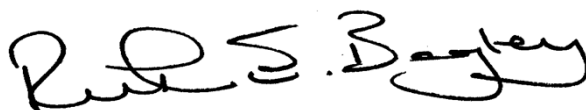


Date of issue: Friday, 17 June 2016

MEETING:	CABINET Councillor Munawar Councillor Hussain Councillor Ajaib Councillor Bal Councillor Matloob Councillor Sharif Councillor Sohal	Finance & Strategy Education & Children's Services / Health & Social Care Housing & Urban Renewal Environment & Leisure Transport & Highways Digital Transformation & Customer Care Regulation & Consumer Protection
DATE AND TIME:	MONDAY, 27TH JUNE, 2016 AT 6.30 PM	
VENUE:	FLEXI HALL, THE CENTRE, FARNHAM ROAD, SLOUGH, SL1 4UT	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART I

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

1. Declarations of Interest

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

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

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

2.	Minutes of the Meeting held on 11th April 2016	1 - 6	
3.	Cabinet portfolios and Commissioner Responsibilities	7 - 10	All
4.	Ruling Group Manifesto	11 - 14	All
5.	Provisional Financial and Performance Outturn Report: 2015-16 Financial Year	15 - 68	All
6.	Burnham Station Experimental Scheme	69 - 180	Britwell and Northborough; Cippenham Green; Haymill and Lynch Hill
7.	Old Library Site Development Options	181 - 194	Central
8.	Progress Report on the Review of the Local Plan for Slough	195 - 198	All
9.	Revised Corporate Parenting Strategy 2016-18	199 - 218	All
10.	Future Arrangements for Cambridge Education Contract and Related Services	219 - 234	All
11.	Transfer of Special Education Needs Funding to Slough Children's Services Trust	235 - 240	All
12.	Refugee Dispersal, Resettlement of Syrian Refugees and Unaccompanied Asylum Seeking Children	241 - 246	All
13.	References from Overview & Scrutiny	To Follow	All
14.	Notification of Forthcoming Decisions	247 - 258	All

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15. Exclusion of Press and Public

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

PART II

16. Part II Minutes - 11th April 2016 259 - 260
17. **Old Library Site Development Options – Appendix 3** 261 - 262

Press and Public

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 11th April, 2016.

Present:- Councillors Anderson (Chair), Carter, Hussain, Munawar, Parmar and Swindlehurst

Also present under Rule 30:- Councillor Strutton (minutes 116-118 inclusive)

Apologies for Absence:- Councillor Sharif

PART 1

116. Declarations of Interest

No declarations were made.

117. Minutes of the Meeting held on 14th March 2016

Resolved – That the minutes of the meeting of the Cabinet held on 14th March 2016 be approved as a correct record.

With the agreement of the Cabinet, the Chair varied the order of the agenda to consider item 4 – Pledge to Slough’s Looked After Children first.

118. Pledge to Slough's Looked After Children

The Cabinet considered a report that sought approval to recommend endorsement of a new Pledge to Slough’s Looked After Children to full Council on 19th April 2016.

The Interim Director of Children’s Services and Chief Executive of Slough Children’s Services Trust explained the purpose and concept of the Pledge which set out the promises to looked after children in Slough. It was noted that the detailed implementation of the promises would be set out more fully in the Corporate Parenting Strategy, Action Plan and scorecard that were due to come to Cabinet in the summer. A young person representing the Reach Out group, who had played a leading role in the development of the Pledge, summarised some of the key elements contained in the nineteen promises which covered social care, health, education and housing. The promises had been developed following extensive consultation with young people and had also been endorsed by the Corporate Parenting Panel.

The Cabinet welcomed the principle of the Pledge and particularly the higher level of aspiration it would set in terms of improving the outcomes for looked after children. The involvement of young people in the development of the promises was very positive and would to ensure that they reflected their priorities. Commissioners emphasised the importance of ensuring that the promises could and would be kept and asked a number of questions about how this could be assured. It was recognised that the improvement of children’s services in Slough was ongoing and that some of the promises

were aspirational and would take some time to achieve. However, the Pledge set out a clear direction to work towards and would be taken forward by the development of the Corporate Parenting Strategy. The commitments had to be owned and delivered jointly between the Council and the Trust as there were actions for both organisations. Commissioners all agreed that adopting the Pledge was an important step forward in articulating the specific commitments the Council and Trust were making to looked after children and it provided a clear platform from which to move forward. Speaking under Procedure Rule 30, Councillor Strutton, a member of the Corporate Parenting Panel, also expressed his support for the Pledge and importance of accelerating improvement in children's services in Slough.

