; SE 1.1; GB 1.9.  <b>Mar 2015</b> 1,605 people Slough 1.7; SE 1.2; GB 2.0.  <b>Mar 2014</b> 2,620 people Slough 2.8; SE 1.8; GB 2.9.  <b>Mar 2013</b> 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	<b>As at Jun-17:</b>  1,375 people Slough 1.5% SE 1.2% GB 1.9%	↔	Green	Slough's claimant rate for Jun-17 of 1.5% comprising of 1,375 people, is marginally above the previous year's rate of 1.4% [Jun-16]. Slough's rate is lower (better) than the GB average of 1.9% but higher than the South East average of 1.2%. 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.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.3	Reduce journey time 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.
<b>Enabling</b>								
E.1	Increase council tax in year collection rate (%)	Aug-17	96.8% [2016/17] 96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	97.10%	April to Jun-17 30.88%	↑	Green	The collection rate at the end of June 2017 was on target for this time in the financial year.
E.2	Increase proportion of council tax payments made by direct debit	Aug-17	57.4% Mar-17 55.7% Mar-16 51.9% Mar-15	Increasing	As at Jun-17 57.4%	↔	Green	As at June 2017 the percentage of accounts paying by direct debit is 57.4%; this position reflects no change during the current quarter.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
E.3	Increase the proportion of households signed up for self service	Aug-17	<p>Mar-17: 16.7% 9,277 households</p> <p>Dec-16: 14.5% 8,048 households</p> <p>Sept-16: 12.7% 7,070 households</p> <p>Jun-16: 10.9% 6,068 households</p> <p>Mar-16: 8.1% 4,510 households</p>	Increasing	<p>As at Jun-17 18.9% 10,484 households signed up for self service</p>	↑	Green	<p>As at end of June 2017, approximately 19% of households had signed up for self-service (an increase of 1207 in the quarter). Self Service gives Council Tax and Business Rates, account holders, Benefit applicants and Landlords the ability to access certain information digitally instead of needing to telephone or come into SBC offices.</p> <p>Council Tax and Business Rates payers can set up a direct debit, inform the Council they are changing address, check the balance on their accounts, make payments on line , check recovery documents etc.</p> <p>Benefit applicants can access their claim, check their application and the stats of their application as well as reviewing documents sent by the benefits service, they can check the payments made to them and the next payment due. Landlords can check the monies paid to them, any overpayments they are responsible for and their next payment as well; both can provide information on changes due to take place.</p>

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> September 2017

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

**WARD(S):** All

**PORTFOLIO:** Cllr. Sohail Munawar; Cabinet Member for Finance & Strategy.

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

This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Investment Guidance. Members are requested to note the report which summarises treasury activity in 2016-17 and the first part of 2017-18.

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

The Cabinet is requested to resolve:

- (a) That the Treasury Management activities for 2016/17 and the beginning of 2017/18 as set out in the body of this report be noted.
- (b) That the limit on Total Investments made with institutions (i.e. Pooled Funds) without credit ratings be increased.

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

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

**4 Other Implications**

Financial . The Financial Implications are contained within this report.

Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial :Detailed in the Report and Above	As identified	None
Timetable for delivery	None	None
Project Capacity	None	None
Other	None	None

#### Human Rights Act and Other Legal Implications

None identified

#### Equalities Impact Assessment

No identified need for the completion of an EIA.

## **5 Supporting Information**

### **1. Background**

The Treasury Management Strategy for 2016/17 has been underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2011, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year.

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

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

In addition to reporting on risk management related to treasury activities, the Treasury Management Code also requires the Authority to report on any financial instruments entered into to manage treasury risks. This report summarises treasury activity in 2016-17 and the first part of 2017-18.

## **2. External Context**

### Statement from Arlingclose- Slough Borough Council's Treasury Management Advisors

Commodity prices slid back during the quarter with oil falling below \$50 a barrel. The primary factor in the oil price fall was oversupply and a lack of belief in OPEC's (Organisation of Petroleum Exporting Countries) ability to deliver on agreed production caps of members.

UK Consumer Price Inflation (CPI) index rose over the quarter and the data print for May showed CPI at 2.9%, its highest since June 2013. The effect of the fall in fuel prices was offset by rises in a number of other categories in the CPI 'basket' as the fall in the value of sterling following June 2016's referendum result continued to feed through into higher import prices. The most recent labour market data for April 2017 showed that the unemployment rate at 4.6% remained at its lowest since July 1975 but that the squeeze on real wages (i.e. after inflation) is intensifying and resulting in negative real wage growth. Q1 GDP data released in April and revised in May showed economic activity growing at a much slower pace of 0.2%. However recent surveys indicate that the slowdown in the first quarter is being viewed as an anomaly and that Q2 GDP could rebound. Understandably, the Bank of England made no change to monetary policy at its meeting on 15th June.

Having raised rates in March, the US Federal Reserve made no change to monetary policy at the conclusion of its meeting in May. The recent weakness witnessed in the first print of Q1 US GDP was noted in the accompanying statement but the Fed viewed this as a transitory issue and was of the view that the GDP path and household spending would recover during 2017. The US Federal Reserve then increased its target range of official interest rates in June for the second time in 2017 by 25bps (basis points) to between 1% and 1.25% and a further similar increase is expected during the second half of 2017.

Prime Minister Theresa May called an unscheduled General Election in June, to resolve uncertainty and in the hope of gaining an enhanced mandate to enter the forthcoming Brexit negotiations. The surprise result has led to a minority Conservative government in a confidence and supply arrangement with the Democratic Unionist Party. This political impasse clearly results in an enhanced level of political uncertainty, however the potential for a so-called hard Brexit is now diminished, reducing the associated economic headwinds for the UK economy from a 'no deal' or otherwise unfavourable trade agreement.

The reaction from the markets on the election's outcome has been fairly muted, business confidence now hinges on the progress (or not) on Brexit negotiations, whether new trade treaties and arrangements are successfully concluded and whether or not the UK continues to remain part of the EU customs union post the country's exit from the EU.

In the face of this uncertainty, Arlingclose expects the Bank of England will look through periods of high inflation and maintain its low-for-longer stance on policy interest rates for an extended period.

Financial markets: Gilt yields displayed some volatility with a marked uptick in late June. This was largely due to the expectation of tapering of Quantitative Easing (QE) in the US and Europe, which also had an impact on gilts. The yield on the 5 year benchmark gilt rose from 0.56% to 0.69% during the quarter, that on the 10-year gilt rose from 1.06% to 1.26% and the yield on the 20-year gilt rose from 1.65% to 1.78%.

The FTSE 100 reached a record high of 7548 in May but dropped off slightly towards the end of the quarter. The FTSE-250 and FTSE All Share indices also rose, the All Share index closing at 4002 at the end of June. Money markets rates have remained low: 1-month, 3-month and 12-month LIBID rates have averaged 0.25%, 0.33% and 0.66% in the quarter respectively.

Credit background: UK bank credit default swaps have continued their downward trend, reaching three year lows by the end of June. Bank share prices have not moved in any particular pattern.

There were a few credit rating changes during the quarter. Moody's downgraded Standard Chartered Bank's long-term rating to A1 from Aa3 on the expectation that the bank's profitability will be lower following management's efforts to de-risk their balance sheet. The agency also affirmed Royal Bank of Scotland's and NatWest's long-term ratings at Baa1. Moody's downgraded the major Canadian banks' long-term ratings on the agency's expectation of a more challenging operating environment for the banks for the remainder of 2017 and beyond, that could lead to a deterioration in the banks' asset quality and increase their sensitivity to external shocks. Moody's downgraded the ratings of the large Australian banks to Aa3 from Aa2 reflecting the agency's view of the rising risks from the banks' exposure to the Australian housing market and the elevated proportion of lending to residential property investors.

Ring-fencing, which requires the larger UK banks to separate their core retail banking activity from the rest of their business, is expected to be implemented within the next year. In May, following Arlingclose's advice, the Authority reduced the maximum duration of its deposits at Bank of Scotland, HSBC Bank and Lloyds Bank from 13 months to 6 months as there is some uncertainty surrounding which banking entities the Authority will be dealing with once ring-fencing is implemented. Even where there has been a level of clarity provided regarding where local authority customers will sit within the proposed new legal structures of the banks, it is not yet known what the balance sheet structures of those banks will be.

S&P also revised Nordea Banks outlook to stable from negative, whilst affirming their long-term rating at AA-. The outlook revision reflects Nordea's geographic diversification and strong financials.

### 3. Debt Management

	Balance on 01/04/2016 £m	Maturing Debt £m	Debt Prematurely Repaid £m	New Borrowing £m	Balance on 31/03/2017 £m	Increase/ Decrease in Borrowing
CFR	307,590				347,580	
Short Term Borrowing <sup>1</sup>	4,000	60,100		123,100	67,000	63,000
Long Term Borrowing	173,372	3,000			170,372	-3,000
<b>TOTAL BORROWING</b>	177,372				237,372	60,000
Other Long Term Liabilities	46,398	1,840			44,558	-1,840
<b>TOTAL EXTERNAL DEBT</b>	223,770				281,930	58,160
Average Rate % / Life (yrs)	3.53% / 17.90yrs				3.32% / 16.64yrs	

The Authority's underlying need to borrow as measured by the Capital Financing Requirement (CFR) at 31/03/2017 was £347.58 million.

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

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

At 1st April 2016 the Authority held £177.372 million of loans, as part of its strategy for funding previous years' capital programmes.

In 2016-17 a loan of £4m was repaid in March 2017 and this was not be replaced with a long term PWLB loan which will generate a revenue saving from reduced interest costs of £96,000. While there has been no new long term borrowing in 2016-17, the Council has borrowed short term money through the London Money Markets to meet short term cash flow obligations and to fund its Capital Programme. All have the loans have been with other Local Authorities at rates between 0.29% and 0.60%. The council has an ambitious Capital Programme and it is expected that the need to borrow both short term and long term will increase as investment balances diminish. At the end of March, the Council had £64m temporary loans with other Local Authorities and this is the main reason for an increase in external debt in 2016-17 of £58.16m.

A further £3m PWLB loan will be repaid in 2017-18 which will generate revenue savings of £73,800 in reduced interest costs.

<sup>1</sup> Loans with maturities less than 1 year.

With short-term interest rates having remained much lower than long-term rates, it was more cost effective to borrow short term to fund capital expenditure. Short term borrowing has therefore, continued to be the most cost effective means of funding £39.99m of capital expenditure. However, the Council acknowledges that this position will not be sustainable over the medium term and the Authority expects it will need to borrow £96.0m for capital purposes by the end of 2017-18. Borrowing options and the timing of such borrowing will continue to be assessed in conjunction with the Authority's treasury advisor.

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

While there has been no new long term borrowing in 2017-18, the Council has continued to borrow short term money through the London Money Markets to meet short term cash flow obligations. All the loans have been with other Local Authorities at rates between 0.28% and 0.60%. The council has an ambitious Capital Programme and it is expected that the need to borrow both short term and long term will increase as investment balances diminish. The council currently has £89.0m short term borrowing and the table below summarises the current position.

