

Date of issue: Friday, 10 November 2017

<b>MEETING:</b>	<b>CABINET</b> Councillor Munawar Councillor Ajaib Councillor Bedi Councillor Bal Councillor Arvind Dhaliwal Councillor Matloob Councillor Nazir Councillor Sharif	Finance & Strategy Urban Renewal Children, Education & Families Environment & Leisure Regulation & Consumer Protection Transport & Highways Housing Digital Transformation & Customer Care
<b>DATE AND TIME:</b>	<b>MONDAY, 20TH NOVEMBER, 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 Extraordinary Meeting held on 6th October 2017 and the Meeting held on 16th October 2017	1 - 8	-
3.	Revenue Financial Report - 2017-18 (Quarter 2)	9 - 26	All
4.	Performance & Projects Report: Q2 2017-18	27 - 44	All
5.	<b>Financial Penalties as an Alternative to Prosecution for Certain Offences Under the Housing Act 2004- Section 126 of the Housing and Planning Act 2017</b>	45 - 62	All
6.	Update on Senior Management Restructure and Next Steps	63 - 70	All
7.	References from Overview & Scrutiny	To Follow	All
8.	Notification of Forthcoming Decisions	71 - 82	All
9.	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).

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
<b>PART II</b>			
10.	Part II Minutes of the Extraordinary Meeting held on 6th October 2017 and the Meeting held on 16th October 2017	83 - 88	-
11.	<b>Compulsory Purchase Orders Approvals for Two Empty Properties</b>	89 - 102	All

#### Press and Public

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

The Council allows the filming, recording and photographing at its meetings that are open to the public. 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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**Extraordinary Cabinet – Meeting held on Friday, 6th October, 2017.**

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

**Also present under Rule 30:-** Councillors Davis, Swindlehurst and Dar

**Apologies for Absence:-** Councillors Bedi and Bal

**PART 1**

**41. Declarations of Interest**

Councillor Hussain declared that the site was in her ward and that she had spoken to residents of Nova House recently but this would not prejudice her decision.

Councillor Ajaib declared that the site was in his ward.

Councillor Munawar declared that his son worked for arvato.

**42. 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 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).

The following is a summary of the matters considered during Part II of the agenda.

**43. Strategic Acquisition of Town Centre Site**

The Cabinet agreed the principle of the acquisition of the company owning the freehold of Nova House, 1 Buckingham Gardens for the protection of the safety and the interests of residents of Nova House.

Nova House had failed the tests of ACM cladding instigated by the Government following the fire at Grenfell Tower on 14<sup>th</sup> June 2017 and further investigation had revealed other significant deficiencies with fire safety. The Council had been working closely with the Royal Berkshire Fire & Rescue Service and had been in discussions with the current owners about the measures and remediation works required to the building. There had been a loss of confidence in the capacity of the current owners to take the necessary action.

## **Cabinet - 06.10.17**

It was agreed that the Council should take a proactive approach by approving delegated powers to acquire the freehold, subject to due diligence, and to undertake the works required in a properly planned manner.

Chair

(Note: The Meeting opened at 3.30 pm and closed at 4.47 pm)

## **Cabinet – Meeting held on Monday, 16th October, 2017.**

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

**Also present under Rule 30:-** Councillors Chaudhry, Davis, Plenty, Smith, Strutton and Swindlehurst

**Apologies for Absence:-** None.

### **PART 1**

#### **44. Declarations of Interest**

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

Councillor Munawar declared his son worked for arvato.

Councillor Matloob declared that one of the empty properties being considered in item 10 – ‘Compulsory Purchase Order (CPO) Approvals for Four Empty Properties’ was in his ward, that he had had discussions about the condition of the property with residents and the owner, but that he had not discussed with them the option of a CPO and would consider the matter with an open mind.

#### **45. Minutes of the Meeting held on 18th September 2017**

**Resolved –** That the minutes of the meeting of the Cabinet held on 18<sup>th</sup> September 2017 be approved as a correct record.

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

The Principal Asset Manager introduced a report that requested the Cabinet to consider the formal objections received on the proposed disposal of land at Norway Drive to Slough Urban Renewal (SUR) for a commercial mixed tenure housing scheme.

At its meeting on 17<sup>th</sup> July 2017, the Cabinet had agreed to delegate authority to effect the disposal of land at Norway Drive and Mercian Way to SUR subject to there being no objections in response to the statutory notices advising of the Council’s intention to dispose of the site. A formal objection had subsequently been received on 20<sup>th</sup> July in relation to the disposal at Norway Drive Recreation Fields. The objection was in the form of a letter with 30 signatories and focused on various governance issues relating to the Parish Council, loss of open space, increased pressures on traffic and parking and negative impact on the character and visual amenity of the neighbourhood. On behalf of the Council, Moot Hill Partners had carried out an independent investigation into the relevant issues raised in the objection.

It concluded that the governance allegations were not substantiated and the Cabinet was advised that it could proceed in making a decision based on what was in the best interests of the community. The planning objections could be considered as part of the planning process.

The report also sought approval to reduce the property to be disposed of at Mercian Way on commercial viability grounds. The architectural feasibilities had been carried out and it was recommended that The Lodge building be removed from the disposal site. No objections had been received on this proposal.

Speaking under Rule 30, Councillor Swindlehurst indicated that he was supportive of the disposals in principle, however, he had concerns about the lack of information on the tenure mix for the Mercian Way site which was in his ward. The Leader responded that the concerns about the provision of social housing on the site would be noted and he invited Councillor Swindlehurst to raise any further questions or issues with the responsible Cabinet Member.

After due consideration, the Cabinet agreed the recommendations that Officers proceed with the disposal of the Norway Drive site and that The Lodge be removed from the disposal of the Mercian Way site.

**Resolved –**

- (a) That, having considered the objections to the proposed disposal (as at Appendix 1 to the report) and the summary report of the subsequent independent investigations (Appendix 2 to the report), Council officers proceed on the basis that the General Fund site at Norway Drive would be disposed to and developed by SUR for a commercial led mixed tenure housing scheme, subject to Cabinet approval of a transfer sum that represented no less than best value.
- (b) That The Lodge building at Mercian Way be removed from the demise of the Mercian Way disposal land as it was not a commercially viable disposal and involved the enforced displacement of a local resident.

**47. Slough Basin Update**

The Principal Asset Manager introduced a report that sought approval for a development costs budget to fund the clearance of the Stoke Wharf site to enable its redevelopment and unlock significant regeneration benefits.

The financial implications were discussed and it was noted that the cost would be deemed a reasonable development cost and would be recovered from the minimum land value payable by Slough Urban Renewal (SUR) from the development receipts of the regeneration scheme. The Cabinet recognised the importance of this major regeneration scheme and welcomed the progress that was being made. The demolition would eliminate business rates liabilities and improve the delivery programme for the site.



Speaking under Rule 30, Councillor Strutton commented on a number of issues that had been discussed at the Local Access Forum including public access along the canal and the provision of disabled car parking spaces. Councillor Swindlehurst also addressed the Cabinet and he expressed concern about the identified risk about developing a scheme that was planning policy compliant. He emphasised the importance of ensuring schemes involving the Council as a Joint Venture partner were compliant and met the relevant planning obligations for affordable housing.

At the conclusion of the discussion, the Cabinet agreed to delegate authority to approve a budget of up to £500,000 for development costs of Slough Basin.

**Resolved –**

- (a) That it be noted that the Council completed on the conditional acquisition of Stoke Wharf builder merchants from Travis Perkins Plc, for the existing industrial use value, in June 2017 and now owned the freehold title.
- (b) That it be noted that the option agreement to SUR exchanged in August 2017 with completion anticipated next year; and
- (c) That delegated authority be given to the Assistant Director, Finance & Audit to agree the expenditure of up to £500,000 of reasonable development costs at Slough Basin, including the demolition of existing buildings at Stoke Wharf, the cost of which would be recoverable from the regeneration project though the minimum land value payable by Slough Urban Renewal.

**48. Arbour Park Community Stadium Agreements**

The Head of Facilities Management introduced a report that sought approval to enter into an agreement with Slough Town Football Club for use and profit share of Arbour Park Community Stadium and agree catering and bar provision arrangements.

The stadium had fully opened in May 2017 and was fully operational. It was a priority to put in place and implement the necessary agreements as set out fully in Appendix 1 – Proposed Agreement with Slough Town Football Club; Appendix 2 – Public Buildings Booking Policy and Terms & Conditions; and Appendix 3 – Pricing Schedule. The agreement with Slough Town included a discounted hire rate for the stadium and a profit share for bar and catering arrangements in return for a series of ‘social returns’ to the local community including 50 free children’s tickets for home league games, work with local schools and involvement in participation schemes.

Speaking under Rule 30, Councillor Plenty stated that it was a good proposal which reflected the community ethos of the stadium and he suggested some flexibilities in the implementation, for example the proposed use of mascots in the off-season and volunteers. Councillor Smith addressed the Cabinet to

highlight his concern that the proposed agreement would only cover running costs, would not contribute to the recovery of capital invested in the facility and provided an effective subsidy to Slough Town FC. Councillor Strutton raised the concerns of local residents about car parking and littering in the vicinity of the stadium after matches. The Cabinet noted the comments made and indicated that the practical suggestions made would be considered as the agreements were implemented.

At the conclusion of the discussion, the agreements and policies as set out in the appendices to the reports were agreed.

**Resolved –**

- (a) That the terms of the agreement proposed with Slough Town Football Club as specified in Appendix 1 to the report be agreed.
- (b) That food and drink provision be operated at Arbour Park Community Stadium on match days and all other events/hiring of the asset, as outlined in section 5.2 of the report.
- (c) That the proposed changes to the Council's Public Room Booking Policy and Terms & Conditions as specified in Appendix 2 to the report be agreed, so the requirements of the new Stadium are incorporated into the Policy and Terms & Conditions for each booking.
- (d) That the updated pricing schedule as specified in Appendix 3 to the report, reflecting Arbour Park Community Stadium proposed prices for hire be approved.

**49. References from Overview & Scrutiny**

There were no references from Overview & Scrutiny.

**50. Notification of Forthcoming Decisions**

The Cabinet considered and endorsed the Notification of Key Decisions published on 15<sup>th</sup> September 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.

**51. Exclusion of Press and Public**

**Resolved –** That the press and public be excluded from the meeting during considered of the items in Part 2 of the Agenda, as they involved the likely disclosure of exempt information relating to the financial and 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).

The following is a summary of the matters considered during Part II of the agenda.

**52. Part II Minutes - 18th September 2017**

The Part II minutes of the Cabinet meeting held on 18<sup>th</sup> September 2017 were approved as a correct record.

**53. Compulsory Purchase Order Approvals for Four Empty Properties**

The Cabinet agreed to make and pursue Compulsory Purchase Orders for the following four long standing empty properties to bring into residential use:

- Rear of 5-9 Elliman Avenue, Myrtle Crescent, Slough
- 26 Carlisle Road, Slough
- 99 Stanhope Road, Slough
- 62-64 Hencroft Street, Slough

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.04 pm)

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**SLOUGH BOROUGH COUNCIL**

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

**CONTACT OFFICER:** Neil Wilcox, Director of Finance & Resources (Section 151)  
**(For all enquiries)** (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Councillor Munawar, Leader of the Council and Cabinet Member for Finance & Strategy

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

**REVENUE FINANCIAL REPORT – 2017-18 (QUARTER 2)****1 Purpose of Report**

This report provides Cabinet with an update on the latest revenue financial position for the Council for the 2017-18 financial year.

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

The Cabinet is requested to resolve

- (a) That the latest financial position be noted.
- (b) That the proposal to delegate the decision for agreeing the formula for schools funding for 18-19 as outlined in paragraph 6.3.4 be agreed.
- (c) That the budget virements as listed in paragraph 8 be approved, and
- (d) That the write offs as requested in paragraph 9 be approved.

**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 **GENERAL FUND**

#### 5.1.1 **The Forecast Position**

The total estimated net commitment for the year across all service areas is **£106.3m** this compares with a net budget for the council of **£103.8m**. There are planned in year savings of **£1.5m** which gives a net overspend budget pressure of **£0.98m**.

<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	32.330	-1.007	0.000
Children Learning & Skills and Schools	29.331	29.351	-0.020	0.000
Customer and Community Services	16.212	17.094	0.000	0.882
Regeneration, Housing and Resources	23.106	23.838	-0.504	0.228
Chief Executive	3.966	3.838	0.000	-0.128
Corporate & Departmental	-0.139	-0.139	0.000	0.000
<b>Total General Fund</b>	<b>103.798</b>	<b>106.312</b>	<b>-1.531</b>	<b>0.982</b>
<b>% of revenue budget over/(under) spent</b>				<b>0.95%</b>

5.1.2 Since last month the position has improved by **£1.617m**. This is due mainly to the following reasons:

- Investment Returns - £500k** the latest forecast for investment returns is £1.7m which is £0.5m more than previously expected
- Budget Adjustments - £530k** – A cash limit adjustment of £350k is proposed for the CLS Directorate has been agreed along with proposed Transformation Funding of £180k.