At the conclusion of the discussion, the Cabinet agreed to recommend endorsement of the Pledge to full Council on 19th April and agreed to consider a report on the Corporate Parenting Strategy in June or July 2016.

Recommended –

That the revised Pledge setting out the promises to Slough's Looked After Children be endorsed.

Resolved –

That a report be considered in the summer of 2016 on the Corporate Parenting Strategy and Action Plan to support the delivery of the Pledge.

119. Local Authority Partnership Purchase Scheme (LAPP) Update

A report was considered that updated the Cabinet on the progress on implementing the Local Authority Partnership Purchase (LAPP) scheme which was designed to help people purchase a property in Slough on the open market with the assistance of the Council.

The adoption of such a scheme was agreed by Cabinet and the Council in September 2015 and a total of £9.5m over two years had been allocated in the Capital Strategy. It was envisaged that the investment would deliver financial benefits to the Council as well as help people, including key workers, own their own home and relieve some of the pressures in the private rented sector. Significant progress had been made to implement the scheme and three financial institutions had committed to the scheme – TSB, Halifax and Nationwide Building Society. It was anticipated that the scheme would be open to applications from late May/early June for a restricted period to gauge the level of interest and the process would be reviewed accordingly after ten successful applications. The Cabinet welcomed the progress that had been made and looked forward to the scheme helping people get onto the housing ladder.

Resolved –

- (a) That the progress made in the implementation of the Local Authority Partnership Purchase Scheme be noted.
- (b) That the scoring mechanism for applicants included at Appendix A to the report be noted.

120. SEN and PRU Expansion Programme: Phase 1

The Cabinet considered a report on the potential options for the expansion of Special Education Needs (SEN) and Pupil Referral Unit (PRU) provision to address present and future demand for such places. The report published in the supplementary agenda did not include any exempt information (as had been envisaged when the report was marked 'to follow' when the agenda was published) and it was therefore moved to Part I of the agenda.

As the school population in Slough continued to increase there would be a further need for more SEN and PRU places in addition to the existing shortfall currently being met by over-occupation and out of borough placements. Forecasts showed a growth in demand of 278 SEN and PRU places by 2022. Work was underway to explore the short, medium and long term options to meet the demand for places and further reports would come to future Cabinet meetings. In the interim, a number of recommendations were made on the first phase to meet the short term need by utilising the Thomas Grey Centre buildings to provide additional places by disposing of the part of the building formerly occupied by the Milan Centre to Littledown School on a 125 year Academy lease and to lease the remainder of the Thomas Grey building to Haybrook College for three years pending a suitable long term solution being implemented.

The Cabinet considered the financial implications, options appraisal and evaluation criteria of the proposal and recognised the benefits of both providing much needed additional places in the short term and helping to reduce the financial pressure of placing pupils out of borough. After due consideration, the recommendations were agreed.

Resolved –

- (a) That the former Milan Centre building be disposed to Littledown School under a standard Academy 125 lease to create at least 15 new SEN places.
- (b) That delegated authority be given to the Assistant Director, Assets Infrastructure & Regeneration to agree the final valuation sum following consultation with the Leader, the Commissioner for Education & Children and the Council's section 151 officer.

Cabinet - 11.04.16

- (c) That the Thomas Grey Centre be leased to Haybrook College to create additional capacity from September 2016 at a cost of £35K per annum for 3 years until a permanent solution is built;
- (d) That the former Milan Centre purchase by Littledown, the conversion and refurbishment works in the Thomas Grey Centre buildings be funded using Basic Need grant funding.

121. Contracts in Excess of £250,000 in 2016/17

The Cabinet considered a report detailing the contracts with an estimated value of over £250,000 that were proposed to be let in the 2016/17 financial year and exemptions to competitive tendering. A further list of contracts was included in an addendum to the report and these were tabled and considered.

The contracts listed in Appendix A to the report and the Addendum were included in approved budgets and all contracts would be let in accordance with the Financial Procedure Rules. After due consideration, the Cabinet endorsed the list of contracts.

Resolved – That the list of contracts for 2016/17 be endorsed, as attached at Appendix A to the report and in the tabled Addendum.

122. References from Overview & Scrutiny

There were no references from the Overview & Scrutiny Committee or Panels.

123. Notification of Forthcoming Decisions

Resolved – That the published Notification of Decisions be endorsed.

124. Exclusion of Press and Public

Resolved – That the press and public be excluded from the meeting during the consideration of the item in Part II of the agenda as it involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority holding that information) as defined in paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972.