<b>Start Date</b>	<b>End Date</b>	<b>No. of days</b>	<b>Loan Amount</b>	<b>Interest Rate %</b>
10/02/2017	09/02/2018	364	2,500,000	0.55
10/02/2017	09/02/2018	364	2,500,000	0.55
10/02/2017	09/02/2018	364	10,000,000	0.55
16/02/2017	15/02/2018	364	3,000,000	0.60
17/02/2017	18/12/2017	304	2,500,000	0.50
20/02/2017	19/02/2018	364	5,500,000	0.60
20/02/2017	19/02/2018	364	2,000,000	0.60
20/02/2017	21/12/2017	304	2,000,000	0.50
06/03/2017	06/09/2017	184	5,000,000	0.43
28/03/2017	28/09/2017	184	3,000,000	0.50
28/03/2017	28/07/2017	122	5,000,000	0.45
31/03/2017	04/01/2018	279	5,000,000	0.54
02/05/2017	01/05/2018	364	10,000,000	0.47
02/05/2017	02/08/2017	92	5,000,000	0.35
02/05/2017	02/11/2017	184	4,000,000	0.38
27/06/2017	26/06/2018	364	5,000,000	0.40
30/06/2017	29/06/2018	364	2,000,000	0.38
07/07/2017	02/07/2018	360	5,000,000	0.40
21/07/2017	23/10/2017	94	5,000,000	0.28
28/07/2017	29/01/2018	185	2,500,000	0.30
28/07/2017	29/01/2018	185	2,500,000	0.30

## PWLB Borrowing

### *PWLB Certainty Rate and Project Rate Update*

The Authority qualifies for borrowing at the 'Certainty Rate' (0.20% below the PWLB standard rate) for a 12 month period from 01/11/2016. In April the Authority submitted its application to the CLG along with the 2017-18 Capital Estimates Return to access this reduced rate for a further 12month period from 1<sup>st</sup> November 2017 should it be required.

### *Debt Rescheduling:*

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

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

### LOBOs:

The Authority holds £13m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. £4m of these LOBOS had options during 2016-17 none of which were exercised by the lender. The Authority acknowledges there is an element of refinancing risk even though in the current interest rate environment lenders are unlikely to exercise their options.

## **4. Investment Activity**

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

## Investment activity 2016-17

Investments	Balance on 01/04/2016 £m	Investments Made	Maturities/ Investments Sold/Transferred £m	Balance on 31/03/2017 £m	Avg Rate % and Avg Life (yrs)
Short Term Investments	24,800	5,000	(14,100)	15,700	2.44/0.41 yrs
Long Term Investments	29,250	9,700	(13,200)	25,750	
Cash Equivalents	3,865	297,955	(295,240)	6,580	
Bonds issued by Building Societies	7,083		(45)	7,038	
Corporate Bonds					
Funds Managed Externally					
<b>TOTAL INVESTMENTS</b>	64,998			55,068	

The £55.068m balance on 31<sup>st</sup> March 2017 is broken down further below:

Type of Investments	£m
Money Market Funds	6.580
Pooled Property Fund	10
Other Pooled Funds	3.5
Covered Bonds issued by Building Societies	3.006
Covered Bonds issued by UK Banks	4.032
Local Authorities	15
Municipal Bonds Agency	0.05
Slough Urban Regeneration Loan Note	12.9
	<b>55.068</b>

Security of capital remained the Authority's main investment objective. This was maintained by following the Authority's counterparty policy as set out in its Treasury Management Strategy Statement for 2017/18 which defined "high credit quality". The authority defines "high credit quality" organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of A- or higher.

Investments with banks and building societies were instant access accounts, fixed-rate term deposits but also Certificates of Deposit and Floating Rate Note Covered Bonds. The maximum duration of these investments was 3 years in line with the prevailing credit outlook during the year as well as market conditions.



The Council's budgeted investment income for 2016-17 was estimated at £2.043m (£1.943m 2015-16) and it achieved £2.332m (£1.959m in 2015-16). The average cash balances were £83.7m during 2016-17. Also income of £0.271m was realised by making an upfront payment to the pension scheme.

#### Externally Managed Funds:

The council has invested a total of £10m into a Property Fund The Local Authorities' Property Fund is administered by CCLA Investment Management limited (a company specialising in fund management on behalf of Churches, Charities and Local Authorities) (CCLA). The Fund was launched in 1972, was valued at £599 million on 31st March 2016 and has a track record of income distribution yield of over five per cent per annum paid quarterly. The distribution yield is after property management costs and CCLA's fund management fee of 0.65 per cent. The fund has outperformed the Investment Property Databank (IPD) Balanced Property Unit Trusts index which is their benchmark over the past 10 years. Due to high entry fees this is seen as a long term investment with at least a 5 years time horizon. During 2016-17 the CCLA fund, generated £488,000 a return of 4.88%, which has thus far proved the highest returning of our investments. The fund did depreciate by £169k during the year, but the £10.665m valuation as at 31<sup>st</sup> March 2017 is still considerably higher than the £10m Principal Sum invested.

The council has also invested £3.5m in other pooled funds as follows:

- £2.5m in the Insight – ILF Liquidity Plus Fund which is a Cash Plus Fund. The Fund invests in a diverse range of securities, instruments and obligations that carry a minimum credit rating of A1 for short-term investments, to ensure a return in excess of the money markets with minimal risk.
- £1.0m in the Columbia Threadneedle Strategic Bond Fund. It is a Strategic Bond Fund which invests in a mix of Investment Grade Corporate Bond, High Yield and Emerging Market Bonds. The fund produced dividends of £42,759 during 2016-17 a return of 4.28% which is the second best performing of all our investments. The fund has also appreciated by 2.81% since the council first invested in the fund in October 2015.

Both funds are supported by our Treasury Advisors, are secure and offer reasonable liquidity. The values of the funds vary (Variable Net Asset Value) but are an excellent way of diversifying the council's investment portfolio. In May 2016, due to cash flow considerations, the Council disinvested in the Payden and Rygel Sterling Reserve Fund.

Later in this report, it is proposed to increase the limit for investing in institutions without credit ratings to take advantage of the better returns in Pooled Funds mentioned above.

#### Long Term Local Authority Investments

In April 2015, the Council invested £5m with a Local authority for three years at a rate of 1.20%. This follows on from two investments in 2014-15 where the Council invested £5m each with two Local Authorities for a period of three years at rates of 1.40% and 1.50% respectively. These were seen as favourable rates for the credit risk the council was taking on. Reference was also made of the council's Treasury Advisors long term interest rate forecast. At the time the Council's advisors only saw small upward increases in rates in the next few years and base rate has subsequently dropped by ¼% to 0.25%. The two investments taken out in 2014-15 are due to mature in August 2017 and the Council will forego interest of £145,000 as a result. Due to a reduction in base rate, similar investments

taken out today would generate a return of less than 1%. Therefore in order to protect this income stream the council will consider alternative investment opportunities.

### Safe Custody Arrangements

The Council set up a custody account with King & Shaxson in February 2012. By opening a custody account with King & Shaxson, the Council now has the ability to use a number of approved investment instruments as outlined in the 2016/17 Treasury Strategy and diversify the investment portfolio. Investment instruments requiring a custodian facility include Treasury Bills, Certificates of Deposit, Gilts, Corporate Bonds and Supranational Bonds.

By establishing custody arrangements, the Council is better-placed to consider the use of alternative investment instruments in response to evolving credit conditions. At the beginning of 2017-18 the council had two Floating Rate Note Covered Bonds with the Leeds Building Society and Abbey Treasury Services (part of Santander UK Bank) respectively. The bonds are secured against mortgages and are exempt from bail-in risk. Both are AAA rated so there is little credit risk, and the rate the council receives is linked to the 3 month LIBOR rate that re-fixes every three months so there is very little interest rate risk also. The Abbey Treasury Services Floating Rate Note Bond matured in April 2017 and the Leeds Building Society Both Floating Rate is due to mature in February 2018.

### Investment Activity in 2017/18

<b>Investments</b>	Balance on 01/04/2017 £m	Investments Made	Maturities/ Investments Sold £m	Balance on 31/07/2017 £m	Avg Rate % and Avg Life (yrs)
Short Term Investments	15,700		(3,200)	12,500	1.44%/0.1 yrs
Long Term Investments	25,750			25,750	
Cash Equivalents	6,580	97,720	(98,200)	6,100	
Bonds issued by Banks/ Building Societies	7,038		(4,031)	3,006	
Corporate Bonds					
Funds Managed Externally					
<b>TOTAL INVESTMENTS</b>	55,068			47,356	

The £47.356m is broken down further below:

Type of Investments	£m
Money Market Funds	6.100
Pooled Property Fund	10
Other Pooled Funds	3.5
Covered Bonds issued by Building Societies	3.006
Local Authorities	15
Municipal Bonds Agency	0.05
Slough Urban Regeneration Loan Note	9.7
	<b>47.365</b>

#### Specified Investments:

The CLG Guidance defines specified investments as those:

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

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

#### Non-specified Investments:

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

Table 3: Non-Specified Investment Limits

	Current Limit	Proposed Limit
Total long-term investments	£40m	£40m
Total investments without credit ratings or rated below A-	£10m	£25m
Total investments with institutions domiciled in foreign countries rated below AA+	£10m	£10m
<b>Total non-specified investments</b>	<b>£60m</b>	<b>£75m</b>

It is proposed to increase the amount the Council can invest with institutions without credit ratings to £25m. Many pooled funds are not credit rated but are an excellent way of diversifying investments and therefore diversifying risk. They are also an excellent way of increasing yield in a low interest rate environment. All decisions on whether to invest in a

pooled fund are made on a case by case basis in conjunction with the Council's Treasury management advisors.

### Budgeted Income and Outturn

The average cash balances have been £65.1517m so far in 2017-18. The UK Bank Rate has been maintained at 0.25% since August 2016 and is now forecast to remain low for the foreseeable future. Short-term money market rates have remained at low levels (see Table 1 in Appendix 2).

The Authority's budgeted investment income for the year is estimated at £2.258m.

### Credit Risk

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

Date	Value Weighted Average – Credit Risk Score	Value Weighted Average – Credit Rating	Time Weighted Average – Credit Risk Score	Time Weighted Average – Credit Rating
31/03/2017	2.95	AA	2.21	AA+
30/06/2017	2.96	AA	2.40	AA+

### Scoring:

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

-Time weighted average reflects the credit quality of investments according to the maturity of the deposit

AAA = highest credit quality = 1

D = lowest credit quality = 26

- Aim = A- or higher credit rating, with a score of 7 or lower, to reflect current investment approach with main focus on security

## **5. Compliance with Prudential Indicators**

The Authority confirms compliance with its Prudential Indicators for 2017/18, which was set in February 2017 as part of the Authority's Treasury Management Strategy Statement.

## **6. Outlook for Remainder of 2017-18**

Just over a year after the UK voted to leave the EU there is still a great deal of uncertainty on Brexit negotiations, even after Article 50 was triggered in April. To add to this, the Conservative party lost their overall majority after they called a snap election in June meaning that negotiations may be even harder going forward.

UK GDP growth is forecast to be around 1.6% for 2017 and 1.4% in 2018. Subdued consumer spending will be the main driver behind this period of weaker growth, along with muted business investment due to Brexit-related uncertainty. Arlingclose's central case for the path of Bank Rate over the next three years remains at 0.25%. Arlingclose believes that the high inflation reflects the impact of sterling's weakness on imports, and in the face

of weaker growth prospects, will be looked through by Bank of England policymakers. The likely path for Bank Rate is for it to remain flat at 0.25%. However, there is downside risk for rates to be cut to 0.00% in the short-term and medium-term, and scope for rates to be increased from 2019 onwards, albeit modestly to 0.50%.

	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20
<b>Official Bank Rate</b>													
Upside risk	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
<b>Arlingclose Central Case</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>
Downside risk	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25

In addition, Arlingclose believes that the Government and the Bank of England have both the tools and the willingness to use them to prevent any immediate market-wide problems leading to bank insolvencies. The cautious approach to credit advice means that the banks currently on the Authority's counterparty list have sufficient equity buffers to deal with any localised problems in the short term.