- c) **Street Lighting Maintenance - £160k** – The commitment for Street Lighting maintenance has reduced following the latest review and assessment of need by the service.
- d) **Capitalisation of Staff Costs - £100k** – The review of the amount of staff costs recharged to capital has led to further £100k being capitalised.

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

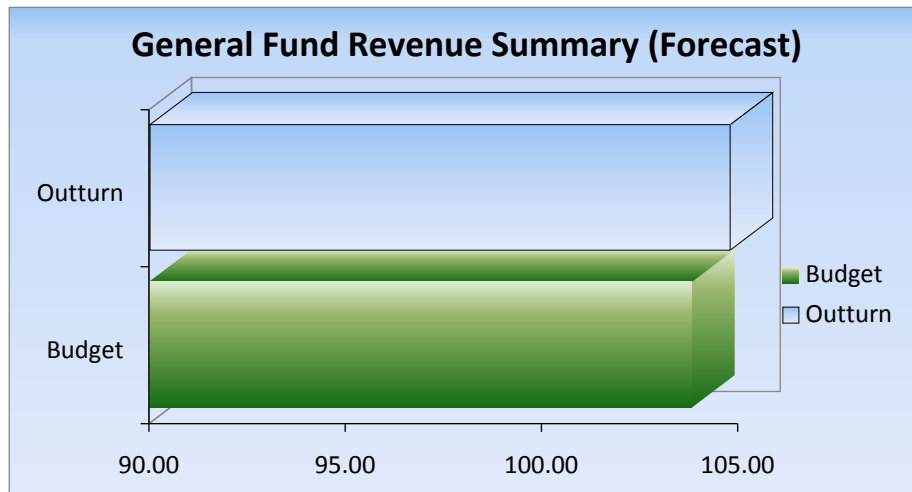
- a) **Regeneration, Housing and Resources Directorate** - the Housing & Environmental Services budget is forecasting an overspend of **£827k** which is mainly the result of adverse pressures on the Temporary Accommodation and Homelessness budget due to a sustained increase in demand for temporary housing.
- b) **Customer & Community Services** - A pressure within the Wellbeing & Community services of **£541k** primarily due to lower than budgeted income expected for Cemeteries & Crematorium, Registrars and Parks & Open Spaces. There is also a pressure of **£300k** on the Legal Services budget resulting from potential slippage in delivering the agreed savings. There is an overspend of **£258k** forecast for the Arvarto (Phase 1) Contract in Transactional Services

These are all explained in greater detail later in the report.

#### 5.1.4 Management Actions

- a) These figures include planned in year savings of **£1.531m**. A total of **£1.007m** from the Wellbeing Directorates which if achieved will allow this area to achieve a balanced budget position. The latest review of these actions shows the Directorate is on track to deliver these plans in full.
- b) Proposals to the value of **£0.504m** in management actions have been included from the Regeneration, Housing & Resources Directorate. These are to be delivered in 2 areas. A total of **£266k** is earmarked for to be achieved in additional capital investment income. This has already been actioned and the saving already achieved. There are also a number of initiatives in the Corporate Resources area which is expected to achieve additional income or cost reductions totalling **£0.238m**. The implementation of these actions are in progress and are on track to deliver in full.

A summary of the year end forecast is shown in the graph below.

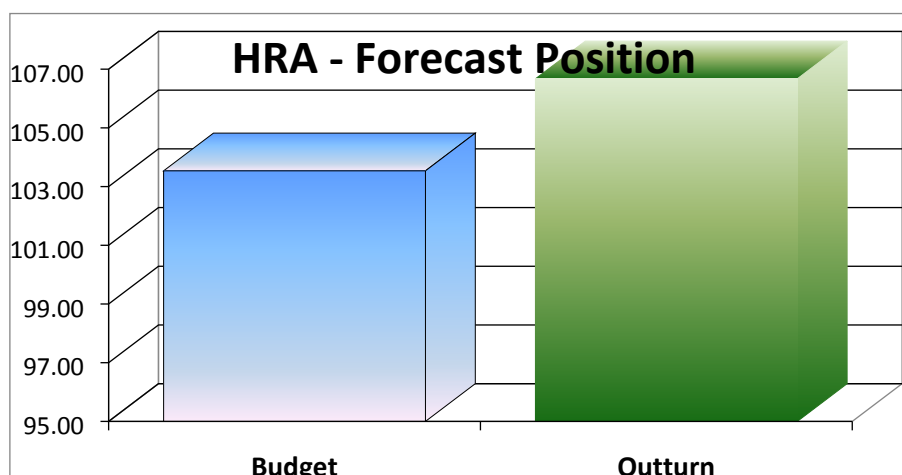


## 5.2 HOUSING REVENUE ACCOUNT (HRA)

### 5.2.1 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 a balanced budget. Both income and expenditure are currently on track to achieve the budgeted amount. Full details are given in paragraph 7 and this is summarised in the table and graph below.

HOUSING GENERAL FUND SUMMARY			
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>



### 5.2.2 Management Actions

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



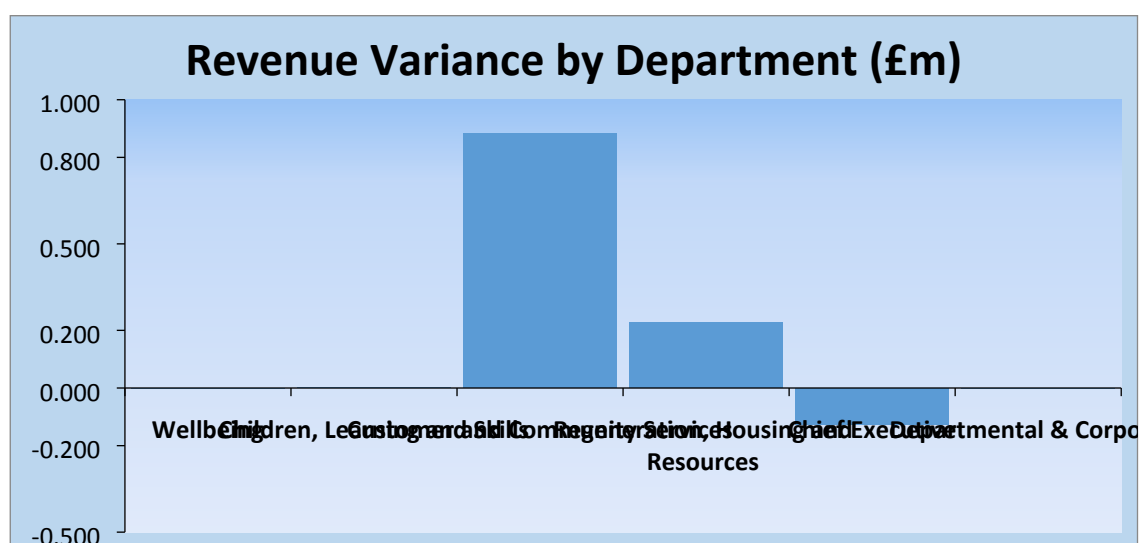
## EXECUTIVE REPORT

### 6 General Fund Revenue Expenditure

#### 6.1.1 Outturn by Directorate

The year-end forecast indicates that there will be an overspend of **£0.98m** (0.95%) of the revenue budget. This is primarily in two Directorates: Regeneration, Housing & Resources (**£0.882m**), and Customer and Community Services (**£0.228m**). These forecasts are based on the latest understanding of the current expenditure and commitments expected for the rest 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 **£1m**. It has however identified 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.

Service	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M	£'M	£'M
Adult Social Care	31.935	32.942	-1.007	0.000
Public Health	-0.612	-0.612	0.000	0.000
<b>Total Wellbeing</b>	<b>31.323</b>	<b>32.330</b>	<b>-1.007</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 still on track to be delivered in full.

### 6.3 Children, Learning & Skills (CLS)

#### 6.3.1 Forecast Position

This Directorate is now forecasting a balanced budget after allowing for in year savings of **£20k** and budget adjustments of **£350k** and **£180k** respectively.

6.3.2 Access & Inclusion is expected to overspend by **£197k**. This is due to an overspend on the Transport budget for SEN children.

Service	Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M	£'M	£'M
CLS Directorate	1.036	0.931	0.000	-0.104
SCST	24.657	24.657	0.000	0.000
Early Years and Development	1.065	1.063	0.000	-0.002
Access and Inclusion	2.358	2.575	-0.020	0.197
Education Strn'ds & Inclusive Learning	0.516	0.425	0.000	-0.091
SEN	0.037	0.037	0.000	0.000
<b>Sub Total</b>	<b>29.668</b>	<b>29.688</b>	<b>-0.020</b>	<b>0.000</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>29.331</b>	<b>29.351</b>	<b>-0.020</b>	<b>0.000</b>

#### 6.3.3 Management Action

To help deal with the budget pressure on Transport for SEN Children it is proposed to remove entitlement to transport from under 5's. This was agreed by Cabinet last summer and will be implemented September 2017. This is now estimated to achieve a part year saving of **£20k**.

#### 6.3.4 Delegated Authority to Approve Changes to Schools National Funding Formula

The process to agree the new formula used to set the budgets for local schools in the borough for the next financial year 2018/19 is underway. The timetable to agree the changes to the funding formula is very tight. Detailed discussions will be taking place with the Schools' Forum followed by full consultations with all affected schools and finally a submission to the Department of Education of the agreed position by January 19<sup>th</sup> 2018.

The quick turnaround required means that decisions about the composition of or changes to the formula will not fit into the current Cabinet cycle. Consequently Cabinet is requested to delegate authority to agree any changes to the national formula for 2018-19 financial year to the Director of Children, Learning and Skills, following consultation with the Cabinet Member for Children, Education & Families. Any decisions taken under delegated action will be reported to the next Cabinet meeting.

## 6.4 Customer and Community Services (CCS)

### 6.4.1 Forecast Position

This Directorate now has a forecast overspend of **£882k** – a reduction of **198k** from last month

DIRECTORATE SUMMARY				
Directorate	Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
Community and Skills	1.785	1.654	0.000	-0.131
Wellbeing & Community	2.714	3.245	0.000	0.531
Planning and Building Control	0.596	0.583	0.000	-0.013
Enforcement and Regulation	1.137	1.235	0.000	0.098
Improvement and Development	0.398	0.343	0.000	-0.055
Transactional Services	8.657	8.917	0.000	0.260
Contracts, Commissioning & Procurement	0.925	1.117	0.000	0.192
<b>GRAND TOTAL</b>	<b>16.212</b>	<b>17.094</b>	<b>0.000</b>	<b>0.882</b>

6.4.2 The reason for the overspend is as follows::

- **Legal Services savings - £300k** of new savings were agreed this year. These were to be achieved by “increase internal legal capacity to reduce expenditure on external legal advice”. The service has now advised this saving will not be achieved. No alternative savings have currently been proposed or alternative remedial action taken.
- The Arvato contract (Phase 1) is expected 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.
- 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.

### 6.4.3 Management Action

No plans have been presented to date to address the budget pressure identified above.

## 6.5 Regeneration, Housing and Resources (RHR)

### 6.5.1 Forecast Position

RHR is forecasting a budget pressure of **£0.632m**. However this is offset by planned in year savings totalling **£0.504m** leaving a projected overspend of **£0.228m**. This is due mainly to the pressure of **£0.877m** within the Housing and Environmental service area.

6.5.2 This is a significant change of nearly **£0.9m** from last month. These changes are explained in paragraph 5.1.3 above.

Directorate	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	14.980	0.000	0.877
Assets, Infrastructure & Regeneration	7.195	6.106	0.000	-1.089
<b>Total RHR</b>	<b>23.106</b>	<b>23.838</b>	<b>-0.504</b>	<b>0.228</b>

### 6.5.3 Housing & Environmental

The main reasons for this budget pressure are as follows:

- Environmental Service** - a pressure of **£300k** - due to actual rate of inflation charged to the contract being more than the level budgeted (**£140k**); higher landfill costs resulting from the increase in waste volumes; and the profit share arrangement with Amey is also likely to be less than planned.
- Housing Services** – an estimated overspend of **£577k** due to higher costs within Temporary Accommodation and Homelessness which are forecast to overspend by **£0.2m** and **£0.1m** respectively whilst Home Improvement is expected to exceed its budget by **£0.2m**.

### 6.5.4 Management Action

There are no known plans to address the overspend on the Environmental Services budget. But there are a number of initiatives being developed to address the pressure on the Housing Service. None of these are sufficiently advanced to quantify the financial impact. The service is however optimistic that these will have some impact in this financial year.

### 6.5.5 Strategic Management

This area is currently projected to overspend by **£440k**. This is the result of savings agreed over the past 3 years that will not 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, this will be delayed for this year and as a one off measure management action to use additional income of **£266k** from the “overage” investment returns will be used to offset this.
- The remaining savings from previous years plus the balance of **£34k** from the 17/18 savings remain unachieved with no compensating alternative to redress this shortfall.

#### 6.5.6 Management Action

As a one off measure additional income totalling **£266k** from the “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.

The service is considering proposals to address the shortfalls in prior year savings with some additional one off resources. These plans are being finalised and will be updated in the next report.

### 6.6 Chief Executive Services

#### 6.6.1 Forecast Position

These services are currently expecting to underspend by **£128k**.