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

125. Part II Minutes - 14th March 2016

The minutes of the Part II meeting of the Cabinet held on 14th March 2016 were approved as a correct record.

126. Maple House - Proposed Lease Surrender & Renewal

The Cabinet agreed to delegate authority to the Assistant Director Assets, Infrastructure and Regeneration to agree terms for the proposed lease surrender and renewal of Maple House, Slough.

Chair

(Note: The Meeting opened at 6.34 pm and closed at 7.15 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 27th June 2016

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

WARD(S): All

PART I
FOR INFORMATION

CABINET PORTFOLIOS AND COMMISSIONER RESPONSIBILITIES

1. **Purpose of Report**

To advise the Cabinet of portfolios and the Commissioners responsible for them.

2. **Recommendations**

The Cabinet is requested to resolve:

- (a) That the Cabinet note portfolios and responsible Commissioners as appointed by the Leader of the Council.
- (b) That the appointment of Councillor Sabia Hussain as Deputy Leader of the Council be noted.

3. **Slough Joint Wellbeing Strategy Priorities**

Effective, transparent and equitable democratic and decision making processes are an essential pre-requisite to the delivery of all the Council's priorities.

4. **Other Implications**

The recommendations within this report meet legal requirements. The proposals have no workforce implications and any financial implications have been reflected within the approved budget. There are no Human Rights Act implications.

The Constitution provides for the Leader of the Council to appoint Commissioners and the portfolios they will hold.

5. **Supporting Information**

- 5.1 The Leader has determined the number of Councillors appointed to the Cabinet as Commissioners and the portfolios they will hold.

5.2 The Leader of the Council has appointed the following Councillors to Cabinet portfolios listed below:

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

5.3 The full list of Commissioners and their portfolios is set out in Appendix A.

6. **Background Papers**

None

COMMISSONER PORTFOLIOS

APPENDIX A

Leader – Finance & Strategy

(Councillor Munawar)

- Financial Strategy
- Forward Strategy and 5 Year Plan
- Corporate Strategy & Performance Management
- Asset Management/Corporate Landlord Function
- Audit
- Income generation
- Economic Development
- External Relations (Business)
- Communications
- Local Government Relationships

Digital Transformation & Customer Care

(Councillor Sharif)

- E-government
- Digital Transformation
- Customer Services
- Benefits and Council Tax
- Legal and Democratic Services
- Relationship with Avarto
- Procurement
- Human Resources
- Internal (staff) Communications
- Organisational Transformation
- Resident Consultation/Involvement
- Equalities
- Social Inclusion and Community Cohesion

Education and Children’s Services

(Councillor Hussain)

- Education and SEN
- School Improvement
- School Places Planning
- Corporate Parenting
- Foster Care and Adoption
- Safeguarding
- Early Intervention
- Youth Offending
- Youth Services
- Careers Advice

Environment & Leisure

(Councillor Bal)

- Leisure, Sports and Community Facilities
- Parks and Open Spaces
- Allotments
- Play Areas
- Grounds Maintenance
- Flood Prevention (*strategy & non-highway schemes*)
- Energy Efficiency
- The Environment, Air Quality & Climate Change
- Lifelong Learning, Library Service, Skills Training
- Voluntary Sector Partnerships

Health and Social Care**(Councillor Hussain)**

- Social and Community Care
- Older People's Services
- Careline
- Disabilities and Mental Health
- Substance Misuse
- Prevention and Public Health
- Relationships with NHS and Ambulance Service
- Health/Wellbeing Strategy, Partnerships & Plans

Housing and Urban Renewal**(Councillor Ajajib)**

- Housing
- Housing and Tenant Services
- Housing Land Supply/Housing Supply
- Neighbourhood and Estate Management
- Regeneration
- Asset Disposals
- Planning
- Strategic Planning and Regional Spatial Planning
- Development Control
- Building Control
- Local Land Changes

Regulation & Consumer Protection**(Councillor Sohal)**

- Consumer Protection
- Enforcement Services
- Trading Standards
- Food Safety
- Licensing Services
- Community Safety
- Crime and Anti-Social Behaviour
- Relationships with Police and Fire services
- Emergency Planning
- Coroner
- Cemetery, Crematorium and Registrars Service

Transport & Highways**(Councillor Matloob)**

- Highways Maintenance
- Street Lighting
- Travel Plans
- Parking Facilities and Regulation
- Traffic Management
- Council Fleet
- Public Transport
- Cycling and Walking Strategies and Plans
- Relationships with Bus and Rail providers
- Relationship with Heathrow
- Highway and Transport Infrastructure Planning
- Recycling and Refuse Collection
- Waste Management and waste Disposal

SLOUGH LABOUR PARTY'S

Manifesto Commitments for
the Local Government Elections
on Thursday 5th May 2016

*Vote Labour for Investment and Improvement
in Slough – not Conservative Cuts and Closures*

See our pledges inside –

If elected on 5th May 2016, a Labour-run Council will . . .