## 6 **Comments of Other Committees**

Not Applicable

## 7 **Conclusion**

In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2016/17 and the first quarter of 2017/18. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

## 8 **Appendices Attached**

- 1 - Prudential Indicators
- 2 - Money Markets and PWLB Rates
- 3 - Maturity Rates for New Investments

## 9 **Background Papers**

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

## Capital Financing Requirement

Estimates of the Authority's cumulative maximum external borrowing requirement for 2016/17 to 2019/20 are shown in the table below:

	31/03/2017 Actual £000s	31/03/2018 Estimate £000s	31/03/2019 Estimate £000s	31/03/2020 Estimate £000s
Gross CFR	347,580	419,590	459,510	492,400
Less: Other Long Term Liabilities	-44,558	-42,740	-40,922	-39,104
<b>Borrowing CFR</b>	<b>303,022</b>	<b>376,850</b>	<b>418,588</b>	<b>452,550</b>
Less: Existing Profile of Borrowing	-237,372	-309,372	-349,100	-382,200
<b>Gross Borrowing Requirement/Internal Borrowing</b>	<b>65,650</b>	<b>67,478</b>	<b>69,488</b>	<b>70,350</b>
Usable Reserves	-124,702	-115,730	-110,650	--105,523
<b>Net Borrowing Requirement/Investment Capacity</b>	<b>-59,052</b>	<b>-48,252</b>	<b>-41,162</b>	<b>-35,173</b>

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

	31/03/2017 Actual £000s	31/03/2018 Estimate £000s	31/03/2019 Estimate £000s	31/03/2020 Estimate £000s
CFR	347,580	419,590	459,510	492,400
Gross Debt	237,372	309,372	349,100	382,200
<b>Difference</b>	<b>110,208</b>	<b>110,128</b>	<b>110,410</b>	<b>110,200</b>
<b>Borrowed in excess of CFR? (Yes/No)</b>	<b>No</b>	<b>No</b>	<b>No</b>	<b>No</b>

## Usable Reserves

Estimates of the Authority's level of Usable Reserves for 2017/18 to 2019/20 are as follows:

	31/03/2017 Actual £000s	31/03/2018 Estimate £000s	31/03/2019 Estimate £000s	31/03/2020 Estimate £000s
Usable Reserves	-124,702	-115,730	-110,650	--105,523

## Prudential Indicator Compliance

### (a) Authorised Limit and Operational Boundary for External Debt

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

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

The Section 151 Officer confirms that there were no breaches to the Authorised Limit and the Operational Boundary during the year; borrowing at its peak in 2016-17 was £182m.

	Authorised Limit (Approved) as at 31/03/2017 £000s	Operational Boundary (Approved) as at 31/03/2017 £000s	Actual External Debt as at 31/03/2017 £000s
Borrowing	267	257	237
Other Long-term Liabilities	48	48	45
<b>Total</b>	<b>315</b>	<b>305</b>	<b>282</b>

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

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

	Approved Limits for 2017/18 £/%	Maximum during Q1 2017/18 £/%
<b>Upper Limit for Fixed Rate Exposure</b>	100%	93%
Compliance with Limits:	93%	Yes
<b>Upper Limit for Variable Rate Exposure</b>	50%	7%
Compliance with Limits:	7%	Yes

### (c) Maturity Structure of Fixed Rate Borrowing

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

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 31/07/2017 £000s	% Fixed Rate Borrowing as at 31/07/2017	Compliance with Set Limits?
under 12 months	50	0	95,000	36.25%	Yes
12 months and within 24 months	50	0		0%	Yes
24 months and within 5 years	50	0	14,000	5.36%	Yes
5 years and within 10 years	75	0	4,000	1.53%	Yes
10 years and within 15 years	95	0	50,529	19.33%	Yes
15 years and within 20 years	95	0	28,000	10.71%	Yes
20 years and within 25 years	95	0	60,843	23.28%	Yes
25 years and above	95	0	9,000	3.44%	Yes

*(The 2011 revision to the CIPFA Treasury Management Code now requires the prudential indicator relating to Maturity of Fixed Rate Borrowing to reference the maturity of LOBO loans to the earliest date on which the lender can require payment, i.e. the next call date<sup>2</sup>)*

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

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

Upper Limit for total principal sums invested over 364 days	2017/18 Approved £000s	31/7/2017 Actual £000s	31/03/2018 Estimate £000s	31/03/19 Estimate £000s
	<b>40,000</b>	<b>25,750</b>	<b>30,750</b>	<b>26,750</b>

<sup>2</sup> Page 15 of the Guidance Notes to the 2011 CIPFA Treasury Management Code



**Money Market Data and PWLB Rates**

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

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

**Table 1: Bank Rate, Money Market Rates**

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/4/2017	0.25	0.096	0.11	0.13	0.21	0.37	0.59	0.62	0.70	0.85
30/4/2017	0.25	0.099	0.11	0.13	0.20	0.35	0.56	0.56	0.63	0.79
31/5/2017	0.25	0.099	0.11	0.13	0.17	0.32	0.51	0.52	0.60	0.76
30/6/2017	0.25	0.099	0.11	0.13	0.17	0.32	0.53	0.69	0.80	0.99
<b>Average</b>	0.25	0.098	0.11	0.13	0.19	0.34	0.55	0.61	0.68	0.85
<b>Maximum</b>	0.25	0.099	0.11	0.13	0.21	0.37	0.59	0.69	0.80	0.99
<b>Minimum</b>	0.25	0.096	0.11	0.13	0.17	0.32	0.51	0.52	0.60	0.76
<b>Spread</b>	--	0.003	--	--	0.04	0.05	0.08	0.17	0.20	0.23

**Table 2: PWLB Borrowing Rates - Fixed Rate, Maturity Loans (Standard Rate)**

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/4/2017	128/17	1.03	1.44	2.11	2.74	2.76	2.58	2.54
30/4/2017	165/17	1.01	1.43	2.11	2.78	2.79	2.62	2.58
31/5/2017	205/17	1.05	1.37	2.03	2.69	2.71	2.55	2.5
30/6/2017	250/17	1.28	1.63	2.26	2.88	2.89	2.73	2.66
	<b>Low</b>	1.01	1.37	2.03	2.69	2.71	2.55	2.5
	<b>Average</b>	1.09	1.47	2.13	2.77	2.79	2.62	2.57
	<b>High</b>	1.28	1.63	2.26	2.88	2.89	2.73	2.66

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

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/4/2017	128/17	0.02	0.32	0.99	1.42	1.62	1.68
30/4/2017	165/17	0	0.31	0.99	1.44	1.66	1.72
31/5/2017	204/17	0	0.25	0.91	1.35	1.57	1.63
30/6/2017	249/17	0.25	0.52	1.16	1.57	1.77	1.83
	<b>Low</b>	0	0.25	0.91	1.35	1.57	1.63
	<b>Average</b>	0.07	0.35	1.01	1.45	1.66	1.72
	<b>High</b>	0.25	0.52	1.16	1.57	1.77	1.83

**Table 4: PWLB Variable Rates**

	1-M Rate	3-M Rate	6-M Rate	1-M Rate	3-M Rate	6-M Rate
	Pre-CSR	Pre-CSR	Pre-CSR	Post-CSR	Post-CSR	Post-CSR
1/4/2017	0.85	0.90	0.94	1.05	1.10	1.14
30/4/2017	0.84	0.85	0.87	1.04	1.05	1.07
31/5/2017	0.84	0.86	0.87	1.04	1.06	1.07
30/6/2017	0.84	0.89	0.95	1.04	1.09	1.15
<b>Low</b>	0.84	0.85	0.87	1.04	1.05	1.07
<b>Average</b>	0.84	0.88	0.91	1.04	1.08	1.11
<b>High</b>	0.85	0.90	0.95	1.05	1.10	1.14

## Appendix 3

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

Table 3: Approved Investment Counterparties and Limits

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

This table must be read in conjunction with the notes below

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

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

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

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18th September 2017

**CONTACT OFFICER:** Neil Wilcox, Assistant Director, Finance & Audit (01753) 875358

**(For all enquiries)** John Griffiths, Head of Neighbourhoods, (01753) 5436

**WARD(S):** All

**PORTFOLIO:** Cllr Mohammed Nazir, Cabinet Member for Housing

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

**IMPLEMENTATION OF OSBORNE PROPERTY SERVICES LTD SERVICE OFFER**

**1 Purpose of Report**

- 1.1 The purpose of this report, following the appointment of Osborne Property Services Limited (OPSL) is to:
- 1.1.1 seek Cabinet’s approval to establish a trading partnership with OPSL, as set out in their Final Call for Tender submission; and
- 1.1.2 delegate authority to the s151 Officer and RMI Contract Administrator, to draw up a legal agreement between the council and OPSL to utilise 1-4-1 RTB receipts, as and when a determination of the appropriate course of action is made.

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

The Cabinet is requested to resolve:

- a) That it be agreed that officers build a business case and structure for the Trading Partnership, in conjunction with OPSL.
- b) That it be noted that the Trading Partnership is likely to be established as a company limited by shares, with the Council holding 49% of the shares and OPSL 51%.
- c) That the Head of Neighbourhood Services, as Contract Administrator for the RMI Contract, with the s151 Officer, be delegated authority to establish a project team to progress the realisation of the proposed company structure – costs to be met from within existing resources.
- d) That it is agreed that an appropriately worded legal agreement is drawn up between the council and OPSL in respect of the utilisation of the retained 1-4-1 RTB receipts where appropriate; with the agreement of the s151 Officer.
- e) That it be noted that an update report on the Trading Partnership will be presented to Cabinet by December 2017, which will be supported by a detailed business plan and indicative programme.

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

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

The establishment of the Trading Partnership will help improve the quality and standards of housing within the borough, through delivering repairs, maintenance and investment services to the private sector with the potential in the future to move to small scale development, remodelling and modular housing for the private and public sector. The profit share will generate income that the council can reinvest in its services and communities.

#### 3b. Five Year Plan Outcomes

Establishing a trading partnership with OPSL will contribute to the following 5 Year Plan outcomes:

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

It is well established that having a stable, attractive home has a significant impact on a person's health and well-being. Establishing a trading partnership will offer an opportunity to increase the quality and quantity of housing for Slough's residents.

## 4 Other Implications

### (a) Financial

The council has entered into a long term agreement with OPSL. Part of OPSL's Service Innovation submission provided for a range of initiatives and opportunities for the whole community, irrespective of tenure. This included the offer to provide modular housing and the council has sought legal advice regarding its ability to use its retained 1-4-1 Right to Buy Receipts under the Retention Agreement to support the development of these units on council sites.

The Retention Agreement is supplemented by Guidance issued by the DCLG in March 2014 (the Guidance). The council must use the retained amounts for the provision of "social housing". Social housing is defined as "low cost rental accommodation as defined in section 68(1)(a) of Housing and Regeneration Act 2008" which is defined as accommodation which is

- "(a) made available for rent;
- (b) at below the market rate; and
- (c) the accommodation is made available in accordance with rules designed to ensure that it is made available to people whose needs are not adequately served by the commercial housing market."

The proposed use of the modular housing - for temporary accommodation, care leavers, social care or key workers - would fall within the definition of "social housing"

provided the accommodation is let as low cost rental accommodation as defined above. This would mean that the rent charged by the Council to tenants of the units can be no more than 80% of market rent.