Service	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	1.242	0.000	0.000
<b>Total CE Services</b>	<b>3.966</b>	<b>3.838</b>	<b>0.000</b>	<b>-0.128</b>

#### 6.6.2 Management Action

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

## 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 End Forecast		
	Budget	Outturn	Variance
	£ 000's	£ 000's	£ 000's
<b>HRA Expenditure</b>	<b>38,219</b>	<b>38,219</b>	<b>0</b>
<i><b>Breakdown:</b></i>			
<i>Tenant Services</i>	<i>2,097</i>	<i>2,097</i>	<i>0</i>
<i>Neighbourhood Housing Areas North/South/East/Resilience</i>	<i>1,327</i>	<i>1,327</i>	<i>0</i>
<i>Areas &amp; Investigation</i>	<i>531</i>	<i>531</i>	<i>0</i>
<i>Tenant Participation</i>	<i>270</i>	<i>270</i>	<i>0</i>
<i>Housing Allocations/Lettings</i>	<i>210</i>	<i>210</i>	<i>0</i>
<i>Leaseholder Team</i>	<i>247</i>	<i>247</i>	<i>0</i>
<i>Housing Repairs</i>	<i>8,500</i>	<i>8,500</i>	<i>0</i>
<i>Management &amp; Services</i>	<i>5,620</i>	<i>5,620</i>	<i>0</i>
<i>Loans, Bad Debt, Council Tax</i>	<i>6,269</i>	<i>6,269</i>	<i>0</i>
<i>Depreciation and Funding Of Capital Projects (RCCO)</i>	<i>13,149</i>	<i>13,149</i>	<i>0</i>
<b>HRA Income</b>	<b>36,517</b>	<b>36,517</b>	<b>0</b>
<i><b>Breakdown:</b></i>			
<i>Dwelling Rents</i>	<i>(32,514)</i>	<i>(32,514)</i>	<i>0</i>
<i>Garage Rents</i>	<i>(476)</i>	<i>(476)</i>	<i>0</i>
<i>Shop Rent</i>	<i>(666)</i>	<i>(666)</i>	<i>0</i>
<i>Other Rents e.g. Ground, Wayleaves, Land</i>	<i>(478)</i>	<i>(478)</i>	<i>0</i>
<i>Leaseholder Service Charges Income &amp; Chargeable Works</i>	<i>(717)</i>	<i>(717)</i>	<i>0</i>
<i>General Service Charges</i>	<i>(1,651)</i>	<i>(1,651)</i>	<i>0</i>
<i>Interest</i>	<i>(16)</i>	<i>(16)</i>	<i>0</i>
<b>Total HRA Outturn Position 31.07.17</b>	<b>1,702</b>	<b>1,702</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 £	Description	Agresso Batch ID	Reason for Virement
CLS	992,628	UIFSM Payment Allocation	PL-182	This allocates the funding received for Universal Infant Free school meals to individual schools
	372,000	Miscoded Income	PL-227	This reallocates budget more accurately between internal income and external income.
	283,293 278,807	Growth Fund Allocation	PL-237 PL-216	This allocates funding to individual schools to fund “bulge” classes that have not been included in the census
	500,000	PFI budget Transfer	PL-238	This budget adjustment moves the PFI funding to a distinct and separate code to aid budget management
	506,700	SEN RB Top-up funding	PL - 169	These virements reallocate funding from the High Needs Block of the DSG to individual schools following decisions from the SEN Team regarding top up, resource base or place funding.
	256,000	Place funding Journal	PL-222	
	313,333	Adjustment re Place Funding	PL-196	
	307,000	Early Years Budget Reallocation	PL-234	This virement consolidates several staffing budgets into a single budget unit following a review and restructure by the new head of service.
	982,300		PL-247	This adjustment re-arranges the Centrally retained budget for the Early Years Service so that each different service element can be separated identified to aid improved budget scrutiny.
	379,000		PL-180	This virement reallocates internal recharged income within the CLS Directorate so that the level of recharge matches the service provided by the recharged areas.
	2,711,100	CLS Revised Budget	PL-178	At the request of the new Head of Service, these virements rearrange some of the budgets within the CLS service area to different account codes and cost centres within the same service. This is so that the new codes give a better description of the service activity and improve the reporting and quality of budget monitoring.
	2,089,100		PL-199	
	27,940,700	Childrens Trust Contract budget realignment	PL-190	The virement re-allocates the budget within the budget code for Slough Children Services Trust. These budget transfers are all within the same budget code. But the budgets have been redistributed to allow for clearer monitoring of the differing budget and funding elements

Directorate	Amount £	Description	Agresso Batch ID	Reason for Virement
RHR	2,506,100	Income restructure between commercial properties and strategic acquisition assets	PL-206	This realigns the income budgets within the Asset Management Service so that they better reflect the levels of income being achieved.
Wellbeing	5,600	Security Badge	PL-159	This virement corrects a earlier budget adjustment between Mental Health Services and Corporate Landlord. The previous virement consolidated premises related budgets under the new corporate landlord function. But it was overstated by £5,600. This virement corrects that error.
	(16,500)	Saving from fleet cars Management	PL-160	This reduces the budget on staffing travel to reflect the savings expected from the use of Electric Cars
	0	Transfer of Budget to new Cost Centre moved	Various	This virement reallocates all the budgets within the Wellbeing Directorate, totalling <b>£32,224,900</b> following the creation of new cost centres as a result of a major review of the service structure. The net value of the virement is nil because the transfers took place within the same service area (cost centres).
	(278,700) (7,000)	New Savings - Agency	PL-204,PL-229	This virement has reallocated the savings agreed by members in relation to "Lower Staff Agency Expenditure" to respective staffing budgets using the basis of allocation agreed by CMT.
Central Management	717,900	New Savings - Agency	PL-204,PL-229	



## 9 Write Offs

- 9.1 Write offs totalling **£564,486.85** 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.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Benefits	Total
	£	£	£	£	£	£
Unable to trace / Absconded	37,813.96	2,047.90	1,577.95	7,486.80	3,177.47	52,104.08
Vulnerable persons			295.33			295.33
Deceased			19,427.65	81,769.18	3,080.04	104,276.87
Statute Barred / Unable to Enforce		49,855.18	590.85	12,983.99	16,598.31	80,028.33
Bankruptcy		897.02		600.00		1,497.02
Instruction from SBC *				86,463.23		86,463.23
Nulla Bona (Returned from Bailiff)				3,488.19		3,488.19
Dissolved/Proposal to Strike/Liquidation	191,041.96			241.20		191,283.16
Misc. (incl uneconomical to pursue)	1,242.80		1,539.79	42,016.53	251.52	45,050.64
<b>TOTAL</b>	<b>230,098.72</b>	<b>52,800.10</b>	<b>23,431.57</b>	<b>235,049.12</b>	<b>23,107.34</b>	<b>564,486.85</b>
Pre April 2012		50,721.65	825.19	0.01	19,391.56	70,938.41
Post April 2012	230,098.72	2,078.45	22,606.38	235,049.11	3,715.78	493,548.44
<b>TOTAL</b>	<b>230,098.72</b>	<b>52,800.10</b>	<b>23,431.57</b>	<b>235,049.12</b>	<b>23,107.34</b>	<b>564,486.85</b>

## 10 Conclusion

- 10.1 The General Fund revenue position for the Council is forecasting an overspend of **£0.982m**.
- 10.2 The forecast for the Council's Housing Revenue Account (HRA) is forecasting a balanced position.

## 11 Appendices Attached

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

## 12 Background Papers

- '1' - Supporting working papers held in finance

Directorate	Revised Full Year Budget £'M	Projected Outturn	Planned Savings	Full Year Variance £'M
<b>Wellbeing</b>				
Adult Social Care	31.935	32.942	-1.007	0.000
Public Health	-0.612	-0.612	0.000	0.000
<b>Total Wellbeing</b>	<b>31.323</b>	<b>32.330</b>	<b>-1.007</b>	<b>0.000</b>

<b>Children Learning &amp; Skills</b>				
CLS - Directorate	1.036	0.931	0.000	-0.104
SCST	24.657	24.657	0.000	0.000
Early Years and Development	1.065	1.063	0.000	-0.002
Access and Inclusion	2.358	2.575	-0.020	0.197
Education Standards and Inclusive Learning	0.516	0.425	0.000	-0.091
SEN	0.037	0.037	0.000	0.000
<b>Total Children Learning &amp; Skills (GF)</b>	<b>29.668</b>	<b>29.688</b>	<b>-0.020</b>	<b>0.000</b>

<b>Total Schools (DSG)</b>	<b>-0.337</b>	<b>-0.337</b>	<b>0.000</b>	<b>0.000</b>
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<b>Total Children Learning &amp; Skills</b>	<b>29.331</b>	<b>29.351</b>	<b>-0.020</b>	<b>0.000</b>
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<b>Customer and Community Services</b>				
Community and Skills	1.785	1.654	0.000	-0.131
Wellbeing & Community	2.714	3.245	0.000	0.531
Planning and Building Control	0.596	0.583	0.000	-0.013
Enforcement and Regulation	1.137	1.235	0.000	0.098
Improvement and Development	0.398	0.343	0.000	-0.055
Transactional Services	8.657	8.917	0.000	0.260
Contracts, Commissioning & Procurement	0.925	1.117	0.000	0.192
<b>Total Customer and Community Services</b>	<b>16.212</b>	<b>17.094</b>	<b>0.000</b>	<b>0.882</b>

<b>Regeneration, Housing and Resources</b>				
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	14.980	0.000	0.877
Assets, Infrastructure and Regeneration	7.195	6.106	0.000	-1.089
<b>Total Regeneration, Housing and Resources</b>	<b>23.106</b>	<b>23.838</b>	<b>-0.504</b>	<b>0.228</b>

<b>Chief Executive</b>				
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	1.242	0.000	0.000
<b>Total Chief Executive</b>	<b>3.966</b>	<b>3.838</b>	<b>0.000</b>	<b>-0.128</b>

<b>Total Corporate &amp; Departmental</b>	<b>-0.139</b>	<b>-0.139</b>	<b>0.000</b>	<b>0.000</b>
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<b>Total General Fund</b>	<b>103.798</b>	<b>106.312</b>	<b>-1.531</b>	<b>0.982</b>
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% of revenue budget over/(under) spent in total

**0.95%**

## 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 to a 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 has been put on hold due to a legal obstacle. Should know more in a few months....
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.	AMBER	Can only be met if posts kept vacant
CCS	Learning and Community Services	780	Libraries' Contract Overpayment (one-off)	AMBER	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	Alternative plans being considered
CCS	Public Protection	2	Increase in Fees and Charges	AMBER	Alternative plans being considered
CCS	Public Protection	4	Increase in Fees and Charges	AMBER	Alternative plans being considered
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 successful 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 sure if this will fully be achieved
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	GREEN	Additional funds now proposed
		<b>350</b>			

**RAG LEGEND**

<b>GREEN</b>	Delivered or on track to be delivered in full
<b>AMBER</b>	Partial delivery or likely to not be delivered in full
<b>RED</b>	Will not be implemented or likely to be not be implemented

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 20<sup>th</sup> November 2017  
**CONTACT OFFICER:** Russ Bournier, Performance Manager  
**(For all enquiries)** (01753) 87 5217  
**WARD(S):** All  
**PORTFOLIO:** Councillor Munawar, Cabinet Member for Finance & Strategy

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

**PERFORMANCE & PROJECTS REPORT: Q2 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 28 projects on the portfolio, which are graded according to Project magnitude as Gold (6), High (18), Medium (1) or Low (3).

**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

1.1. This is the second 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.

1.2. 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.

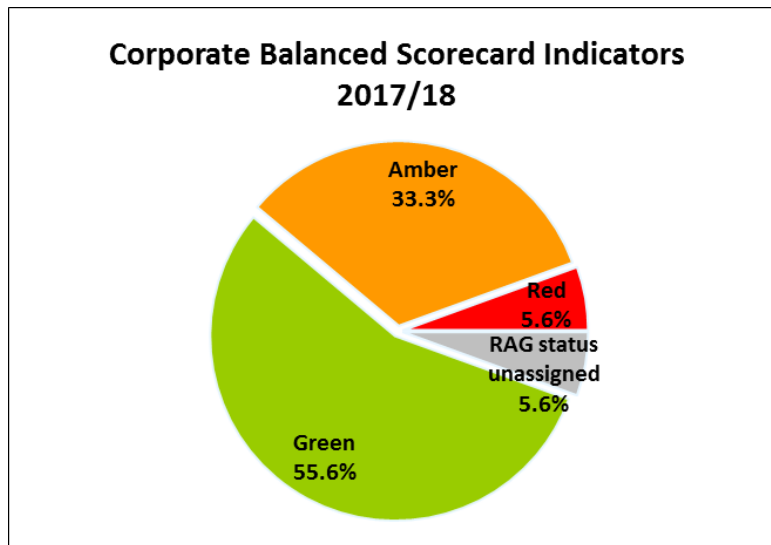
### **5.3 Corporate Balanced Scorecard**

5.3.1 This is the quarter 2 (2017-18) presentation of the Corporate Balanced Scorecard, relating to the period 1<sup>st</sup> July to 30<sup>th</sup> September 2017.