 **Labour** www.sloughlabour.co.uk



Housing and Regeneration

- Working with partners, start construction of 250 new social homes and 250 new homes for sale and rent around the Borough
- Introduce a 'Local Authority Part-Purchase' mortgage help scheme, to assist key workers and Slough residents of 5 years plus in joining the housing ladder
- Bring forward plans to regenerate the Canal Basin and Stoke Road corridor; with new homes, retail and community facilities and enhanced open space
- Deliver the next steps of the Chalvey regeneration - transforming the site currently occupied by Tower & Ashbourne Houses to provide new, high-quality homes, moving forward plans for a local 'halt' rail station, and re-developing the surplus land near Chalvey Recreation Ground
- Support the continued regeneration of Slough Town Centre; helping improve the retail offer and bringing additional Council services back to central Slough



Parking and Transport

- Deliver a new frequent 'SMaRT' bus service along the A4, and improve cycling and walking routes
- Improve parking regulation; expanding the pavement parking ban and controlled parking zones to include the east and west areas of the Borough
- Support major transport improvement schemes, including Crossrail and the Western Rail Link to Heathrow; working to maximise the employment opportunities and benefits they bring to local residents
- Keep our highways & pavements to a good standard, and take action to fill potholes
- Improve the M4 Junction 5 Langley gateway; resurfacing the roadway, enhancing the area and improving pavements and landscaping
- Install new link footpaths to help Colnbrook residents better access bus routes
- Improve public transport access for Britwell/Northborough & Manor Park residents



Leisure and Open Spaces

- Refurbish, extend and upgrade Slough Ice Arena - delivering new climbing facilities and a gym; as well as a flagship Ice venue fit for the next forty years
- Begin construction of a new Leisure Centre to serve western Slough on Farnham Road, and refurbish and modernise Langley Leisure Centre
- Install at least 3 new Green Gyms and more 'Trim Trail' walkways to local parks; to help residents exercise and enjoy leisure time in our outdoor spaces
- Introduce new bike hire racks in Manor Park and Britwell & Northborough; and Join up Slough's east to west cycleway, with a new cycle lane from Huntercombe Lane to Dover Road
- Make major investment to significantly upgrade the open space at Kennedy Park
- Open Slough's new Community Sports Stadium, Arbour Park, at Stoke Road - fulfilling our promise to bring a ground for Slough Town FC back to Slough



Health and Social Care

- Work with partners to increase the availability of Health Checks for residents, and with parents and schools to ensure all children can access mental health services
- Support our health partners to keep down unnecessary hospital admissions locally, and support patients to help them to return home as soon as possible
- Implement a diabetes programme to increase prevention and maximise health outcomes for those with diabetes, and work with parents and schools to reduce childhood obesity rates
- Provide high-quality, specialist housing for residents with learning disabilities on the old Rochfords Hostel site
- Increase the number of people managing their care/support via direct payment
- Increase the number of people supported by the community/voluntary sector



Children and Young People

- Continue to expand and improve local schools; delivering adequate places, better sports provision and better facilities for Slough children (including new classrooms and facilities at James Elliman, St Mary's Primary on Yew Tree Rd, St Anthony's and the Claycots Town Hall school annexe)
- Provide a site for a brand new secondary school to serve central/western Slough
- Provide land for a new Secondary school at Castlevew, for Ditton Park Academy
- Work to deliver our new pledge to better support looked-after children in Slough
- Work with and support the new Children's Services Trust to ensure better outcomes for Slough Children
- Support the great work of Slough's Youth Parliament, helping them develop the Slough Youth Awards and champion the needs of Slough's Young People



The Environment and Neighbourhoods

- Reduce air pollution from road transport, through a new Low Emission Strategy
- Introducing a kerbside food-waste collection service to improve local recycling
- Plant 250 new trees on verge land and in the Borough's parks and open spaces
- Step up regulation and install measure to protect green verges from over-parking
- Reduce the Council's energy footprint by at least 3% of CO₂ per annum from our existing corporate assets, through a new Carbon Management Plan
- Reduce incidents of Anti-Social Behaviour in known/identified 'hotspot' areas
- Reduce fly-tipping by continuing to install alley-gates to problem alleyways and step up action and enforcement against fly-tippers
- Keep working to improve the safety and appearance of our local neighbourhoods – with landscaping improvements, more proactive litter clearance, and by deploying additional CCTV cameras (where agreed through the Safer Slough Partnership)