The Guidance confirms that social housing could cover housing with rents up to 80% of the market rent (i.e. Affordable Rent) but provides no further conditions.

Considering the terms of the Retention Agreement and the Guidance it would be possible for OPSL to be passed the retained 1-4-1 RTB Receipts by the Council for the provision of the modular housing on council sites (as they will be for the benefit of the Authority given they will be in the Authority's area). Receipts could also be used for modular housing outside of the borough, provided the council receives nomination rights to such accommodation, or has ownership.

Receipts to OPSL can be provided so long as the following conditions are met:

- the amount provided is spent on the provision of social housing (provided that ownership does not reside in a company controlled by the Council – this excludes James Elliman Homes from benefiting from the retained 1-4-1 RTB receipts);
- the amount provided is for the benefit of the Authority's area; and
- the amount provided is covers no more than 30% of the development costs.

OPSL could therefore be the recipient of the retained 1-4-1 RTB receipts for the provision of modular housing on the basis that it is capable of meeting the terms of the Retention Agreement. However, the funding of the remaining 70% of the development costs (land owned by the Council may not be counted as part of these costs) will need to be considered and evaluated – if the remaining 70% of the funding comes from the HRA (resources permitting), then the units will be owned by and sit within the HRA. Should OPSL source the remaining funding outside the Council and retain ownership of the properties, then the Council through its HRA would have nomination rights.

In the future, following further legal and financial advice, the Trading Partnership may have the potential to be the recipient of RTB Receipts to undertake the provision of high quality modular homes for use as temporary accommodation which will improve the Council's ability to meet its duties under homeless legislation, offering attractive, more stable, affordable, accommodation for homeless households while their longer term housing options are considered. The Trading Partnership would have the ability to receive the RTB Receipts as the council will not be the majority shareholder and RTB Receipts cannot be provided to an entity in which the Council has a controlling interest.

Pending the establishment of the Trading Partnership, a similar proposal is offered to James Elliman Homes, to engage with OPSL to deliver over 80 modular units in Slough. The modular and accelerated nature of these units could deliver homes within four months of being granted planning permission.

## Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	OJEU based process of competitive dialogue undertaken, culminating in appointment of OPSL.	Establishment of Trading Partnership allowing profit share to generate income to the council
Property	None	Opportunity to increase overall housing supply
Human Rights	None	
Health and Safety	None	Provision of quality services to private sector housing improves overall housing conditions and safety
Employment Issues	Use of existing resources, subject to success if trading partnership	For efficiencies and savings, subject to income generation
Equalities Issues	None	
Community Support		As the HRA is ring fenced, the trading partnership will provide avenues for working with the 3rd sector to develop and implement innovative solutions
Communications	None	
Community Safety	Provision of quality services to private sector housing improves overall housing conditions and safety	The potential utilisation of derelict land for temporary accommodation, may reduce current ASB and provide needed housing for those who might otherwise be rough sleeping. Enhances safety and security of minors
Financial		For income generation for the council and the potential utilisation of Council owned land for temporary accommodation in the future.
Timetable for delivery	None	
Project Capacity	Subject to the success of the Trading Partnership, capacity will be reviewed	
Other		



(b) Human Rights Act and Other Legal Implications

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

Section 4 of the 2011 Act requires that where a local authority exercises/uses the general power of competence, if it does so for a commercial purpose it must do this through a company. As with section 95 of the Local Government Act 2003 the type of company that the Council can use is limited to companies limited by a guarantee, companies limited by shares or community benefit societies. A limited liability partnership is not permissible for the purposes of Section 4 of the 2011 Act.

As the Company is anticipated to be owned in majority by OPSL (51%) it will not be controlled by the local authority and, subject to accounting advice, the Trading Partnership should be off the Council's balance sheet.

Care will need to be exercised, however, because the "general power of competence" is qualified by Section 2.2(a) of the Localism Act 2011 to provide that this general power does not enable a local authority to do anything which it is unable to do by virtue of a limitation existing before the Localism Act 2011 came into force.

The proposed trading partnership may be effected by Section 24 of the Local Government Act 1988 under which the acquisition by the Council of shares in the trading company could be deemed to be providing financial assistance which requires the consent of the Secretary of State.. It will need to be established, therefore, whether consent is required or whether the acquisition of shares in these circumstances is permitted under any general consent issued by the Secretary of State under the Local Government 1988.

(c) Equalities Impact Assessment

There are no identified needs for an EIA at this juncture

(d) Property

HRA sites such as garage compounds or land not subject to development funding may be utilised or leased for use for modular housing pending further advice.

**5 Supporting Information**

- 5.1 Following an OJEU based process of competitive dialogue with Slough Borough Council, OPSL has been appointed as its chosen partner to deliver repairs, maintenance and investment services to the Council's housing stock (the RMI Contract). As part of the competitive dialogue procedure bidders were evaluated on, amongst other things, their service innovation proposals. OPSL included in their service innovation proposals the establishment of a special purpose vehicle (the Trading Partnership) to deliver additional services to leaseholders, homeowners and to private sector landlords (Extended RMI).

- 5.2 The OPSL proposal provided that the Trading Partnership would be established with 51% of the shares owned by OPSL and the Council being "gifted" the remaining 49% of the shares. It is also part of the OPSL proposal that a profit sharing protocol will be agreed between the Council and OPSL.
- 5.3 It may be the case that the Trading Partnership will be a suitable vehicle for other income generating work stream activities for the council, such as new build or modular housing, which will be reviewed, subject to procurement and legal review in each case.
- 5.4 A further development of the business case for Modular housing will be undertaken. The nature of modular housing, being rapid install, with opportunities for several relocations to make use of multiple 'meanwhile use' plots, means it can be considered as a long term income generating asset, whose relatively modest capital cost and subsequent relocations can provide great flexibility and financial opportunity for many years. The plan will identify the most advantageous methods of utilisation to suit the council's unique needs.
- 5.5 It may also be the case that other services and capabilities procured within the RMI could be delivered via the Trading Partnership and so become income generating for the council.

## **6 Comments of Other Committees**

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

## **7 Conclusion**

- 7.1 Throughout the course of the RMI competitive process, a key principle was that whatever promises were made during dialogue, had to be committed to paper and submitted as part of the Call for Final Tender (CFT). The establishment of a trading partnership with OPSL is the next stage of the process, taking 'promises to paper' and making them an operational reality.
- 7.2 The establishment of the Trading Partnership with OPSL will enable the council to generate income to be invested in its communities and potentially roll out a series of service innovations in the future.

## **8 Background Papers**

None

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> September 2017

**CONTACT OFFICER:** Amir Salarkia, Business Development Manager  
(For all enquiries) (01753) 87 5540

**WARD(S):** All

**PORTFOLIO:** Councillor Mohammed Nazir, Cabinet Member for Housing

**PART I**  
**NON- KEY DECISION****ENERGY EFFICIENCY PROGRAMME FOR SLOUGH RESIDENTS UNDER ECO2t****1 Purpose of Report**

- 1.1 The proposed energy efficiency Programme in Partnership with Aran Energy Services (AES) is to offer **FREE** and **Partially funded** energy efficiency improvements such as loft & cavity insulation and new heating systems to Slough residents.
- 1.2 Everyone is entitled to some grant funding regardless of income, but recent changes mean that many homes that are in receipt of a **Government means tested benefits** will be entitled to an increased level of funding for home insulation and many may be entitled to additional heating grants. The attached sample (draft) promotional letter in **Appendix 1** details the level of grants and the qualifying criteria. Once the proposal is endorsed by the cabinet we will work with the Corporate Comms Team to ensure we cover as many of the Slough residents as possible to maximise the uptake the grant.
- 1.3 As detailed below; data obtained through our recently commissioned Stock Modelling exercise by the Building Research Establishment has been vital for developing this potentially very valuable scheme.
- 1.4 This proposal is to develop a partnership in conjunction with the Energy Supplier Obligation Scheme, known as the Energy Company Obligation (ECO) to deliver FREE energy efficiency measures to the private sector residents of Slough. This will be through joint branding, promotion and intelligence led targeting of the areas/properties that require energy efficiency improvements. We aim to encourage those residents that qualify for the scheme to take up the available offer and improve energy efficiency of their homes and reduce their fuel bills whilst helping to reduce CO2 emissions.

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

The Cabinet is requested to resolve:

- (a) That the proposal to run the Energy Efficiency Programme as set out in details on the Memorandum of Understanding (MoU) in Appendix 2 be endorsed.

- (b) That it be noted that the total cost of the programme is paid from ECO2t (Energy Company Obligation 2 – transitional) funding and there are no costs to the Council apart from the officer’s salary costs leading the project.
- (c) That it be noted that the proposed programme is set out to deliver on the new Housing Strategy Action Plan.

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

The proposed programme of improving energy efficiency of homes in Slough by providing energy efficiency measures to our vulnerable private sector residents is one of the most effective ways of improving thermal efficiency of homes and reducing their fuel bills.

Not only this, it is an important component of reducing the need for energy but it is a key factor in tackling fuel poverty and more importantly addressing health inequality. Public Health England Review states:<sup>1</sup>.

- *Cold homes can affect or exacerbate a range of health problems including respiratory problems, circulatory problems and increased risk of poor mental health. Estimates suggest that some 10% of excess winter deaths are directly attributable to fuel poverty and a fifth of excess winter deaths are attributable to the coldest quarter of homes.*
- *Cold homes can also affect wider determinants of health, such as educational performance among children and young people, as well as work absences.*
- *Tackling fuel poverty and cold home-related health problems is important for improving health outcomes and reducing inequalities in health in England. Local authorities and public health are well placed to address issues relating to fuel poverty*

This is therefore very much in line with the Joint Wellbeing Strategy in taking practical steps to improving health, wellbeing, social mobility and educational attainment of Slough residents by improving the physical condition of their homes.

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

Similarly as Housing has been recognised as the key determinant of Health & Wellbeing, this project will play a key role in improving Health and Wellbeing through better housing. Department of Health publication; “*Improving outcomes and supporting transparency*” entitled<sup>2</sup>: **Part 1A: A public health outcomes framework for England, 2013-2016** has recognised housing as a key determinant of health. This document and subsequent policy directives compel Local Housing Authorities to improve health and wellbeing through better housing. There is a general consensus that through better housing significant savings will be achieved in health and social care costs.

<sup>1</sup> [Fuel poverty and cold home-related health problems - Gov.uk](http://www.gov.uk)

<sup>2</sup>

[https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwiP7JPu2\\_nLAhWHWhQKHT6hBLwQFgghMAA&url=https%3A%2F%2Fwww.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachme nt\\_data%2Ffile%2F263658%2F2901502\\_PHOF\\_Improving\\_Outcomes\\_PT1A\\_v1\\_1.pdf&usg=AFQjCNFb9ZbHgLTmpNOImZwWowXurC-sLw](https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwiP7JPu2_nLAhWHWhQKHT6hBLwQFgghMAA&url=https%3A%2F%2Fwww.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachme nt_data%2Ffile%2F263658%2F2901502_PHOF_Improving_Outcomes_PT1A_v1_1.pdf&usg=AFQjCNFb9ZbHgLTmpNOImZwWowXurC-sLw)

This programme and its objectives are very much in line with SJWS priorities and feeds into the outcome the Strategy set out to archive, 'Better Health through Better Housing'.