5.3.2 There are 18 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 18 indicators reported, one (relating to child protection plans) currently has no agreed target.

5.3.5 For the remaining 17 indicators with agreed target levels, in this period, 1 was rated as significantly under the desired performance level ('Red'), 6 were rated as 'Amber', signifying a near miss to desired performance level, and 10 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 are limited to:

**5.3.8 1.2ii: Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP**

The 'excess weight' measure at the end of primary school is generated annually as part of a nationwide Child Measurement Programme. The latest Slough result for 2016/17 academic year (just released) has a higher proportion of children carrying 'excess weight' than the national and regional averages, and a further 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.

5.3.9 Key areas of performance deterioration are:

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

The collection rate at the end of September 2017 of 57.5% is 0.3% below the profiled target for this time in the financial year of 57.8% and is 0.2% below where we were this time last year. The RAG status has therefore slipped from '**Green**' to '**Amber**'.

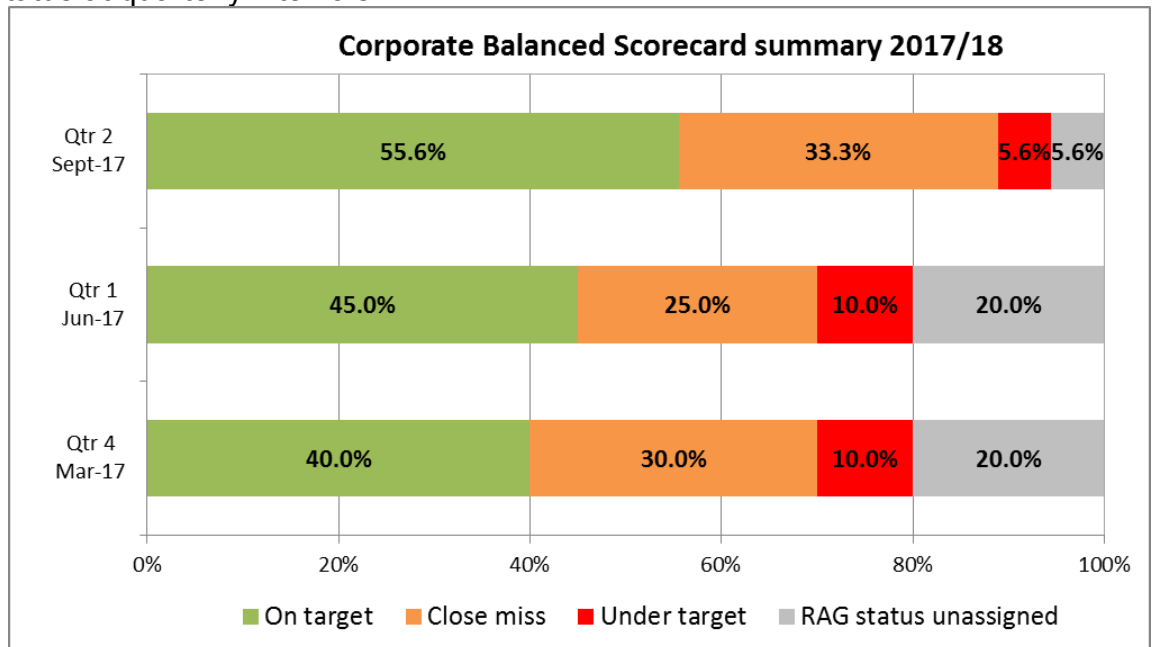
5.3.11 Key areas of performance improvement are:

**5.3.12 Reduce prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP**

In the recent 2016/17 data release, the percentage of children with 'excess weight' at the *start* of primary school in Slough has fallen *below* both the England average and the South East average. The RAG status has therefore improved from '**Red**' to '**Green**'.

#### 5.3.13 Comparison with previous quarter:

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



## 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 2, 28 projects were being undertaken, with 6 of these described as “Gold Projects” – those of greatest strategic importance to the Council, and a further 18 categorised as of “High” importance grade, 1 as “Medium” and 3 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
- Accommodation and Hubs

#### 5.4.5 Highlights this quarter:

##### **3 Projects: Progress**

###### **Slough Cemetery & Crematorium Project**

The building is now operational with all outstanding snagging works completed.

###### **Agresso**

Following the handover of project management responsibilities, great steps have been taken to ensure project delivery timescales are minimally impacted.

The project has secured two additional posts to support project delivery.

###### **RMI**

Negotiations have concluded to secure the accommodation at Hawker House for co-location with Osborne Property Services.

Mobilisation work is progressing well with Staff co-locating with the new service provider as of 1st December 2017.

#### 5.4.6 Key issues to be aware of:

##### **1 Project: Resources**

###### **DSO**

Provision of Customer services at Chalvey is being reviewed in light of the transition of Environmental services back in house. 3 full time equivalent members of staff have been identified as a requirement to meet future call demand/resolution.

#### 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:

- Electric Vehicle (EV) Chargers – OLEV Charge Point Programme
- Herschel Multi Storey Car Park Lighting Upgrade

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 CMT and the 5 Year Plan Board, with suggestions for additions to next Quarter Report.

## 7 **Conclusion**

- 7.1. Over half (56%) of the selected performance indicators are now achieving desired target results, with current near-misses in bus punctuality, overall crime rates and in increasing the number of dwellings in the borough.
- 7.2. 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, September 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.

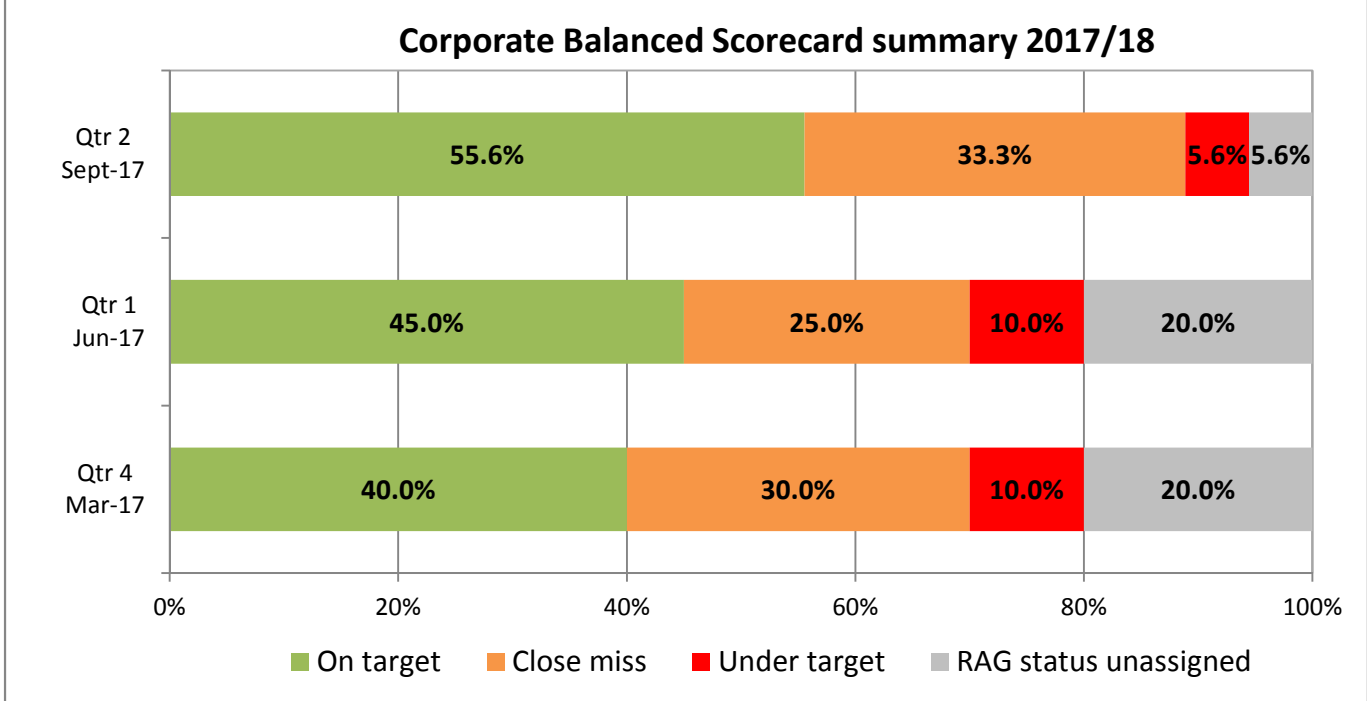
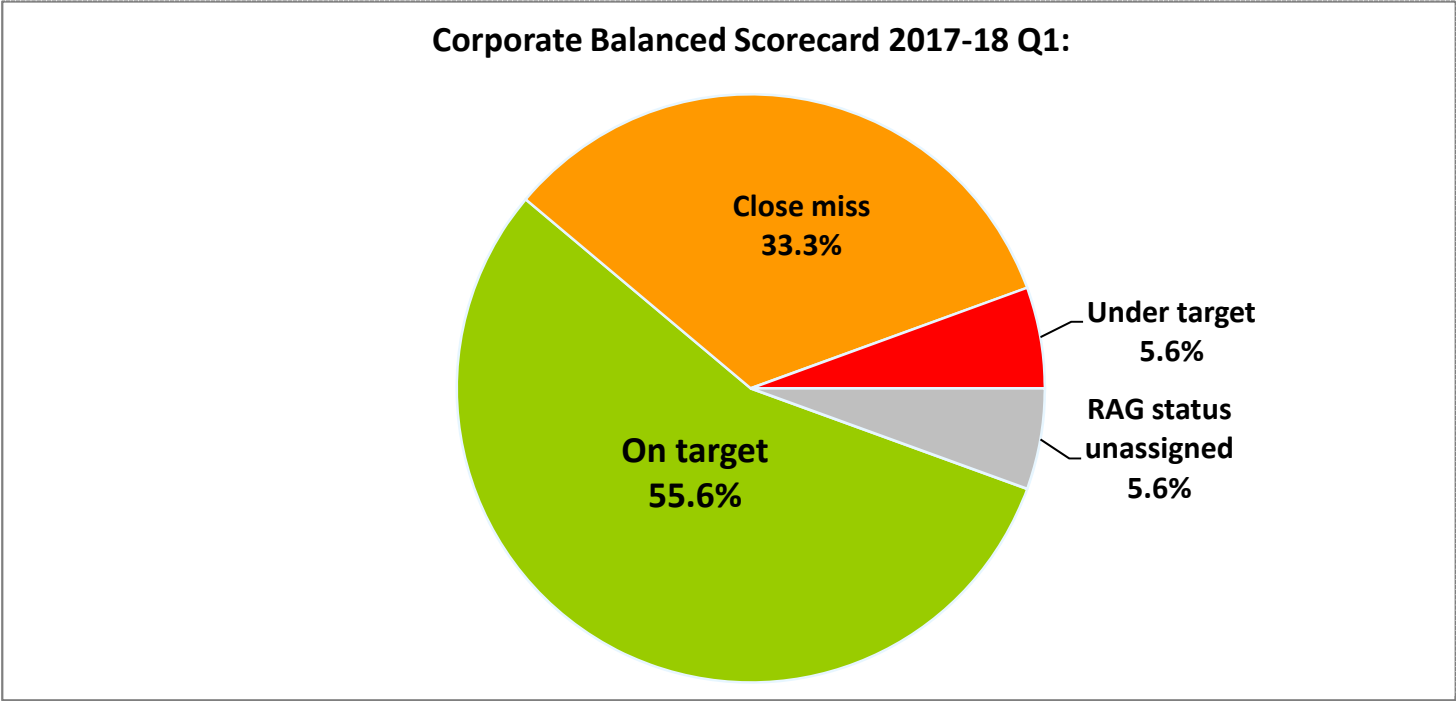
Appendix A: Slough Borough Council - Corporate Balanced Scorecard  
2017-18: to end of quarter 2 - Sept-17

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).