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

In line with the national policy directive and best practice, Slough's 5 Year Plan has put "People First" at the heart of its vision

Putting people first, ensuring Slough residents live in good quality Housing is the golden thread that runs through the 5 Year Plan and the New 5 Year Housing Strategy. This proposal will be delivering the vision of '**People First**' whilst helping to deliver :

- Affordable warmth to our most vulnerable residents to live healthier and tackle fuel poverty– **Outcome 2**
- Improve the physical condition of homes occupied by vulnerable residents by installing energy efficiency measures – **Outcome 4**

### 4 **Other Implications**

#### (a) Financial

There are no financial implications on the Council as a result of this programme; the Council may undertake promotional activities in support of this campaign but will meet these from within existing budgets. All costs associated with the delivery of this programme including the cost of measures such as insulations, boiler replacement etc., the publicity, communication and advertising campaign will be met from the funding allocation to the Agent, Aran Energy Services (AES). AES is funded by 5 utility Companies, including British Gas and ED. Funding confirmation is available on request.

The previous supplier obligation, known as the Energy Company Obligation 2 (ECO2) came to an end in March 2017. That has now been replaced by a new scheme called ECO2t (transitional). This is designed to focus on tackling fuel poverty as well reducing energy consumption and CO2 emissions. Details and qualifying criteria for the ECO2t are set out in a guidance which can be found through following link .

<https://www.ofgem.gov.uk/publications-and-updates/energy-company-obligation-2017-18-eco2t-guidance-administration>

As described under point 3 of this report the outcome of this programme has a significant impact on health and wellbeing of Slough residents which would result in considerable financial savings to Health and Social Care. This is the only realistic route left to the Council to effect the improvements of private sector homes which make up 80% of the total housing stock in Slough in terms of energy efficiency .

#### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	The Memorandum of Understanding (MoU) governing the project has been drawn up by our Legal Department. We took	To improve Energy Efficiency of private Sector homes and tackle fuel poverty amongst vulnerable residents

	references from 5 other Councils who have been working with Aran Energy Service and carried out a Financial check all of which were positive and did not raise any concerns	
Property	none	
Human Rights	none	
Health and Safety	none	
Employment Issues	none	
Equalities Issues	none	
Community Support	We intend to work with SVS to run community events to publicise the scheme and complete phases of community engagement in targeted areas.	To maximise the uptake of funding
Communications	Will be working with comms team to run an effective campaign to maximise uptake	To maximise uptake of the available grant, improve the quality of housing and reduce / tackle fuel poverty
Community Safety	none	
Financial	None	
Timetable for delivery	If this proposal is agreed and endorsed, we plan to take the required steps to start the delivery from mid to late October 2017 as ECO2t Scheme comes to an end in September 2018. Aran services are happy to confirm any future working relationship under future energy programmes.	We have around 10-11 months to run this programme and capture maximum number of eligible residents to avail of the funding
Project Capacity	The delivery agent has flexibility in utilising resource and redeploying in Slough should it be required	To maximise uptake of funding
Other	None	

(c) Human Rights Act and Other Legal Implications

This programme has been developed, supported and regulated by the Government Department through ofgem. The MoU between the Council and AES has been drafted and reviewed by Slough's external legal partner (cripps). There are no adverse Human Rights or legal implication in respect of this programme.

(d) Equalities Impact Assessment

These proposals will have a positive impact on all those residents who qualify for this nationally introduced ECO2t assistance. In the main those residents whom are considered to be vulnerable will qualify for this assistance which means that there will be no adverse impact in respect of anyone with one or more protected characteristics as defined by the “Act”. As such, the Council considers that there is no need for an Equalities Impact Assessment to be carried out and that in making the decisions set out in the recommendations the Council will be acting in compliance with its duties.

(e) Workforce

Not applicable.

(f) Property

Not Applicable. This is based on clients ( residents ) and their homes qualifying for funding to improve energy efficiency. Publicly owned buildings are not covered under this programme.

(g) Carbon Emissions and Energy Costs

One of the key aims of this programme is to reduce emission of CO2 from residential homes. We will be reporting back on CO2 savings and reduction as part of the KPI and outcome we are seeking to achieve through this programme.

## 5 Supporting Information

- 5.1 As is well documented , under various legislations and directives LAs have a statutory obligation to reduce CO2 emission in their areas with various target dates culminating in 80% reduction by 2050.
- 5.2 On 28 February the BBC Head Line reads <sup>3</sup> ‘UK must insulate 25 million homes’  
Roger Harrabin of BBC writes, “The authors of a report to Parliament say 25 million existing homes will not meet the insulation standards required by the mid-century. The UK needs to cut carbon emissions by 80% by then – and a third of those emissions come from heating draughty buildings.”
- 5.3 The government said it would devise policies as soon as possible.
- 5.4 The report adds – ‘ from a group of leading construction firms – the Green Building Council – says four out of five homes that will be occupied in 2050 have already been built. That means 25 million homes need refurbishing to the highest standards by 2050 – at a rate of 1.4 homes every minute.’
- 5.5 Some Councils have been more active than others in taking advantage of various funding sources in the past few years to improve energy efficiency of homes in their areas. This was particularly prevalent in areas with an active/ progressive Regional or Sub-regional partnership.
- 5.6 Considering the lack of accurate information about the housing stock, the Council commissioned the Building Research Establishment ( BRE) to review Slough’s

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<sup>3</sup> <http://www.bbc.co.uk/news/business-39107973>

Private Sector Stock and provide a range of information/data about the condition of the stock. This included the level of energy efficiency in Private Sector Homes, which indicates that the level of energy efficiency of properties in Slough to be below the regional and national averages. However, the accuracy of data and level of details provided present the Council with a great opportunity to take steps and significantly improve the energy efficiency of homes identified as being below the required standards. This will help to alleviate fuel poverty, improve health and wellbeing and reduce CO2 emissions.

- 5.7 The Data obtained from the Stock Modelling clearly and accurately identifies areas and properties that lack the required level of insulation which significantly contribute to fuel costs (level and instance of fuel poverty) and CO2 emissions. At the same time the Utilities Companies have obligations to improve energy efficiency of residential properties through retrofit programmes. The ECO2t which is the transitional scheme for 2017-18 has replaced the ECO2 2015-17 whilst a longer term solution is being developed to help LAs to meet their obligation and targets for 2020, 2030 and 2050 which is the reduction of CO2 by 20%, 50% and 80% respectively. The scheme is regulated by Ofgem details of which can be found through the following link

<https://www.ofgem.gov.uk/publications-and-updates/energy-company-obligation-2017-18-eco2t-guidance-delivery>

- 5.8 In Slough, our newly commissioned stock modelling data indicates that over 31% of (13, 319) cavity wall construction properties are not insulated at all and worse still over 43% of lofts (15,895.) have no or inadequate levels of insulation. This does however present the Council with an excellent opportunity to develop a partnership to initiate a proactive evidence based retro fit programme to improve the energy efficiency of as many of those uninsulated properties through the revised ECO2t.
- 5.9 The attractiveness of Slough's proposition for Utility companies and their delivery agent centred around the fact we are able to support them by supplying them with the areas requiring improvements and insulation. That is the reason why the Agent we had our initial discussion with is extremely keen to start working in Slough and deliver the much needed energy efficiency measures.
- 5.10 As part of our initial investigation to establish availability of a potential scheme or funding, we found Aran Energy Services (AES) who are currently very active in East Anglia and the East of England, delivering energy efficiency measures funded by British Gas under their ECO2. In our research on line, we did not find any other Agent actively pursuing any insulation programme in Slough or indeed throughout the whole of Berkshire. In addition, AES was the only Agent that appeared to have a clear and easy to understand material on line in relation to energy efficiency, ECO funding or other solutions. An AES representative very quickly approached Slough to start the discussion and demonstrated their desire to set up this partnership.
- 5.11 Furthermore, to ensure we comply with all the relevant procurement and legal requirement we fully consulted with the Head of Procurement and the Legal Team. The Head of Procurement is satisfied that given there will be no financial transactions between SBC and AES, and the fact this is NOT an exclusive access for AES to deliver energy efficiency measures under ECO2t in Slough;, the proposal does not require tendering expertise.



5.12 To protect the Council in legal and reputational terms, the Group Solicitor Property & Regeneration and Acting Head of Legal Services reviewed the proposal and has provided advice on legal issues, draft MoU and carrying out the due-diligence check on AES standing. We have completed all the required due diligence and we are at the final stage of completing the MoU which will be signed after approval from the Cabinet. These include:

- We have sought references from 5 Local Authorities where AES ran similar schemes. All five reference requests have responded and their comments are unanimously good or excellent. I have attached a couple as samples which show the specific information we requested.
- Financial check on AES's financial standing has been carried out and there are no concerns about their financial stability. AES is funded by British Gas and EDF to deliver their obligation
- MoU drafted by Slough's Legal Team and has been further revised by Tom Trowhill of Cripps (External Solicitor), the final draft of which is attached as Appendix 1.

### Who are Aran Energy Services

5.13 Aran Services Ltd provides an end to end solution for the improvement of energy efficiency in homes and businesses nationwide. Dedicated to delivering cost effective home improvement solutions. The link below provides full details about their company and what they do. <https://www.aranservices.co.uk/>

5.14 Aran Energy Services continues to work closely with Government bodies, energy suppliers, and manufacturers ensuring best practice in this area. We were advised that although they are working with all energy providers, they are formally in partnership with British Gas (BG) in delivering energy efficiency measures to meet BG's ECO commitments.

### What is proposed

5.15 Under this proposal, if the Council enters into partnership with Aran Energy Services and signs the MoU, it will allow AES to contact the residents who live in poorly insulated homes and offer them whatever measures they may be entitled to. This could include:

Priority Measures	Or	Depending on resident circumstances
Loft Insulation;		Replacement Boilers;
Cavity Wall Insulation;		Replacement Electric Heating; and
Room in Roof Insulation		Solid Wall Insulation (external & internal)

This will be followed by a pre-arranged full assessment of their property with a view to identifying measures that will improve the energy efficiency of their home and reduce their fuel bill. It must be noted that Landlords are required by law to have a valid and up-to-date EPC which shows the energy rating of the property they are renting. From 2018, private landlords are not allowed to let properties that are below E rating. Similarly, anyone selling their property by law is required to have a valid and up to date EPC

## 6 Comments of Other Committees

None

7 **Conclusion**

Utilising ECO2t is the only funding mechanism available to residents to improve energy efficiency of their homes, thus tackling fuel poverty and improving health and wellbeing. This proposal provides the Council with a great opportunity to improve energy efficiency of the private sector stock, which makes up 80% of the total housing stock, through external funding.

8 **Appendices Attached**

A Memorandum of Understanding

B Sample promotional letter to residents detailing the level of grants and criteria.

9 **Background Papers**

1. Energy Company Obligation 2017-18 (ECO2t) Guidance: Administration
2. Slough 5 Year Plan
3. Slough's Housing Strategy 2016 – 2021

**Lower your energy bills with grant funded home improvements.**  
**Up to 100% grant funded home insulation\***  
**1000's more homes now eligible!**

Dear Householder,

You are entitled to **NEW** grant funding to help you reduce your heating bills.

Warm Homes is a programme delivered by Aran Service nationwide working in partnership with many Local Authorities and Housing Providers to help offer residents **FREE\* and partially grant funded** energy efficiency improvements such as loft and cavity wall insulation and new heating systems.

Insulating your homes roof space or walls are some of the easiest things you can do to improve your home and reduce your fuel bills, with many homes **saving up to £360\***.

**Reduce your household running costs for now and for years to come!**

Everyone is entitled to some grant funding regardless of income, but recent changes mean that many homes that are in **receipt of a Government means tested benefit\*** will be entitled to increased levels of funding for home insulation and many may be entitled to additional heating grants.

**Please see overleaf for more details and a full list of qualifying benefits.**

Homes in your area have been identified as requiring improvements. Our Community Energy Advisors will be visiting homes near you over the coming weeks to complete assessments. You can book your **FREE** no obligation assessment by calling Aran Services Ltd on **Freephone 0800 5877795** (charged at your providers calling rate) or **01284 812570** or quoting reference **WINTER/17**.

Alternatively fill out an online enquiry form by visiting [www.aranservices.co.uk/pages/908/](http://www.aranservices.co.uk/pages/908/)

There are poorly insulated properties scattered throughout the community, even if your house is not eligible or you have already had the work completed you may know someone who may benefit from the above offer.

Kind Regards

## Guideline Prices and Grant Funding

Cavity Wall Insulation	Typical Price <u>BEFORE</u> grant funding	Our price to you <u>AFTER</u> grant funding	Typical Energy Savings per annum ££
3 Bed Semi Detached House	£800	FREE*	£150
4 Bed Detached House	£1,400	FREE*	£225
4 Bed Detached Bungalow	£950	FREE*	£105
Loft Insulation from 100mm/4" existing to 300mm/12" thick insulation installed	Typical Price <u>BEFORE</u> grant funding	Our price to you <u>AFTER</u> grant funding	Typical Energy Savings per annum ££
3 Bed Semi Detached House	£550	£199 / or FREE* if in receipt of a qualifying benefit	£135
4 Bed Detached House	£750	£199 / or FREE* if in receipt of a qualifying benefit	£225
4 Bed Detached Bungalow	£1,000	FREE*	£375
Grant funding also available for Solid Wall Homes to provide External Wall Insulation or Internal Wall Insulation systems - Call for further details			
Replacement Oil, Gas and LPG Boiler (if in receipt of a qualifying benefit)	Typical Price <u>BEFORE</u> grant funding	Our price to you <u>AFTER</u> grant funding	Typical Energy Savings per annum ££
All Houses and Bungalows	£3,000 - £5,000	Up to 100% funded Call for further details	£165 - £320

## What benefits do I need to be on to receive additional grant funding?

### Qualifying Components

You own your home **or** rent from a private landlord **and** live with someone who qualifies **in either** section **a** or **b** below:

**a.** Receives one of the following benefits:

- Pension Credit
- Income-related employment and support allowance
- Income-based job seeker's allowance
- Income support

**b.** Tax / Universal Credit Recipient and not exceed the maximum income threshold. Visit [www.aranservices/benefits](http://www.aranservices/benefits) for more details



## Memorandum of Understanding

### Energy Efficiency Promotion to the Private Sector within the Borough of Slough

#### Details

#### Parties

The parties to this Memorandum of Understanding which includes its Annexes (“**the MoU**”) are:

- (A) **SLOUGH BOROUGH COUNCIL** of St. Martins Place, 56 Bath Road, Slough, SL1 3UF (“**the Council**”) and
- (B) **ARAN SERVICES LIMITED** (Company No.05045144) whose registered office is at Units 1-6, The Old Station, Higham, Bury St. Edmunds, Suffolk, IP28 6NE (“**ASL**”)

#### 1 Background

- 1.1 The Council is a local authority within the meaning of that term in the Local Government Act 1972, a housing authority within the meaning of that term in the Housing Act 1985 and an energy conservation authority within the meaning of that term in the Home Energy Conservation Act 1995 and having general power of competence under the Localism Act 2011
- 1.2 ASL have provided the Council with a proposal regarding the promotion of energy efficiency measures to private sector housing across the Council’s area.
- 1.3 The Council and ASL are interested in working together to promote energy efficiency under ECO2t in homes in the Council’s area

#### 2 Scope of Services

- 2.1 ASL’s role will be to:
  - 2.1.1 promote and market EEMs available under ECO2t and detailed in clause 7, as provided for by The Electricity and Gas (Energy Company Obligation) (Amendment) Order 2017 (“**ECO2t**”);
  - 2.1.2 assess each enquiry received by a Slough private resident (“**Customer**”) as a result of the Promotion in accordance the ECO2t Scheme Rules;
  - 2.1.3 where requested to do so by a Customer, carry out an energy efficiency assessment of that Customer’s residence and provide a technical report to the

Customer detailing the previously installed and available energy efficiency measures at their property, in accordance with the ECO2t Scheme Rules;

2.1.4 inform the Customer in writing of the eligible energy efficiency measures the Customer may be able to benefit from in relation to their residence under the ECO2t Scheme (“**EEMs**”), including any costs the Customer will have to meet themselves in relation to provision of the EEMs; and

2.1.5 where the Customer wants ASL to provide some or all the EEMs, ALS shall (a) provide and install the EEMs requested by the Customer at their residence; (b) secure any ECO2t funding support for the EEMs, in accordance with the ECO2t Scheme Rules.

(together “**the Services**”)

2.2 For the purposes of this MoU, “**ECO2t Scheme Rules**” shall mean Ofgem’s rules and guidance regarding the application of ECO2t as set out at [www.ofgem.gov.uk/environmental-programmes/eco/contacts-guidance-and-resources/eco-guidance](http://www.ofgem.gov.uk/environmental-programmes/eco/contacts-guidance-and-resources/eco-guidance) and any applicable laws relating to ECO2t.

### 3 **Promotion Stage**

3.1 As part of the Services, ASL shall undertake a joint branded promotion (using the Council Logo) to private sector residents within the Council’s borough (“**Promotion**”).

3.2 The Promotion will include direct mailing, social media and community engagement to all private sector households within the Council’s area illustrating how ECO2t operates and the EEMs the Customer may be entitled to benefit from, subject to ASL’s compliance with The Privacy and Electronic Communications (EC Directive) Regulations 2003.

3.3 ASL will use the services of Royal Mail to obtain postal addresses of private residences within the Council’s borough for use solely in relation to the Promotion.

3.4 The Council shall make the Census Output Area Data it has obtained from the Office for National Statistics regarding the Council’s borough available to ASL to assist in relation to the Promotion (“**COAD**”). The Council confirms that the COAD does not contain any personal data as defined under the Data Protection Act 1998.

3.5 ASL will meet all costs associated with the Promotion such as mailings to private residences and social media marketing and support undertaken by ASL.

3.6 The Council will meet all costs associated with supporting promotional activities undertaken directly by the Council.

3.7 ASL will not carry out any cold calling at any time during the Promotion and community engagement by ASL will be completed following any promotional mailing. ASL may only (i) contact any individual by phone or (ii) visit an individual in person as part of the Services where requested to do so by the Customer for the purposes of assessing the Customer’s required EEMs and the delivery and installation of the EEM’s as agreed with the Customer.

### 4 **Use of the Council’s Logo and Name**

4.1 The Council grants ASL a non-exclusive, non-transferable, royalty-free licence for the term of this MoU to use the Council’s logo as set out at Annex B (“**Council’s Logo**”) solely in

respect of pre-agreed marketing activities forming part of the Promotion, as agreed with the Council in accordance with clause 4.2.

4.2 ASL shall not use the Council's Logo or the Council's name on:

4.2.1 any promotional or marketing materials, including but not limited to leaflets, letters, posters or advertisement;

4.2.2 ASL's website or the website of any third party; or

4.2.3 any social media platform.

without the obtaining the Council's prior written consent.

4.3 Any use by ASL of the Council's Logo shall be in accordance with any Council brand guidelines provided from time to time.

4.4 ASL acknowledges that it shall not make any use of the Council's Logo or the Council's name for any other purpose, except as set out in the terms of this MoU.

## 5 Enquiry Stage

5.1 Where enquiries are made to ASL by a Customer the following process set out in this clause 5 will apply.

5.2 ASL will provide a telephone contact number for Customers to contact in relation to the ECO2t Scheme in all marketing/promotional activities and shall ensure that this telephone line is adequately manned to deal with the number of potential enquiries arising.

5.3 Following a call from a Customer under clause 5.2, ASL will contact the Customer promptly to arrange a suitable appointment to complete an assessment of a Customer's property.

5.4 If an enquiry is made by a private tenant then ASL will require the consent of the landlord in order to complete a survey/assessment.

5.5 ASL shall inform the Customer during the enquiry stage that whilst the Council is working with ASL to promote Fully Funded Products, the Customer's contract for the provision of the EEMs (whether Fully Funded Products or Partially Funded Products) is solely between ASL and the Customer. ASL shall be solely responsible for the provision of the EEMs (whether Fully Funded Products or Partially Funded Products) to the Customer ("**Customer Contract**"). ASL shall reimburse the Council in fully for any liability the Council incurs in relation to ASL's performance of a Customer Contract.

5.6 Where a sub-contractor of ASL is to visit the resident ASL will ensure that the resident is informed in advance of the name of the Network Partner who will be making the visit.

## 6 Assessment Stage

6.1 When ASL or their Network Partner visit a Customer they will follow the process set out in this clause 6.

6.2 ASL or their Network Partner shall state who they represent and the purpose of the visit and present a photographic ID card.

- 6.3 ASL or their Network Partner shall carry out a technical survey in conformance with current standards and best practice and advise the Customer as to the nature and extent of the possible works.
- 6.4 ASL or their Network Partner shall complete a site specific risk assessment.
- 6.5 Where any additional issues such as asbestos, wood worm or other infestations, ASL or their Network Partner shall note these findings and any solutions for treatment including associated costs would be proposed.
- 6.6 If access to the property is not possible due to the Customer being unavailable, ASL or their Network Partner will record this and a calling card will be left for the Customer.

## 7 **Measures Considered**

- 7.1 ASL as part of the Services will treat the following EEM's as priority measures:
  - 7.1.1 Loft Insulation;
  - 7.1.2 Cavity Wall Insulation;
  - 7.1.3 Room in Roof Insulation.
- 7.2 ASL will consider the following EEMS where requested by a Customer or where it is relevant to the Customer's residence as follows:
  - 7.2.1 Replacement Boilers;
  - 7.2.2 Replacement Electric Heating; and
  - 7.2.3 Solid Wall Insulation (external & internal).

## 8 **Sale of Energy Efficiency Measures Outside of ECO2t**

- 8.1 The Council and ASL agree that:
  - 8.1.1 ASL may conclude sales of EEM's with Customers under this MoU where such EEM's are fully funded under the ECO2t Scheme Rules ("**Fully Funded EEM's**");
  - 8.1.2 ASL may conclude sales of EEM's with Customers under this MoU where such EEM's are partially funded under the ECO2t Scheme Rules but only to the extent the aggregate value of the EEM's, which are not Fully Funded EEM's, to be purchased by the Customer is under £[●] ("**Partially Funded EEM's**") ; or;
  - 8.1.3 ASL may not conclude sales of (i) any energy efficiency measures which are not funded under the ECO2t Scheme Rules or (ii) any other products or services whether on ASL's behalf or ASL on behalf of a third party.

## 9 **Post Assessment**

- 9.1 When the survey/assessment has been completed ASL will follow the process set out in this clause 9.
- 9.2 ASL will provide the Customer with a quotation for the EEMs. The contract for performance of the EEMs will be between ASL and the Customer.