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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.	Oct-17	69.1% [2015/16] 64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2016/17] Slough 71.2% SE 74.0% England 70.7%	↑	Green	Achievement in the 2016/17 academic year shows that performance in Slough Schools has improved by 2.1% from 69.1% in 2015/16 to 71.2% in 2016/17.  Slough's performance is marginally above the England average of 70.7%. Ranked 63rd 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-17	23.0% [2015/16] 19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2016/17] Slough <b>21.1 %</b> SE 21.4% England 22.6%  [2,511 children measured]	↑	Green	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control.</p> <p>In the 2016/17 dataset, the percentage of children with 'excess weight' at the start of primary school in Slough has <b>fallen below</b> both the England average and the South East average for the first time. The rates of breastfeeding initiation remain above the England and decile average. Change4life Disney campaign and Sugar Swaps programme are still promoted through early years teams. Councillors wanted 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-17	38.9% [2015/16] 38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2016/17] Slough 41.5% SE 30.6% England 34.2%  [2,090 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 2016/17 the percentage of children with 'excess weight' at the end of primary school in Slough has <b>increased further</b>, with the gap widening against the England and South East averages.</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  <i>[snapshot position at 31st March annually, or final day of quarter throughout year]</i>	Oct-17	2017 Q1: 37.4 (England: to be released)  <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 Q2 not available yet  as at end of Aug-17 <b>43.0</b> (prov)	n/a	n/a	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. The number of plans is currently rising, although from a low base; however, senior leaders report that recent decision-making to begin CP plans is sound. Historically, the trend in Slough has been extremely volatile with numbers of CP plans varying tremendously between years. Authorities with 'Good' Ofsted ratings and with strong services in the area of family intervention tend to have low, stable CP plan rates. This is the aim in Slough, and will take place when we have put in place effective prevention and early intervention services locally. This is a key aim of the Trust's reconfiguring of its early intervention services and its Innovation Bid-funded activity, which aims to further divert demand from statutory services; this will thereby reduce the number of CP plans.
1.4	Reduce levels of 16-18 year olds not in education, employment or training (NEETs)	Oct-17	<b>2015 = 8.4%</b> NEET: 4.2% Activity not known: 4.2%  <b>2014 = 13.3%</b> NEET: 4.0% Activity not known: 9.3%  <b>2013 =13.7%</b> NEET: 6.1% Activity not known: 7.6%  <b>2012 =11.5%</b> NEET: 4.9% Activity not known: 6.6%	Below 5%	<b>2016</b> <u><b>Slough</b></u> NEET: 2.8% Activity is not known: 0.9% <b>Combined rate: 3.7%</b>  <u><b>National</b></u> NEET: 2.8% Activity is not known: 3.2% <b>Combined rate: 6.0%</b>  <u><b>South East</b></u> NEET: 2.5% Activity is not known: 3.9% <b>Combined rate: 6.4%</b>	↑	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 2016 combined NEET rate is <b>3.7%</b> which exceeds the target rate of 5%. This consists of 2.8% NEET rate and 0.9% for 'activity is not known'. The very low rate of 'not known' is due to the extremely effective identification methods used by Slough in chasing up every person in the cohort. 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. There are ongoing challenges to ensure that all young people are supported to find suitable employment, education or training opportunities.



Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 2: Our people will become healthier and will manage their own health, care and support needs								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Increase number of people starting and completing a smoking cessation course (rate per 100,000 smokers). Percentage of those who successfully quit smoking.	Sep-17	<b>2015/16 Q1-Q4</b> <u>4 weeks</u> Slough 65.40% [998] SE 55.67% England 51.02%  Rate per 100,000 smokers not available	Above the national rate	<b>2016/17 Q1-Q4</b> <u>4 weeks</u> Slough 70.64% [741] SE 52.33% England 50.69%  <u>Rate per 100,000 smokers</u> Slough 3,766 SE 2,054 England 2,248	↑	Green	The methodology of this indicator has changed from rate per 100,000 population to rate per 100,000 smokers therefore previous years rates for comparison is not available. Slough continues to perform above the South East 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	Oct-17	362 [Mar-17] 235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	392 clients & carers [Sept-17]  [245 clients + 147 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	Sep-17	<b>2016/17 Q1-Q4</b> Slough: 9.75% [3,430] SE: 16.72% National: 17.02%	Closer to the national rate by 17/18	<b>2017/18</b> <b>cumulative to Q1</b> Appointments offered: 3,934  Slough 10.99% SE 16.51% National 16.83%	↑	Amber	Health Check rates in Slough although improving remain below south east and national rates of 16.51% and 16.83% 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
Outcome 3: Slough will be an attractive place where people choose to live, work and visit								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Increase levels of street cleanliness:  Average score for graded inspections of Gateway sites  (Grade options from best to worst are: A, A-, B, B-, C, C-, D)	Sep-17	B (2.44) [Q1 2017/18]  B (2.47) [Q4 2016/17]  A- (2.52) [Q3 2016/17]  A- (2.57) [Q2 2016/17]  A- (2.58) [Q1 2016/17]  A- (2.56) [Q4 2015/16]  B (2.46) [Q3 2015/16]	EPA grade average of 'B' (2.00) or above  (i.e. 'Predominantly free of litter and refuse apart from some small items')	B (2.44) 87 inspections [Q2 2017/18]	↑	Green	Throughout each quarter, SBC staff conduct a number inspections of the Gateway sites and award a score and EPA Grade based on the level of cleanliness encountered.  This measure averages the scores of all inspections and produces an EPA Grade for that average.  All inspected sites are subsequently cleaned and restored to grade A status ('No litter or refuse in the street') with the more heavily littered sites being cleaned with more immediate urgency.  The latest quarter reported on here experienced a very small increase in overall grade; 6 of the 87 inspections resulted in the lowest Grade D.  N.B. EPA Grade is a standardised grading for inspection of street cleanliness the Environmental Protection Act (1990) enshrined in the Code of Practice on Litter and Refuse.
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.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 4: Our residents will have access to good quality homes								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
4.1	Increase in the number of dwellings in the borough	Apr-17	<b>Net completions</b> 789 [2015/16] 507 [2014/15]	An average of 550 per year	[2016/17] Net completions 521	↓	Amber	<p>A total of 598 new dwellings were built in 2016/17 but 77 were lost though 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.</p> <p>New dwellings will be provided through direct SBC / SUR developments as well as private developers, and SBC is working to incentivise developers to maximise the number of dwellings and affordable homes.</p> <p>SBC has engaged a specialist outside consultant to review developers submitted viability studies. Developers to be requested to pay consultants costs. Specialist advice will provide a more robust challenge to developers in negotiations on the level of affordable housing and Section 106 contributions for major residential development planning applications.</p> <p>The Council has a five year supply of housing (reported to September Planning Committee) - a key requirement under Government policy that prevents a Planning Authority's control being weakened when deciding housing planning applications.</p> <p>A trajectory of likely future housing sites is updated regularly, and will be used to prepare a housing capacity study as part of the preparation for the next stage of the Local Plan review. This will provide a basis to better estimate the deliverability and supply of sites and potential affordable housing and inform Asset Management regarding possible site purchase(s) to aid regeneration.</p>

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
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 each year	2016/17 16	↓	Amber	<p>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.</p> <p>Planning Committee (September) agreed a change to SBC implementation of its Planning policy on Affordable Housing. The existing overarching policy of 30-40% affordable housing on sites of 15 homes or more still stands. The change will :</p> <ul style="list-style-type: none"> <li>• Widen the range of affordable housing requested from developers of most major sites by introducing Slough Living Rent category in addition to social rent (now called Slough Affordable Rent).</li> <li>• Seek a greater proportion of shared ownership housing.</li> <li>• Provide an incentive for brownfield site developers to achieve a level of affordable housing not normally achieved before due to development viability issues. They can avoid the cost of conducting a full viability assessment if within 5% of the normal target.</li> <li>• Incentivising developers to propose 15 to 24 home schemes instead of schemes just below the 15 home threshold i.e. the cliff edge is reduced in terms of financial contributions sought at 15 or more units and the scale of charges has been refined.</li> </ul>

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 5: Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1i	Increase business rate in year collection rate (%)	Oct-17	97.5% [2016/17] 97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	Jun - Sept 17 57.3%	↑	Green	The collection rate at the end of September 2017 was above target for this time in the financial year.
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.	Oct-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 Sep-17:</b>  1,280 people Slough 1.3% SE 1.2% GB 1.9%	↑	Green	<p>Slough's claimant rate for September 2017 of 1.3% comprising of 1,280 people, has fallen further since June. Slough's rate is lower (better) than the GB average of 1.9% but higher than the South East average of 1.2%.</p> <p>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.</p> <p>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.</p>

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.
Enabling								
E.1	Increase council tax in year collection rate (%)	Oct-17	96.8% [2016/17] 96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	Annual target 97.1% Profiled target for September 57.8%	Jun - Sept 17 57.5%	↔	Amber	The collection rate at the end of September 2017 of 57.5% is 0.3% below the profiled target for this time in the financial year of 57.8% and is 0.2% below where we were this time last year.
E.2	Increase proportion of council tax payments made by direct debit	Oct-17	57.4% Mar-17 55.7% Mar-16 51.9% Mar-15	Increasing	As at Sept -17 57.9%	↑	Green	As at September 2017 the percentage of accounts paying by direct debit is 57.9%; this position reflects an increase of 0.5% in the 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	Oct-17	Mar-17: 16.7% 9,277 households  Dec-16: 14.5% 8,048 households  Sept-16: 12.7% 7,070 households  Jun-16: 10.9% 6,068 households  Mar-16: 8.1% 4,510 households	Increasing	As at Sept -17 20.9%  11,595 households signed up for self service	↑	Green	As at end of September 2017, approximately 21% of households had signed up for self-service (an increase of 1.99% 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. 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. 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.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 20<sup>th</sup> November 2017

**CONTACT OFFICER:** Rhian Richards, Housing Regulation Manager  
**(For all enquiries)** 01753 477396

**WARD(S):** All

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

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

**FINANCIAL PENALTIES AS AN ALTERNATIVE TO PROSECUTION FOR CERTAIN OFFENCES UNDER THE HOUSING ACT 2004- SECTION 126 OF THE HOUSING AND PLANNING ACT 2016**

**1 Purpose of Report**

The report sets out the details of the above legislation which gives Local Authorities the discretion to issue Financial Penalties as an alternative to prosecution for specific offences under the Housing Act 2004. The report seeks authorisation of officers to implement the new legislation and approval on the policy and protocol for deciding the level of penalty charges to be imposed in each case. The new legislation will allow the local authority to be more flexible in their approach to dealing with breaches of Housing Legislation and provides an alternative sanction to the resource intensive process of criminal prosecutions.

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

The Cabinet is requested to resolve that:

- (a) The Neighbourhood Services Lead, Resilience and Enforcement Neighbourhood Manager, Housing Regulation Manager and Housing Regulation Officers be given delegated authority to implement the new legislative provisions within Section 126 and Schedule 9 of the Housing and Planning Act 2016
- (b) The Policy and Protocol for issuing civil penalties up to a maximum of £30,000 for offences under the Housing Act 2004 be approved. The Policy is required by paragraphs 3.3 and 3.5 of the Government's Statutory Guidance 'Civil Penalties under the housing Act- Guidance for Local Authorities' and sets out how the Local Authority will determine whether to issue a civil penalty or prosecute for relevant offences; as well as how the level of civil penalty will be determined.

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

The Department of Health publication; "*Improving outcomes and supporting transparency*" entitled<sup>1</sup>: **Part 1A: A public health outcomes framework for England, 2013-2016** has recognised housing as a key determinant of health. This

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1

[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%2Fattachment\\_data%2Ffile%2F263658%2F2901502\\_PHOF\\_Improving\\_Outcomes\\_PT1A\\_v1\\_1](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%2Fattachment_data%2Ffile%2F263658%2F2901502_PHOF_Improving_Outcomes_PT1A_v1_1)

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.

The 2016 JSNA highlighted a number of areas where the health of people in Slough is worse than the UK average. A number of these areas have been linked to inadequate or poor housing conditions. These areas include:

- Early deaths from stroke and heart disease- damp and cold homes have been linked to an increased risk from respiratory and cardiac conditions and in turn to excess winter deaths.
- Rate of hip fractures- Falls are most likely to occur in the home. Disrepair in residential properties for example to floors, stairs and handrails can increase the risk of falls on level surfaces, stairs and those associated with baths and showers
- Rates of T.B. which are almost 4 times the UK average- TB and other infectious diseases can spread more easily where conditions are overcrowded and/ or unsanitary.

Utilising the power to issue civil penalties will allow the Local Authority to contribute to addressing these inequalities by increasing the financial risk to landlords of not maintaining their properties and ultimately an improvement in housing conditions across the borough.

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

Housing is one of the 4 priority areas in the Joint wellbeing strategy. It states ‘the links between housing and wellbeing are well documented – where people live can have a significant impact on the quality of their lives. There are strong evidential links between the quality of someone’s home and their life chances – including educational attainment for children and young people, employment prospects, social participation and sense of belonging to a local community’

The Joint Wellbeing strategy for Slough specifically mentions damp and mould, lack of heating and overcrowding as key issues affecting the physical and psychological health of the residents of Slough. All of these matters are hazards which can be addressed using the Housing Health and Safety Rating System and the enforcement tools within the Housing Act 2004. Where a landlord fails to comply with an Improvement Notice requiring any of these hazards to be addressed they can be issued with a civil penalty under the new powers.

Through the use of civil penalties the Local Authority can therefore incentivise landlords to improve their properties by ensuring that it is always cheaper and more beneficial to maintain and improve their properties than it is to fail to comply with legal requirements.

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

Using civil penalties to encourage landlords to maintain and manage their properties is consistent with objective four of Slough's Five Year Plan which states 'Our residents will have access to good quality homes'.

The Five year plan refers to 'robust regulation of the private sector' as a key action in achieving this objective. The power to issue civil penalties for certain Housing Act offences provides the Local Authority with an additional regulatory tool to hold irresponsible and rogue landlords to account.

The power to issue civil penalties gives the Local Authority the flexibility to ensure that the sanction imposed on the offender reflects the severity of the offence committed and that it removes any benefit the landlord may have achieved by failing to comply. It should not be cheaper to offend than to ensure a property is well maintained and managed.