- 9.3 ASL will ensure that all necessary statutory approvals and permissions have been obtained in advance of the EEMs being booked.
- 9.4 ASL will on receipt of the Customer's written agreement for EEMs to proceed to installation and a suitable installation appointment will be booked with the Customer.
- 9.5 ASL will install the EEMs at the Customer's property in accordance with the ECO2t Scheme Requirements and all applicable laws.
- 9.6 ASL on completion of installation of the EEMs will issue a handover pack to the Customer appropriate to the EEMs installed and a handover conducted.
- 9.7 ASL will manage all grant funding claims under the ECO2t Scheme to the relevant utility partner.
- 9.8 ASL will manage the invoicing and collection of Customer contributions for the EEMs.
- 9.9 ASL will provide all relevant warranties and guarantees to the Customer (or landlord where applicable) for the EEMs provided.
- 9.10 ASL will ensure that all cavity wall insulation installations are covered by a CIGA guarantee or equivalent and a copy of the relevant guarantee certificate will be provided to the Customer upon completion of the EEMs.
- 9.11 ASL will provide notification to the Council's Building Control under the ASL competent persons scheme where relevant.

## 10 **Technical Monitoring**

- 10.1 ASL will ensure every installation of an EEM will be technically inspected by ASL and signed off as being compliant with the relevant standards by a competent person, as detailed in the ECO2t Scheme Rules.
- 10.2 ASL will ensure every installation will be signed off by the Customer after handover.
- 10.3 Quality assurance will be in accordance with Ofgem requirements for all PAS2030 installed EEMs. The quality assurance shall be completed in house and by independent externally appointed companies.
- 10.4 All Customers will be asked to provide feedback and this will be recorded and provided to the Council where applicable.

## 11 **Complaints**

- 11.1 ASL will handle all complaints regarding the Services in accordance with:
  - 11.1.1 ASL's complaint procedure set out at <https://www.aranservices.co.uk/pages/736/Green-Deal-Complaints-Policy-Procedures/>; and
  - 11.1.2 ASL's "Customer Care Policy" as set out at Annex C
- 11.2 ASL shall report any complaints regarding the Services to the Council, as set out in Annex A.

## 12 **Auditing & Review**

- 12.1 ASL will provide the Council with monthly data regarding performance of the Services, as detailed within Annex A.
- 12.2 ASL must report monthly to the Council on the numbers of completed Partially Funded EEM's and completed Fully Funded EEM's. Where the Council has concerns regarding the number of completed Partially Funded EEM's compared with completed Fully Funded EEM's the Council may raise this with ASL. Despite these discussions, where the Council's concerns remain, it may, in its sole discretion, give written notice to ASL that the sale of Partially Funded EEM's is to be suspended until such time as the Council decides the position has been remedied. Where ASL's sale of Partially Funded EEM's has been suspended, ASL may only recommence the sale once the Council has provided it with written notice allowing it to do so.
- 12.3 ASL will attend regular meetings with the Council, at the Council offices, where appropriate/necessary.
- 12.4 ASL will hold sub-contractor meetings and will advise the Council in advance of such meetings so that representatives of the Council may attend as deemed necessary.

### 13 **Code of Conduct**

ASL will ensure that all employees, operatives and sub-contractors are DBS checked before coming into contact with any Customers, whether vulnerable or not, and they will comply with the ECO2t Scheme Rules, including any codes of conduct at all times.

### 14 **Council's Powers and Exclusivity**

- 14.1 ASL hereby agrees that nothing contained in this MoU shall in any manner whatsoever prejudice or fetter the Council's powers and duties as a local authority.
- 14.2 ASL hereby agrees and declares that this MoU does not grant ASL any exclusivity and that the powers and ability of the Council enter into contracts and agreements with other parties relating to the matters which are the subject of this MoU shall not in any way be fettered by this MoU.

### 15 **Freedom of Information**

- 15.1 ASL hereby agrees that the Council is subject to the Freedom of Information Act 2000 and that the Council may be required to disclose information relating to this MoU pursuant to that Act and to do so without prior consultation with ASL. ASL shall provide to the Council forthwith such information as the Council may require in order to enable the Council to comply with its obligations under the said Act.

### 16 **Council's Policies**

- 16.1 ASL hereby agrees to observe the Council's policies relating to Health and Safety, Anti-Discrimination, Anti Corruption and Bribery in relation to anything done by them in relation to this MoU.

### 17 **Vulnerable Customers**

- 17.1 ASL shall treat any vulnerable customers they may come into contact with during the course of providing the Services in accordance with ASL's "Vulnerable Customers Policy" as set out at Annex D. A vulnerable customer shall be as described in the Vulnerable Customers Policy.

17.2 Further to clause 17.1, ASL shall comply with the Council's policy on "Safeguarding of Vulnerable Persons" as notified to ASL.

## 18 **Data Protection**

18.1 Notwithstanding anything to the contrary in ASL's standard privacy policy, ASL shall only process the personal data it receives in relation to the Services to the extent, and in such a manner, as is necessary for the purposes of performing the Services under this MoU, and in accordance with the ECO2t Scheme Requirements and the Council's instructions from time to time and shall not process the personal data for any other purpose, including but not limited to other services ASL provides.

18.2 ASL shall only collect any personal data in relation to the Services on a "*Data Collection Form*" (as approved by the Council) which will contain a data protection notice informing the purposes or purposes for which their personal data will be processed and any other information which is necessary having regard to the specific circumstances in which the data is, or is to be, processed to enable processing in respect of the data subject to be fair. ASL shall not modify or alter the form in any way without the prior written consent of the Council.

18.3 If ASL receives any complaint, notice or communication which relates directly or indirectly to the processing of the personal data in relation to the Services or to either party's compliance with the Data Protection Act 1998 and the data protection principles set out therein, it shall immediately notify the Council and it shall provide the Council with full co-operation and assistance in relation to any such complaint, notice or communication.

18.4 ASL shall not transfer the personal data relating to the Services outside the European Economic Area.

18.5 ASL shall not use personal data collected through provision of the Services for the promotion or marketing of any ASL's providing outside of ECO2t as covered by this MoU.

18.6 ASL shall promptly inform the Council if any personal data is lost or destroyed or becomes damaged, corrupted, or unusable. ASL will restore such personal data at its own expense.

18.7 For the purposes of this clause 18, "personal data" shall have the meaning provided in the Data Protection Act 1998.

## 19 **Insurance**

ASL hereby agrees that will at all times have in place insurance policies in respect of third party liability with a limit of liability of not less than £10 million in respect of each claim, employer's liability and professional indemnity with a limit of liability of not less than £1 million and shall provide to the Council such evidence as the Council.

## 20 **Indemnity**

ASL hereby agrees to indemnify the Council against any claim made against the Council in respect of any liability, loss, damage, injury, cost or expense sustained by the Council or third party to the extent that such liability, loss, damage, injury, cost or expense was caused by, relates to or arises from ASL's act or omission in relation to ECO2t and/or the Services under this MoU.

## 21 **Variation**

No variation of the provisions set out or referred to in this MoU will be effective unless it is agreed in writing and signed by both parties.

**22 Termination**

Both parties may terminate this MoU at any time by giving at least 7 days' notice in writing to the other party PROVIDED ALWAYS that the Council may terminate this MoU forthwith on immediate notice to ASL in the event of any breach of this MoU by ASL which the Council in its absolute discretion considers would bring the Council into disrepute.

**23 Status**

23.1 This MoU is intended to be legally binding.

23.2 Nothing in this MoU is intended to, or shall be deemed to, establish any partnerships, joint venture or relationship of employment between the parties, constitute either party as the agent of the other party, nor authorise either of the parties to make or enter into any commitments for or on behalf of the other party

23.3 This MoU shall be governed by and construed in accordance with English law and each party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

Signed on behalf of Slough Borough Council (“**the Council**”)

..... Date.....

Signature

.....

Name

Signed on behalf of Aran Services Limited (“**ASL**”)

..... Date.....

Signature

.....

Name

## **Annex A**

### **Data**

ASL will provide the following anonymised data to the Council on a monthly basis:

- a) Number of enquiries and postcode districts for each enquiry (with the postcode districts being at the SL0 to SL9 level).
- b) Number of assessments/surveys.
- c) Number of aborted assessments/surveys.
- d) Number of installation completions confirming type of EEM, carbon saving, ECO2t grant funding and customer contributions. Such data shall clearly indicate the numbers of Fully Funded EEM's and Partially Funded EEM's completed.
- e) Number of Customer complaints received and postcode districts for each complaint.
- f) The response time for each complaint and a summary as to the nature and severity of the complaint.
- g) Upon completion of the scheme ASL will provide the Council with a summary total in respect to all of the above measures.

**Annex B**

**Council's Logo**

*[insert SBC's logo]*

**Annex C**  
**Customer Care Policy**



Customer Care Policy



## Introduction

Aran Services Ltd, Green Deal Provider specialises in the supply and installation of whole house energy efficiency solutions, to domestic households nationally.

We are proud to offer a friendly, professional, quality service from initial enquiry to installation. We have a procedures manual that conforms to ISO9001, and use only the highest quality products from inspected and approved suppliers. All products are installed in strict accordance with manufacturers' instructions, industry specifications, best practice guides and British Board of Agrément (BBA) certificates.

All installation teams are trained and approved by manufacturers and the BBA and are provided with ongoing training. Our surveyors receive thorough and ongoing training, hold the City & Guilds 6176 in energy awareness and have been cleared by the Criminal Records Bureau.

Our directors, managers and supervisors have many years experience within the industry and train all staff to a high level of competency. It is company policy to continually improve our procedures and systems to enable us to deliver the best possible customer service.

In order to assure quality installations, we monitor a minimum 20% of all completed work to ensure the highest possible standards. A further 10% of customers are issued with customer satisfaction forms, to provide our customers with a means by which to report any dissatisfaction.

All customers are contacted by telephone to arrange both the survey and installation; confirmation letters are sent explaining the nature of each operation, and any preparation required by the customer.

Special attention is paid to elderly, disabled or vulnerable customers with a view to providing a considerate service.

All client records are stored electronically in line with data protection requirements.

We are open for business between 8am and 6pm Monday to Friday, and will install works on a Saturday if requested; in an emergency we can be contacted 24 hours per day 7 days per week.

All staff are issued with Aran Services Ltd ID cards and corporate work wear.

## Customer Complaints Procedure

Customer complaints are taken very seriously at Aran Services Ltd, we see our company as a quality service provider in the domestic market place and any complaint needs to be reacted to very quickly and efficiently.

We define complaints where a customer expresses or implies dissatisfaction with the services offered by our organisation.

Any complaint received by Aran Services Ltd will be dealt with in the following manner:-

1. The complaint will be logged on the computer system immediately after the complaint is received, A unique complaint reference number will be allocated and a complaint form raised, identifying the complaint, client details and the member of staff responsible for resolving the problem (please see complaints flow diagram attached). A hard copy and an electronic copy of each complaint will be produced by the appointed administrator and stored in the company file on the company network under Aran Services Customer Care. Before the form is passed to be resolved, the appointed

administrator checks all details for accuracy and passes information to the Managing Agent (if required).