By improving the management of privately rented accommodation and therefore reducing the associated crime and anti-social behaviour associated with poorly managed properties, the use of civil penalties will also contribute to objective 3 of the five year plan.

### 4 **Other Implications**

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

Civil penalties are an alternative to prosecution with the same burden of proof and therefore they should not create a significant additional workload. However, there will be an additional administrative burden associated with issuing with the penalties and dealing with the representations arising from them. Furthermore, landlords are highly likely to appeal to the Residential Property Tribunal which will create an additional demand on resources.

Income received from a civil penalty can be retained by the local housing authority provided that it is used to further the local housing authority's statutory functions in relation to their enforcement activities covering the private rented sector.

#### (b) **Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Legal:</b> No specific risk but may increase the need for legal support as a result of appeals against the Civil penalties.	The level of penalty charge would cover the cost of implementing the legislation. Implementation of the legislation and the accompanying policy will be kept under review to ensure it remains effective.	To divert resources away from time consuming and expensive Criminal Prosecution cases. To improve overall compliance of Private Sector Landlords with relevant Act's and Statutory Instruments therefore improving conditions in private sector accommodation.

<b>Property:</b> N/A	None	Improve conditions within the private rented sector (PRS)
<b>Human Rights:</b> N/A	None	None
<b>Health and Safety:</b> N/A	None	To improve health and Safety of private tenants
<b>Employment Issues:</b> None	None	None
<b>Equalities Issues:</b> N/A	None	None
<b>Community Support:</b> N/A	None	None
<b>Communications:</b> Lack or inadequate communication will pose some risk of an adverse impact on the success rate / outputs.	To work with Customer Service or Corporate Comms to develop an effective communication strategy	To reach private landlords and tenants and deliver information and awareness on their Rights and Responsibilities
<b>Community Safety:</b> No risk; in fact it will improve the community safety	None	To improve community safety and the communities perception of their area by tackling poor management of privately rented housing which is often associated with anti-social behaviour.
<b>Financial :</b> Low risk as described above	Ensure that staff are adequately trained on the policy and protocol so that the power is used proportionately and consistently thus reducing the risk of successful appeals against the penalties.	Income received from civil penalties can be retained by the Local Authority and used to further the Local authority's statutory functions in relation to their enforcement activity covering the private rented sector.
<b>Timetable for delivery:</b> Delay in implementation of Legislation that came into force in April 2017		To prepare an effective proactive programme to improve PRS
<b>Project Capacity:</b> Insufficient capacity poses a significant risk of the Council failing to meet its statutory obligations.	Income from the penalties can be reinvested into the Housing Regulation Team to expand the Team's current capacity.	To build on the overall Housing Regulation capacity and capability to improve PRS which houses £30% of Slough's residents
<b>Other:</b> None	None	<b>None</b>

(c) Human Rights Act and Other Legal Implications

The Legislation will be implemented in line with the Statutory Guidance for Local Authorities, Council's Enforcement Policy and the code of conduct which conform to the Human Rights Act.

*The legal implications of implementing the civil penalty power is explained in more detail in the attached policy and protocol.*

(d) Equalities Impact Assessment

These proposals affect the entire private rented sector in all wards and are aimed at improving safety within rented homes for the protection of the public as a whole. As such no equality issues arising from the implementation of the regulations have been identified.

**5. Supporting Information**

5.1. The power to impose civil penalties of up to £30,000 as an alternative to prosecution for certain offences under the Housing Act 2004 was introduced by Section 126 and Schedule 9 of the Housing and Planning Act 2016 which came into force on 1<sup>st</sup> April 2017

5.2. The Council may consider issuing a civil penalty as an alternative to prosecution for the following offences under the Housing Act 2004:

- Failure to Comply with an Improvement Notice under Section 30 of the Housing Act 2004
- Offences relating to Licensing of HMOs under Section 72 of the Housing Act 2004;
- Offences relating to Licensing of Houses under Part 3 of the Act (Selective Licensing);
- Offence of contravening an overcrowding notice under Section 139 of the Housing Act 2004;
- Failure to comply with management regulations in respect of HMOs under Section 234 of the Housing Act 2004

5.3. A civil penalty can only be imposed as an alternative to prosecution. The legislation does not permit the Council to impose a civil penalty and prosecute for the same offence. If a person has been convicted or is currently being prosecuted, the Council cannot impose a civil penalty in respect of the same offence. Similarly, if a civil penalty has been imposed, a person cannot then be convicted of an offence for the same conduct.

5.4. The same criminal standard of proof is required for a civil penalty as for prosecution. This means that before taking formal action, the Council should satisfy itself that if the case were to be prosecuted in the magistrates' court, there would be a realistic prospect of conviction.

5.5. Anyone issued with a civil penalty under the Housing and Planning Act 2016 can appeal to the Residential Property Tribunal (RPT). The RPT may revoke, vary or confirm the penalty.

- 5.6. The Government has published statutory guidance which requires Local Housing Authorities to develop and document their own policy on when to prosecute and when to issue a civil penalty and should decide which option it wishes to pursue on a case by case basis in line with policy.
- 5.7. Similarly, the guidance requires local housing authorities to develop and document their own policy on determining the appropriate level of civil penalty in a particular case.
- 5.8. **Appendix A** contains The Housing Regulation Team's draft policy and protocol for issuing civil penalties under the Housing Act 2004. The Policy was devised having regard to the legislation and statutory guidance.
- 5.9. The procedure for the issuing of civil penalties is prescribed in Schedule 9 to the Housing and Planning Act 2016. The Policy and Protocol contained within **Appendix A** to this report describes the procedure in detail.

### **Option Considered**

- 5.10. The Housing and Planning Act 2016 confers a power but not a statutory duty on the Council to issue civil penalties as an alternative to prosecution for relevant Housing Act offences. However, Magistrates may legitimately question when presented with a prosecution case, why the Council did not consider issuing a penalty as an alternative sanction.
- 5.11. The principal risk associated with issuing civil penalties is the resource pressure that may arise within the Housing Regulation Team from administering the penalties and dealing with appeals to the Residential Property Tribunal. This risk can be mitigated to a certain extent by the retention of the income from the civil penalties within the Housing Regulation Team so that the resource within the team can be improved and enhanced.
- 5.12. The maximum penalty of £30,000 could constitute a significant financial burden for Landlords. However, this must be balanced against the risk to public health and safety that can arise from a landlord's failure to comply with their legal obligations. One of the key principles underpinning the legislation and guidance concerning civil penalties is that any penalty issued should remove any financial benefit the offender may have obtained as a result of committing the offence.
- 5.13. The draft policy and protocol contained within **Appendix A** outlines how the Council will ensure that the power to issue penalties is used in a proportionate and consistent manner, ensuring that the level of penalty imposed reflects the severity of the offence committed. The policy and protocol allows the financial means of landlords to be considered in deciding the level of penalty to be imposed.

## **6 Comments of Other Committees**

There are no other comments of other committees

## **7 Conclusion**

The Council has been given a new statutory power which as explained above will allow the Council to deal more swiftly and effectively with negligent and rogue landlords, therefore improving conditions in the private rented sector.

The policy and protocol is flexible enough to allow the Council to take a balanced and proportionate approach, ensuring that the sanctions imposed on landlords are proportionate to the severity of their offending, with the worst offences attracting the highest penalties.

We therefore recommend Members approve the policy and protocol in **Appendix A** to enable the Council to begin using the power with immediate effect.

8 **Appendices Attached**

- A. Housing Regulation Policy and Protocol for issuing Civil Penalties under the Housing and Planning Act 2016

9 **Background Papers**

- 1 Department for Communities and Local Government (DCLG) April 2017 'Civil Penalties under the Housing Act 2016- guidance for Local Authorities

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**Housing Regulation Policy and Protocol for issuing Civil Penalties under the  
Housing and Planning Act 2016**

**1. Introduction**

- 1.1.** The Government has made it clear that they wish to support good landlords who provide decent well maintained homes. However they also wish to clamp down on those landlords that rent out unsafe and substandard accommodation and to tackle Rogue Landlords; disrupting their activities and their business model.
- 1.2.** The power to impose civil penalties of up to £30,000 as an alternative to prosecution for certain offences under the Housing Act 2004 was introduced by Section 126 and Schedule 9 of the Housing and Planning Act 2016 which came into force on 1<sup>st</sup> April 2017.
- 1.3.** The Department for Communities and Local Government (DCLG) has published Statutory Guidance for Local Housing Authorities in implementing the legislation. The Guidance requires Local Housing Authorities develop and document their own policy on when to prosecute and when to issue a civil penalty.
- 1.4.** This policy describes how the Council will decide on the most appropriate sanction for relevant offences under the Housing Act 2004. It includes a protocol for determining the level of financial penalty to be imposed, as well as a summary of the procedure to be followed in issuing a financial penalty.

**2. Housing Offences Covered by Civil Penalties**

- 2.1.** Where evidence is obtained that an offence has been committed which falls within the powers under the Housing and Planning Act 2016 to issue civil penalties , the Council will consider whether this is an appropriate alternative to prosecution through the Courts. The following offences under the Housing Act 2004 can be considered for a civil penalty:
- I. Failure to Comply with an Improvement Notice under Section 30 of the Housing Act 2004
  - II. Offences relating to Licensing of HMOs under Section 72 of the Housing Act 2004;
    - Section 72 (1) being in control or managing an HMO which is required to be licensed but is not so licensed;
    - Section 72 (2) being in control or managing an HMO which is licensed but knowingly permitting occupation over and above the number authorised by the licence;

- Section 72 (3) being a licence holder who fails to comply with any condition of a licence.
- III. Offences in relation to Licensing of Houses under Part 3 of the Act (Selective Licensing);
  - Section 95 (1) being in control or managing a house which is required to be licensed but is not so licensed;
  - Section 95 (2) being a licence holder who fails to comply with any condition of a licence.
- IV. Offence of contravention of an overcrowding notice under Section 139 of the Housing Act 2004;
- V. Failure to comply with management regulations in respect of HMOs under Section 234 of the Housing Act 2004.

### **3. General approach to issuing civil penalties for Housing Act offences**

- 3.1.** All of the Housing Regulation Team's enforcement activity will be consistent with the general principles of regulation and enforcement outlined in the Regulators' Code <https://www.gov.uk/government/publications/regulators-code> and reiterated in the Council's general corporate Enforcement Policy.
- 3.2.** A civil penalty can only be imposed as an alternative to prosecution. The legislation does not permit the Council to impose a civil penalty and prosecute for the same offence. If a person has been convicted or is currently being prosecuted, the Council cannot impose a civil penalty in respect of the same offence. Similarly, if a civil penalty has been imposed, a person cannot then be convicted of an offence for the same conduct.
- 3.3.** A civil penalty can be issued as an alternative to prosecution for each separate breach of the House in Multiple Occupation management regulations. Section 234(3) of the Housing Act 2004 provides that a person commits an offence if he fails to comply with a regulation. Hence, each failure to comply with the regulations constitutes a separate offence for which a civil penalty can be imposed.
- 3.4.** Where both a landlord and a letting/managing agent have committed the same offence, a civil penalty can be imposed on both as an alternative to prosecution. The amount of the penalty may differ depending on the circumstances of the case.
- 3.5.** Where both the letting agent and landlord can be prosecuted for failing to obtain a licence for a licensable property, then a civil penalty can also be imposed on both the landlord and agent as an alternative to prosecution. The amount of the civil penalty may differ depending on the individual circumstances of the case.

#### **4. Determining whether to take action when offence is committed**

- 4.1.** The same criminal standard of proof is required for a civil penalty as for prosecution. This means that before taking formal action, the Council should satisfy itself that if the case were to be prosecuted in the magistrates' court, there would be a realistic prospect of conviction.
- 4.2.** In order to actually achieve a conviction in the magistrates' court, the Council would need to be able to demonstrate beyond reasonable doubt that the offence has been committed. Similarly, where a civil penalty is imposed and an appeal is subsequently made to the First-tier Tribunal, the Council would need to be able to demonstrate beyond reasonable doubt that the offence had been committed.
- 4.3.** In determining whether there is a realistic prospect of conviction the Council will have regard to Crown Prosecution Service 'Code for Crown Prosecutors'.
- 4.4.** The Code requires that a test is applied to each case being considered for prosecution. The Council will apply the test to all cases where offences are alleged to have been committed. The test comprises two stages.
- I. The evidential test- this involves an objective assessment of all available evidence taking into consideration the admissibility, reliability and credibility of the evidence.
  - II. The public interest test- this involves an examination of the seriousness of the offences, the level of culpability of the offender, the impact of the offence on victims and the community, the age of the offender and whether a prosecution is a proportionate response.
- 4.5.** The case officer will present an investigation file for each case to the Housing Regulation Manager for review. The case will not be considered for *either* prosecution or a civil penalty unless the Housing Regulation Manager is satisfied that both stages of the Code for Crown Prosecutors, have been satisfactorily met:

#### **5. Deciding on the appropriate sanction**

- 5.1.** If the Council believes that it has a reasonable prospect of securing a conviction in a particular case, it will always consider a civil penalty in the first instance.
- 5.2.** In general, prosecution will be the most appropriate option for cases deemed particularly serious or where the offender has committed a similar offence in the past. This approach sends out a strong message that the Council will take a robust approach

in dealing with rogue landlords and publicising convictions acts as a deterrent to other potential offenders.