2. The Manager assigned to resolve the complaint will make a decision whether to appoint a deputy or other member of staff to deal with the complaint, the client will be contacted within 48 hours or sooner dependent on the severity of the complaint with the Aran Services Ltd staff member introducing themselves as the point of contact. At this stage an appointment will be made to visit the client's property to assess remedial action. All information is relayed to the appointed administrator to update the file and managing agent, if required.
3. The timescale set out to resolve complaints is very much dependent on their nature; however, the client must be satisfied by the response and proposed remedial action. Our target is to resolve all complaints within 14 days of the initial complaint. All contact with the client must be entered onto the unique electronic complaints form via the appointed administrator.
4. When a complaint is resolved the completed paperwork is returned to the appointed administrator who will sign off the complaint as resolved update the electronic complaints form. A hard copy of the resolved complaint form will also be filed in the complaints file held by the appointed administrator.
5. Monitoring complaints will form part of the Management Meeting Agenda, performance on complaints resolution will be discussed and actions assigned where appropriate to improve the systems in place. Any trends will be taken up with particular members of staff for further training requirements and / or disciplinary procedures.
6. A full hard copy and electronic record of all communications will be kept and forwarded to the managing agent the next working day, if required.
7. Where any suitable resolution can not be reached or if the complainant is not satisfied with Aran Services' decision, Aran Services will inform the complainant they may refer the complaint to an Alternative Dispute Resolution Service in accordance with the Alternative Dispute Regulations 2015.
  - Complaints related to activities regulated by the Financial Conduct Authority should be referred to the Financial Ombudsman Service
  - Complaints related to Green Deal activities should be referred to the Green Deal Ombudsman Service AND the Financial Ombudsman Service if applicable

## Staff Responsibilities

### Appointed Administrator:

- Receive complaint from customer
- Initiate complaints procedure
- Allocate paperwork to appointed director
- Update system on completion
- Managing agent updates
- Produce data for directors meetings
- Report to Managing Director any complaints not resolved within timescales

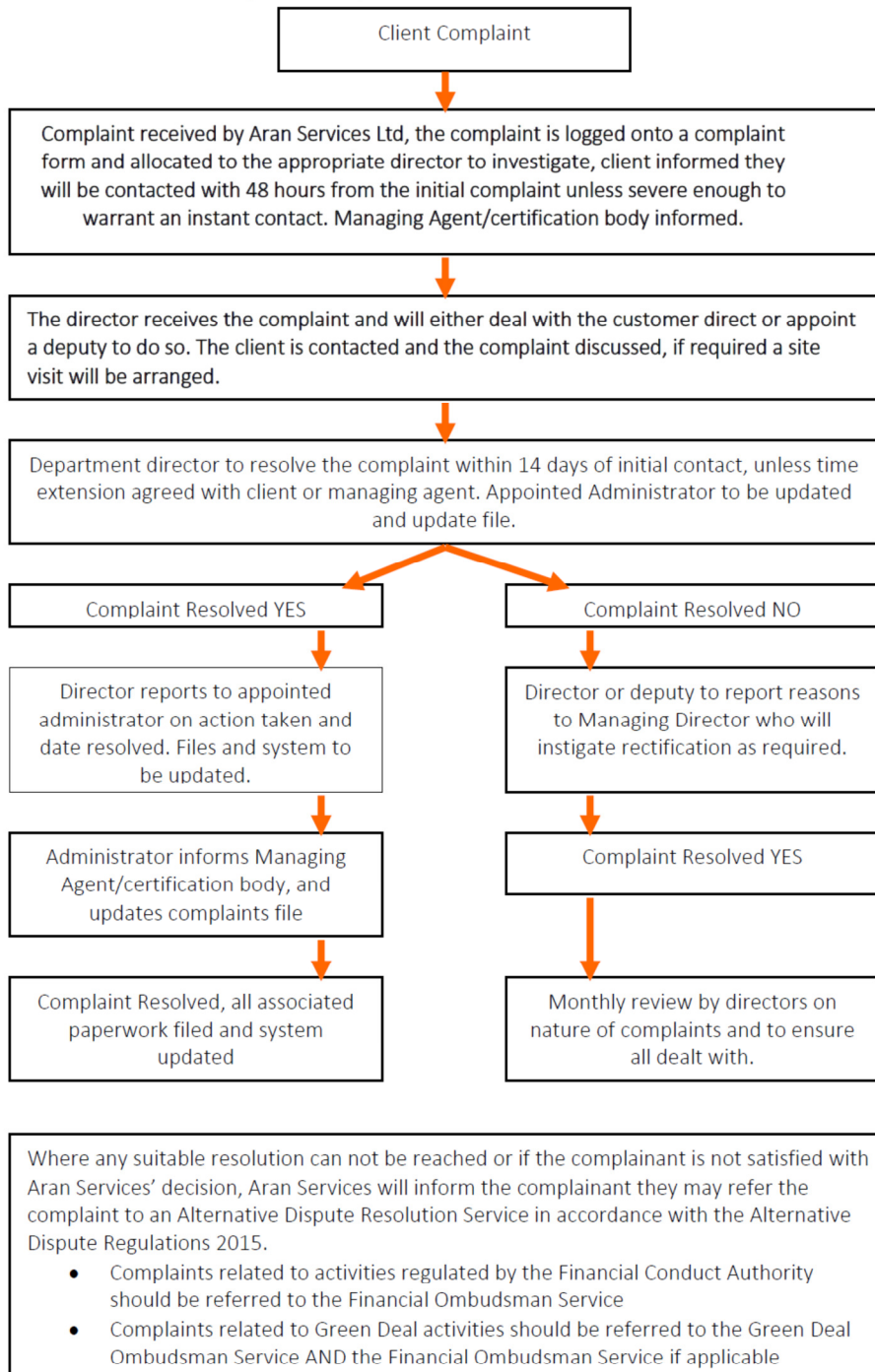
### Managers

- Deputise staff member to deal with complaint if required
- Rectify complaint within timescales with minimal disturbance to client
- Inform appointed administrator of any delays
- Return completed complaints form duly completed to appointed administrator

Quality Manager / Directors

- Oversee complaints procedure
- Ensure timescales are met
- Analyse data for trends
- Instigate training and / or disciplinary procedures

Complaints Flow Diagram (SFR 102)



## Annex D

### Vulnerable Customers Policy



#### Vulnerable Customers Policy

How do we define vulnerability?

Definition:

*'A vulnerable customer is someone who, due to their personal circumstances, is especially susceptible to financial detriment, particularly when a firm is not acting with appropriate levels of care.'*

Breaking this down further, the company has identified the following characteristics and circumstances that it views as 'vulnerable'. This makes it clear that the employees need to consider these when conducting themselves within their homes, to ensure that the vulnerable customers are treated fairly.

##### Personal characteristics

- Restricted mobility
- Communications needs
- Resource limitations
- Low basic skills
- Low financial capability

##### Personal circumstances

- Mental health problems e.g. depression / anxiety, bi-polar disorder
- Memory problems e.g. age, dementia
- Life events e.g. bereavement, illness
- Poor financial situation
- Niche requirements e.g. example, health conditions, legal status, etc.



## ON SITE PROCEDURES

Understanding what is classed as a vulnerability and knowing how to alter engagement methods to accommodate these needs should be one of the core principles of the employee and by using the procedure below it can help to remind employees how to handle specific situations.

### Vulnerable Customer Awareness:

Identify:

Listen – the first step in identifying if a person is vulnerable

Understand – there are many types of vulnerability, inc: illness (mental/physical), financial, bereavement, illiteracy, age or impairment (deaf/blind).

Signs – are there vulnerable indicators such as, confusion, lack of understanding, difficulty hearing, language barriers or indecisiveness.

Actions:

Patience – do not rush the customer and ensure you are speaking clearly and enunciating words.

Flexible – every person and situation will differ so do not merely stick to a script. Alter your manner and format to suit the customer.

Reiterate – always repeat your actions and any outcomes clearly and follow up in writing where possible. Ensure complete understanding and agreement before finalising anything.

Signed.....

Date...19/02/2016.....

Kaz A Morris

Managing Director

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> September 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 18<sup>th</sup> August 2017.

## **7. Background Papers**

None.



# **NOTIFICATION OF DECISIONS**

## **1 SEPTEMBER 2017 TO 30 NOVEMBER 2017**

Date of Publication: 18<sup>th</sup> August 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 126  
This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

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

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

For each decision, the plan will give:

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

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

An executive decision which is likely either:

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

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

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

The members of the Cabinet are as follows:

- |  |                            |
|--|----------------------------|
| • Leader of the Council - Finance & Strategy | Councillor Munawar         |
| • Health & Social Care (& Deputy Leader)     | Councillor Hussain         |
| • Children, Education & Families             | Councillor Bedi            |
| • Digital Transformation & Customer Care     | Councillor Sharif          |
| • Environment and Leisure                    | Councillor Bal             |
| • Housing                                    | Councillor Nazir           |
| • Regulation and Consumer Protection         | Councillor Arvind Dhaliwal |
| • Transport and Highways                     | Councillor Matloob         |
| • Urban Renewal                              | Councillor Ajaib           |

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

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

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

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

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

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

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

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

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

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

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

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

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18

### **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 - 18th September 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Monthly Financial Update</u></p> <p>To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		
<p><b><u>Performance &amp; Projects Report: Q1 2017-18</u></b></p> <p>To receive the latest performance information for the period between April – June to 2017 including and the Council's Balanced Scorecard and Gold Project updates.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		
<p><u>Treasury Management Strategy Update</u></p> <p>To receive an update on the performance against the Treasury Management Strategy, as approved by Council in February 2017.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		

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

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

<p><b><u>Implementation of Osborne Property Services Ltd Service Offer</u></b></p> <p>Following the appointment of Osborne Property Services Limited (OPSL) for the repairs, maintenance and investment contract, to seek approval to establish a trading partnership with OPSL, as set out in their Final Call for Tender submission.</p>	HO	All	Housing	John Griffiths, Head of Neighbourhood Services Tel: (01753) 875436	-	None	√	
<p><b><u>Acquisition Britwell Ex-Servicemen's Club, Wentworth Avenue, Slough</u></b></p> <p>To seek approval for the acquisition of Britwell Ex-Servicemen's Club by the Housing Revenue Account.</p>	HO	Britwell and Northborough	Housing	Paul Thomas, Interim Housing Supply Manager Tel: (01753) 474057	-	None	√	Yes, p3 LGA
<p><b><u>Energy Efficiency Programme for Slough Residents under ECO2t</u></b></p> <p>To consider a proposal to set up a partnership with Aran Energy Services (funded by British Gas and EDF) to deliver energy efficiency measures in accordance with the Utilities Companies Obligation know as Energy Company Obligation (ECO2t).</p>	HO	All	Housing	Amir Salarkia, Interim Housing Regulation Manager Tel: 01753 875540	-	None	√	
<p><b><u>Small Sites Strategy - Land North of Norway Drive</u></b></p> <p>Further to the Cabinet decision of 17th July 2017, to consider a report detailing the objections to the disposal of Land North of Norway Drive to Slough Urban Renewal.</p>	F&S, UR	Wexham Lea	Housing	David Martin, Principal Asset Manager Tel: 01753 875208	-	None	√	

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

<u>References from Overview &amp; Scrutiny</u>  <i>To consider any recommendations from the Overview &amp; 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 - 16th October 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Monthly Financial Update</u>  To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and other financial decisions requiring Cabinet approval.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None	√	
<b><u>Heart of Slough NW Quadrant Update</u></b>  Further to the report to Cabinet on 18 <sup>th</sup> April 2017, to consider an update on the re-development of the NW Quadrant site including progress on the preferred route for the private sector delivery partner.	UR	Central	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA

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**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

<u>References from Overview &amp; Scrutiny</u>  <i>To consider any recommendations from the Overview &amp; 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 - 20th November 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Monthly Financial 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 &amp; Projects Report: Q2 2017-18</u>  To receive the latest performance information for the period between June to September 2017 including the Council's Balanced Scorecard and Gold Project updates.	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, CEF = Children, Education & Families, T & H = Transport & Highways, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, HO = Housing, UR = Urban Renewal

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



<u>References from Overview &amp; Scrutiny</u>  <i>To consider any recommendations from the Overview &amp; 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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