**5.3.** However, this does not preclude the use of civil penalties for serious offences if the Local Authority believes that a financial penalty will be the most effective sanction for an offence.

**5.4.** In deciding whether prosecution or a civil penalty is an appropriate sanction the Council will consider the following and document their decision:

- I. The seriousness of the offence- will the Council consider applying for a banning order?
- II. The track record of the offender- Has the offender committed similar offences in the past?
- III. Will a financial penalty remove any financial gain achieved from the commission of the offence?
- IV. Would a financial penalty be an adequate deterrent to future offending?
- V. Would prosecution be a fair and proportionate response?

## **6. Determining the level of financial penalty**

**6.1.** In circumstances where the Council has determined that it would be appropriate to issue a civil penalty as an alternative to prosecution the DCLG's statutory guidance requires the following factors are considered:

- I. **Severity of the offence.** The more serious the offence, the higher the penalty should be.
- II. **Culpability and track record of the offender.** A higher penalty will be appropriate where the offender has a history of failing to comply with their obligations and/or their actions were deliberate and/or they knew, or ought to have known, that they were in breach of their legal responsibilities. Landlords are running a business and should be expected to be aware of their legal obligations.
- III. **The harm caused to the tenant.** This is a very important factor when determining the level of penalty. The greater the harm or the potential for harm (this may be as perceived by the tenant), the higher the amount should be when imposing a civil penalty.
- IV. **Punishment of the offender.** A civil penalty should not be regarded as an easy or lesser option compared to prosecution. While the penalty should be proportionate and reflect both the severity of the offence and whether there is a pattern of previous offending, it is important that it is set at a high enough level to help ensure

that it has a real economic impact on the offender and demonstrates the consequences of not complying with their responsibilities.

- V. **Deter the offender from repeating the offence.** The ultimate goal is to prevent any further offending and help ensure that the landlord fully complies with all of their legal responsibilities in future. The level of the penalty should therefore be set at a high enough level such that it is likely to deter the offender from repeating the offence.
- VI. **Deter others from committing similar offences.** While the fact that someone has received a civil penalty will not be in the public domain, it is possible that other landlords in the local area will become aware through informal channels when someone has received a civil penalty. An important part of deterrence is the realisation that (a) the local housing authority is proactive in levying civil penalties where the need to do so exists and (b) that the level of civil penalty will be set at a high enough level to both punish the offender and deter repeat offending.
- VII. **Remove any financial benefit the offender may have obtained as a result of committing the offence.** The guiding principle here should be to ensure that the offender does not benefit as a result of committing an offence, i.e. it should not be cheaper to offend than to ensure a property is well maintained and properly managed.

**6.2.** The Council has developed a protocol (**Appendix 1**) for determining the level of civil penalty that should be imposed. The protocol takes into account all of the factors listed in the DCLG's Statutory Guidance and its application should ensure that as far as practicable, the Council's approach to the use of civil penalties for Housing Act offences is consistent and transparent.

## **7. Procedure for issuing civil penalties**

- 7.1.** The procedure for issuing civil penalties is prescribed by Schedule 9 to the Housing and Planning Act 2016. The Council's procedure will mirror this process.
- 7.2.** Before imposing a civil penalty the Local Authority will issue a **Notice of Intent**. This will be issued before the end of 6 months beginning with the first day on which the Council has sufficient evidence of the commission of the offence.
- 7.3.** If the conduct is continuing, then the **Notice of Intent** can be issued on any day the conduct is continuing or the end of 6 months, beginning on the last day on which the conduct occurs.
- 7.4.** The **Notice of Intent** will set out:

- I. The amount of the proposed financial penalty
- II. The reasons for proposing the imposition of the financial penalty
- III. Information about the right to make representations within 28 days

**7.5.** Any representations must be made to the Neighbourhood Services Lead within a 28-day period. The recipient of the **Notice of Intent** will be advised that any representations they make should be accompanied by supporting evidence, including information on their financial circumstances.

**7.6.** After the end of the period for representations the Neighbourhood Services Lead will:

- I. Decide whether to impose the financial penalty
- II. If it is decided to impose the penalty, decide the level of the penalty

**7.7.** If it is decided to impose the penalty, the Council will issue a **Final Notice**. The final Notice will set out:

- I. the amount of the financial penalty
- II. the reasons for imposing the penalty
- III. information about how to pay the penalty
- IV. the period for payment of the penalty
- V. information about rights of appeal
- VI. the consequences of failure to comply with the notice

**7.8.** The Council will apply a 10% reduction on the penalty if the offender ceases their offending behaviour within the 28 day representation period e.g. by addressing the breach or breaches of the HMO Management Regulations, or making a FULL Licensing application accompanied by payment of the Licensing fee.

**7.9.** The Council may withdraw the **Notice of Intent** or **Final Notice**, or reduce the amount of the penalty at any time.

## **8. Appeals**

**8.1.** Any person issued with a **Final Notice** may appeal to the First Tier Tribunal against the decision to impose the penalty or the amount of the penalty. The **Final Notice** is suspended until the appeal is determined or withdrawn.

**8.2.** On appeal the Tribunal may vary, cancel or confirm the final notice.

## **9. Recovering the Financial Penalty**

- 9.1.** Where the recipient of a Final Notice fails to pay the civil penalty the Council will refer the matter to the County Court for an order of that court. The DCLG Statutory Guidance states that if necessary, the Local Authority should use County Court Bailiffs to enforce the order. The Housing Regulation Team will liaise with Slough Borough Council Legal Services before commencing any claim through the County Court.
- 9.2.** A certificate signed by the Chief Finance officer of the Council will be required to prove to the Court that the recipient of the civil penalty has failed to pay.

## **10. Other consequences of receiving a Civil Penalty**

- 10.1.** The Council will take into account any civil penalties issued when considering whether a person is fit and proper to hold an HMO Licence or any other Licence issued under the Housing Act 2004.

## **11. Income from Civil Penalties**

- 11.1.** All income received from financial penalties will be utilised to enhance the enforcement activities of the Housing Regulation Team in line with The Rent Repayment Orders and Financial Penalties (Amounts Recovered) (England) Regulations 2017 which specify that income received from civil Penalties can be retained by the Local Housing Authority, provided that it is used to further the Local Housing Authority's statutory functions in relation to their enforcement activities covering the private rented sector.

## **Appendix 1**

### **Protocol for determining level of civil penalty**

This protocol was devised with reference to the following documents:

- Department for communities and Local Government (DCLG) (April 2017) 'Civil Penalties under the Housing and Planning Act 2016- Guidance for Local Authorities'
- Sentencing Council (2015) Health and Safety Offences, Corporate Manslaughter and Food Safety and Hygiene Offences- Definitive Guidelines
- Sentencing Council (2014) Environmental Offences- Definitive Guidelines

The Council will determine the level of penalty to be imposed based on the following 4 stages. The Council will document its decisions at each stage of the protocol.

**No Financial Penalty shall be determined or issued until it has been reviewed and agreed in writing by the Lead for Neighbourhood Services.**

#### **Stage 1 – Determining the offence category**

##### **Culpability**

When deciding the level of culpability of the offender the Council will have regard to the following:

<b>Very High (Deliberate)</b>	Flagrant disregard or deliberate breach Offender is portfolio landlord (>5 properties) or professional letting agents History of non-compliance Offender has been given advice assistance or warnings which have been ignored. Example offence: Failure to comply with an Improvement Notice, Failure to Licence an HMO which is required to be Licensed
<b>High (reckless)</b>	Actual foresight or wilful blindness to risks that would be obvious to the average person, but risk nonetheless taken. Example offence: failure to comply with HMO Management Regulations
<b>Medium (negligent)</b>	Offender has or could reasonably be expected to have knowledge of risks Some effort made to comply but insufficient for full compliance Failure to implement systems to control risk Example offence: partial compliance with an Improvement Notice
<b>Low (little or no fault)</b>	Non-compliance was an isolated incident Reasonable attempts made to comply Example offence: Overcrowding or breach resulting from behaviour of occupants



## Harm

When deciding the level of harm whether actual or potential, resulting from the commission of the offence the Council will have regard to the following:

<b>Category 1- high risk</b>	Serious adverse effect (potential or actual) on individuals or the wider community Risk of serious injury or fatality, risk of long term significant adverse impact on health or wellbeing Actual or potential for harm to particularly vulnerable groups.
<b>Category 2- medium risk</b>	Significant adverse effect (actual or potential) not amounting to category 1 harm. Relatively low risk of very serious harm or fatality
<b>Category 3- low risk</b>	Adverse effect (actual or potential) but low risk of long term serious harm No impact on wider community

The relationship between the level of culpability and harm will then be used to determine which civil penalty band the offence falls into:

		Culpability			
		V High	High	Medium	Low
Harm	Category 1	6	6	5	4
	Category 2	5	5	4	3
	Category 3	3	3	2	1

As the maximum fine is £30,000 6 bands have been created. The middle of the band will be chosen as a starting point for determining the Civil Penalty. This will then be adjusted according to factors included in **Stage 2** of the protocol.

Band	Civil Penalty Range (£)	Starting point (£)
1	1 to 5000	2500
2	5001 to 10000	7500
3	10001 to 15000	12500
4	15001 to 20000	17500
5	20001 to 25000	22500
6	25001 to 30000	27500

## Stage 2 – Assets and Income

The Statutory guidance published by DCLG states that the penalty should not be regarded as an easy or lesser option compared to prosecution and must therefore be set at a high enough level to ensure it has an economic impact on the offender while being proportionate to the severity of the offence.

The Council will use all of its current powers to establish as far as reasonably practicable, the offender's financial means. The Council's investigations will not be limited to the offender's income from rental properties but will examine all of the offender's income and assets.

The Council may adjust the penalty upwards, to the maximum penalty allowed by the band to reflect the value of the offender's assets. The Council may also adjust the penalty downwards, but this will not automatically be the case simply because an offender has, or claims to have a low income.

### **Stage 3 – Aggravating and Mitigating factors**

The Council will consider a range of mitigating and aggravating factors in determining the level of penalty to be imposed. It will generally be the case that a 10% adjustment will be made for each aggravating or mitigating factor. However the Council reserves the right to deviate from this if the circumstances warrant a greater level of adjustment.

A 10% adjustment will automatically be applied in all cases where the offender fully addresses their non-compliance within the 28 day representation period following the issue of a Notice of Intent.

The following factors will be considered in determining the level of penalty. Please note this is not an exhaustive list:

Mitigating factors:

- The level of cooperation with the investigation
- The health/ age of the offender
- Readiness to attend training or become accredited

Aggravating factors:

- Previous convictions/fines for relevant offences
- Motivated by financial gain
- Breach of any court order
- Wider community impact e.g. anti-social behaviour or nuisance arising from failures in management
- Obstruction of investigation or deliberately providing false information

### **Stage 4- Proportionality and ‘the totality principle’**

The Council will ‘step back’ and review the determined penalty to ensure that it fulfils the objectives of the sanction and adequately considers all the factors listed in Statutory Guidance (listed on page 3 and 4 of this policy).

The level of fine should reflect the extent to which the offender fell below the required standard. The fine should meet, in a fair and proportionate way, the objectives of punishment, deterrence and the removal of gain derived through the commission of the offence; it should not be cheaper to offend than to take the appropriate precautions.

In cases where multiple offences have been committed the Council will apply the ‘totality principle’. The council will determine a penalty for each offence based on the above stages and impose a single combined penalty up to a maximum of £30,000.

If the combined total of all the penalties exceeds £30,000 then the decision to issue a Civil Penalty will be reviewed by the Housing Regulation Manager and Service Lead for Neighbourhoods and reconsidered for prosecution.

**SLOUGH BOROUGH COUNCIL**

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

**CONTACT OFFICER:** Corporate Management Team  
(For all enquiries) (01753) 875358

**WARD(S):** All

**PORTFOLIO:** All Cabinet Members

**PART I**  
**FOR INFORMATION**

**UPDATE ON SENIOR MANAGEMENT RESTRUCTURE AND NEXT STEPS**

**1 Purpose of Report**

To update Cabinet on the following:

- Highlight the progress of the implementation of the senior management restructure
- The next steps following the appointments of the Service Leads which may lead to further programmes of restructuring in the service areas in line with the agreed processes.

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

Following, the recent implementation of the Senior Management Review, Cabinet is requested to note the principles for taking forward a programme of restructuring in the five new directorates, as appropriate, in order to meet the council's vision in the Five Year Plan and Wellbeing Strategy.

Cabinet will recall the consultation document on the Senior Management Review clearly stated: *"It is anticipated that further reorganisations of services will commence as soon as the relevant Tier 2 and Tier 3 posts are appointed."*

Where restructures are needed to ensure services are aligned to deliver the outcomes expected from the Five Year Plan 2017-2021 the following governance is in place :

- a) the relevant Cabinet Member will be consulted as part of this process; and
- b) the relevant Director for each service, supported by People Services, will commence consultation processes in the service area with all affected staff and trade union representatives.

**3. Aligning the proposed restructure to deliver the expectations of the Slough Joint Wellbeing Strategy and the Five Year Plan**

Following the recent implementation of the Senior Management Review, there is a need to ensure the Council's resources are directed towards achieving the outcomes in Slough's Five-Year Plan 2017 – 2021. Focused decision-making by empowered

and accountable staff is critical for business development and the continued engagement and investment in Slough of partners and businesses.

#### 4 **Other Implications**

##### (a) Financial

The Senior Management Review generated £640k per annum of net revenue savings. At the current time, it is not possible to quantify the level of savings to be achieved from the next stage of this restructure process as each Directorate is still in the process of developing detailed proposals for change. Potential savings will be discussed and agreed with the relevant Cabinet Members before any consultation is undertaken.

Any potential redundancy and associated pension costs will be met via the Council's Transformation Fund, whereby the government allows local authorities to use capital receipts to deliver ongoing savings, and the Council's Restructuring Reserve.

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	The process being followed will be legally compliant as regards good employment practice.	Employees and trade unions will be fully consulted and their views will be taken into account before finalising the outcome.
Equalities Issues	The process being followed will be legally compliant as regards good employment practice.	
Community Support	None	
Communications	All potentially affected staff were advised in the Senior Management Review consultation that following the implementation of the senior management restructure and appointment of the Service Leads there would follow restructures within the service areas in the five new Directorates to support the Council in meeting its vision set out May 2017, and the Five Year Plan.	.

Community Safety	None	
Financial	Currently, only the Finance & Resources Directorate has an existing savings target relating to restructures and this target will be achieved. Wherever possible, savings will be achieved via the deletion of currently vacant posts and natural wastage rather than via compulsory redundancies.	The Finance & Resources Directorate has inherited an historic savings target of £308k from 2018/19 onwards. It is envisaged any restructure will ensure this target is achieved.
Timetable for delivery	It is intended that the majority of restructures will be concluded, where possible, by March 2018. However, it is noted that some service areas will not commence this process until the next financial year	
Project Capacity	External resources may be commissioned to ensure that the project is properly and professionally supported so that project deadlines will be met	
Other		

(c) Human Rights Act and Other Legal Implications

There are no Human Rights implications.

(d) Equalities Impact Assessment

An equality impact assessment will be prepared and will include all potentially affected posts once this is known.

(e) Workforce

There are potential workforce implications for all posts and post-holders at and below the 4<sup>th</sup> tier. As part of the consultation process and subsequent process of implementation, the council will seek to minimise redundancies where possible and is prepared to consider requests for voluntary redundancy from affected staff.

Whilst it is difficult to predict at this stage, it is likely there may be some redundancies where no suitable matches are found, where the requirements of person specifications are not met in a selection process, or where people may apply for voluntary redundancy. The council will seek to keep any redundancies to a minimum through actively supporting any affected staff with redeployment or retraining opportunities where possible.

Consultation documents for the proposed restructures will be prepared and circulated to trade unions and affected staff. These documents will provide the business case for change based on the reasons outlined in this report, and the proposed revisions to the structure, posts, roles and responsibilities, grades and reporting lines. It will also outline the proposed process to identify people to posts. Processes of 'matching', 'ring-fencing' and competitive interview processes will also be included

## 5. **Supporting Information**

As background information, detailed below are the new directorates that were consulted upon. They reflect the expectations to be achieved as outlined in the Five Year Plan 2017-2021. These business areas are:

- i) 'Children's Learning and Skills'. This directorate focuses on the safeguarding and championing of children within the council and across the borough. This includes commissioning high quality support for vulnerable children; enabling access to high quality school and early education places and providing system leadership of education to maintain high standards and close gaps for the most vulnerable children including those with special educational needs. This supports the council's priority of protecting vulnerable children and that *'our children and young people will have the best start in life and opportunities to give them positive lives'*
- ii) 'Adults and Communities'. A key focus is to support the most vulnerable people in Slough by engaging with partners to provide joined-up community services. This will help reduce inequalities by targeting appropriate interventions through public health, adult social care, community and leisure services, and improved life-style programmes. These services support the council's priorities of improving mental health and wellbeing and increasing life expectancy so that *'our people will become healthier and will manage their own health, care and support needs'*.
- iii) 'Place and Development'. Aligning housing, property and neighbourhood services, managing the built environment, transport and highways, environment, facilities and assets, planning and building control is intended to make Slough attractive for residents and businesses. This supports the council's priorities of improving and increasing housing, promoting health and well-being and reducing inequalities between neighbourhoods. *'Our residents will have access to good quality homes and Slough will be an attractive place where people choose to live, work and visit'*.
- iv) 'Regeneration'. To take a visible and proactive role in attracting and securing greater inward investment and improvements and ensuring that new development, infrastructure and regeneration projects will provide benefits for the people of Slough. A number of initiatives are well underway in this area and in order to grow the innovative role of the council, the structure of this new directorate is currently being reviewed and strengthened. This contributes to supporting the council's priority that *'Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents'*.
- v) 'Finance and Resources'. The services outlined above and delivered to our communities and businesses will be supported by streamlined functions

providing expertise in areas of finance, policy, performance, organisational development and human resource services, legal services and information technology.

Following the consultation process, all the comments and alternative suggestions were considered in detail. Although there were some small changes that were made the comments and alternative suggestions did not change the overall structure that was proposed. It was therefore agreed to implement the proposals that were consulted upon from 2 October 2017. As per the implementation timetable, Phase 1 interviews took place for the directly affected staff for the posts of Directors and Service Leads. Following the conclusion of this process, Phase 2 interviews for the remaining vacant posts commenced. This process invited colleagues in the Council to apply for the remaining vacant posts.

Currently we are in the process of recruiting externally for the remaining vacant posts following both phases as described above.

All new Service Leads that have been appointed are now renewing their service areas to ensure the structure is fit for purpose and aligns to the delivery of the five year plan. This review process may lead to the Service Leads to undertake restructures. These will be processed in line with the current procedures for undertaking these change programmes, and in agreement with the appropriate Director and Cabinet Member.

The new overarching structure for the Council, detailing the individual Service Areas subject to this further review, is attached as Appendix A.

6 **Comments of Other Committees**

None.

7 **Conclusion**

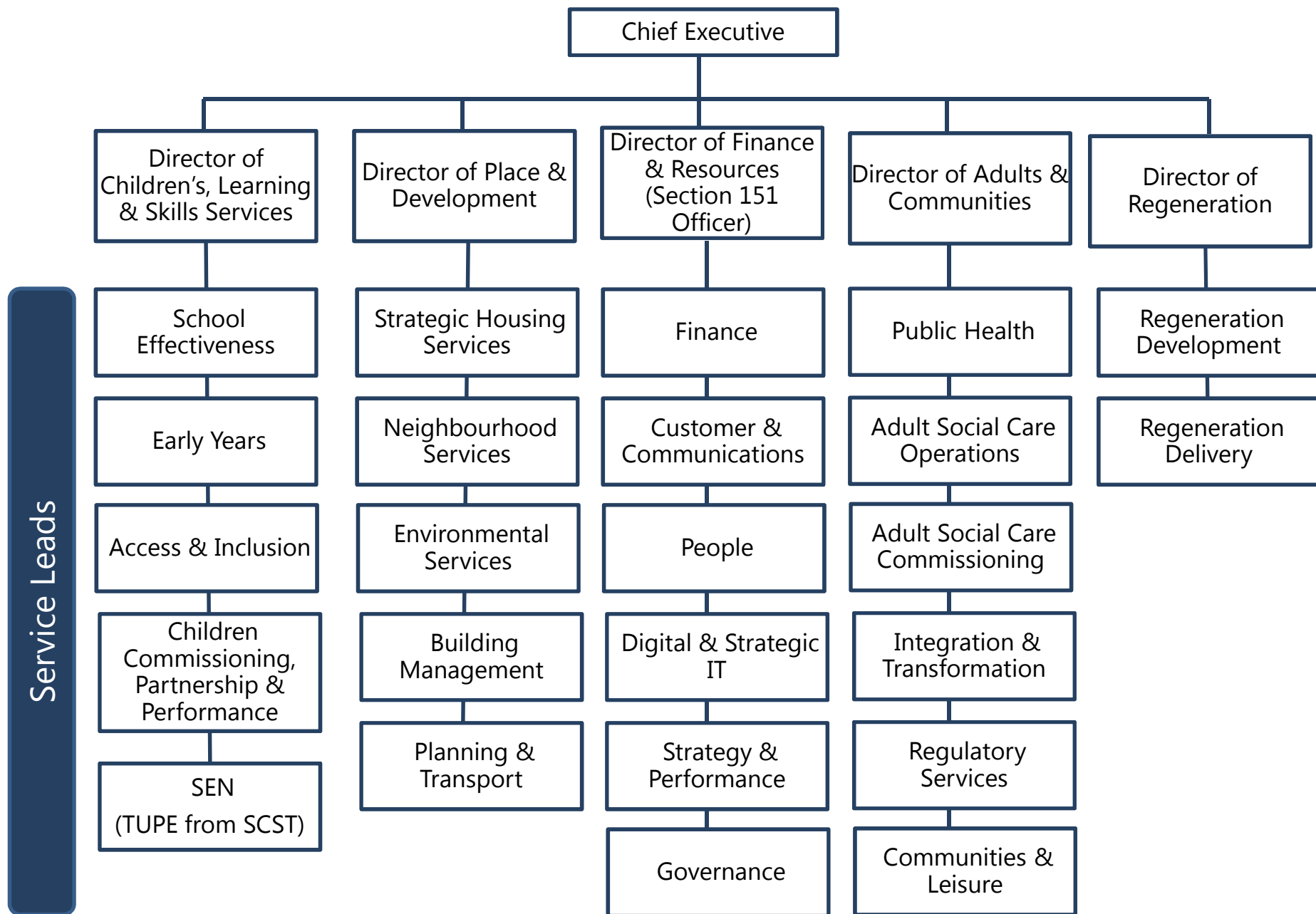
Members are asked to consider and comment on the rationale for Service Leads to continue to review and if necessary restructure their service areas.

8 **Appendix**

A – Senior Management Structure

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 20<sup>th</sup> November 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 13<sup>th</sup> October 2017.

## **7. Background Papers**

None.

# **NOTIFICATION OF DECISIONS**

## **1 NOVEMBER 2017 TO 31 JANUARY 2018**

Date of Publication: 13<sup>th</sup> October 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 74  
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.

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

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

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



## Cabinet - 20th November 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Quarterly Financial Update - Q2 2017-18</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, Director of Finance & Resources 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, Director of Finance & Resources Tel: 01753 875358	-	None		
<u><b>Housing &amp; Planning Act 2016, Section 126 - Financial Penalties as an alternative to prosecution for certain offences under the Housing Act 2004</b></u>  To see approval for a policy and procedure designed to implement Section 126 of the Housing and Planning Act 2016; which allows local authorities to implement financial penalties as an alternative to prosecution for certain offences under the Housing Act 2004.	HO	All	All	Rhian Richards, Housing Regulation Manager Tel: 01753 477396	-	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

<b><u>CPO Approval for Empty Properties</u></b>  To give Compulsory Purchase Order (CPO) approval for the following properties:  32 Adam Close, Slough, SL1 9AP and 64 Diamond Road, Slough, SL1 1RX	HO	All	Housing	Amir Salarkia, Interim Housing Regulation Manager Tel: 01753 875540	-	None	√	Yes, p3 LGA
<b><u>Finance &amp; Resources Directorate Restructure Part One</u></b>  To consider a report on the delivery of and restructure of services within the newly established Finance & Resources Directorate.	DT, F&S	All	All	Neil Wilcox, Director of Finance & Resources Tel: 01753 875358	-	None	√	Yes, p1 and 3 LGA
<b><u>References from Overview &amp; Scrutiny</u></b>  <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<b><u>Notification of Forthcoming Decisions</u></b>  <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

## Cabinet - 18th December 2017

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>Council Taxbases for 2018/19</u></b>  To present information on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2018/19 financial year.	F&S	All	All	Neil Wilcox, Director of Finance & Resources Tel: 01753 875358	-	None		
<b><u>Medium Term Financial Strategy Update</u></b>  To receive an update on the Medium Term Financial Strategy as part of the budget planning process for 2018-19 and beyond.	F&S	All	All	Neil Wilcox, Director of Finance & Resources 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
<b><u>Council Tax Support Scheme 2018-19</u></b>  To agree a scheme for the administration of Council Tax support for 2018-19.	F&S	All	All	Neil Wilcox, Director of Finance & Resources 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		

## Cabinet - 22nd January 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>HRA Rents and Service Charges 2018-19</u></b>  To seek approval of the Housing Revenue Account rent and service charge changes for 2018/19.	F&S	All	All	Neil Wilcox, Director of Finance & Resources Tel: 01753 875358	-	None	√	
<b><u>Local Welfare Provision</u></b>  To approve the Local Welfare Provision scheme for 2018/19.	F&S	All	All	Neil Wilcox, Director of Finance & Resources Tel: 01753 875358	-	None	√	
<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	√	

**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>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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