Community Facilities and Customer Care

- Begin construction of a new community hub to serve Elliman, Wexham Lea and Central wards, at the Arbour Park site
- Plan out and start the construction of a new/expanded community hub for Manor Park, on Villiers Road
- Build and open the new community hub being planned for Langley on the former Merry-makers Pub site
- Upgrade the Council's casework system, improving the service for residents and customers
- Make significant improvement to digital services, and make it easier for the Borough's residents to access Council services online
- Further improve and expand online payments, to make it easier for residents to transact with the Council



Opportunity and the Local Economy

- Build on the opening of The Curve, by working to enhance the early evening economy in the town centre
- Support businesses to start, grow and locate in Slough; and work with employers to expand job and training opportunities for local people
- Work with the new town centre manager and local retailers to improve the retail offer and facilities on Slough High Street
- Continue working with the Police and partners to consolidate the significant reductions in crime over the past 7 years; that have made Slough into one of the safest large urban conurbations in the Thames Valley
- Use Slough's new 'Smart City' status to continue attracting inward investment and to harness digital technology and communications; improving residents' access to services and information
- Continue to support the expansion of Heathrow; working with Heathrow Airport Ltd and local businesses to maximise the training, employment and travel opportunities available to local people if government approves the airport's expansion

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www.sloughlabour.co.uk

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 27th June 2016

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

WARD(S): All

PORTFOLIO: Councillor Munawar (Leader & Commissioner for Finance & Strategy)

PART I
NON-KEY DECISION

PROVISIONAL FINANCIAL & PERFORMANCE OUTTURN REPORT: 2015-16
FINANCIAL YEAR

1 Purpose of Report

To provide members with the provisional financial outturn information for the 15-16 financial year and summarise the Council's 5YP Outcomes and performance on 'Gold' projects during 2015-16.

2 Proposed Action

The Cabinet is requested to note the report, and the key information:

- a) That the provisional revenue outturn for 2015-16 is an over spend of £39K, maintaining General Fund balances at £8.1M.
- b) That the provisional capital outturn is expenditure of £44.70m against the capital programme of £76.90m, with £22.0m reprofiled into the 2016-17 financial year.
- c) That within the Council's balanced scorecard, 42.9% of indicators were green, 15.4% are red and 17.6% are amber. The remaining 22 indicators are recorded either as
 - N/A 20.9% - not applicable because
 - this is a volume indicator only;
 - the indicator is to be updated later in the year
 - the value which SBC cannot seek to directly influence or because the issue is complex
 - Unassigned (3.3%) – this relates to the 3 children social care indicators where a RAG status is currently unassigned
- d) That of the 8 Gold projects as of the end of March 2016; one has been assessed as "Green", six as "Amber" and one as "Red".

- e) That of the eight highlight 5YP outcome reports which have been RAG-rated as at March 2016, the overall status of three have been assessed at 'Green', three at 'Amber', one at 'Amber/Green' and one unassigned.

The Cabinet is requested to approve:

- f) The revised 2015-16 capital programme to take account of re-profiling of previously approved 2015-16 projects into the 2016-17 programme.
- g) That an increase of £700k in the ERP capital scheme be approved.
- h) The revenue carry forwards included within the 2015/16 outturn.
- i) The Virements and write-offs detailed within the report.
- j) The introduction of a new £5000.00 fixed penalty charge in relation to the Smoke and Carbon Monoxide Alarm (England) Regulations 2015; and give delegated authority to the Housing Regulation Team's Officers to enforce the policy under the powers of the Regulations 2015 in accordance with the Statement of Principles.

3 **The SJWS, the JSNA and the Five Year Plan**

3a. **SJWS Priorities**

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.

3b. **Five Year Plan**

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

4 **Other Implications**

(a) Financial

The Financial implications are contained within this report, but in summary, the 2015-16 provisional outturn will maintain the Council's General Fund reserve around **£8m as at 31st March 2016**

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None

Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	none
Communications	None	none
Community Safety	None	None
Financial; Detailed in the report and above	As identified	None
Timetable for delivery; A number of capital projects will be reprofiled into the 2015-16 financial year	The capital programme will be closely monitored by the capital strategy group in 2016-17.	None
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications - There are no Human Right Act or other legal implications.

(d) Equalities Impact Assessment - There is no identified for an EIA.

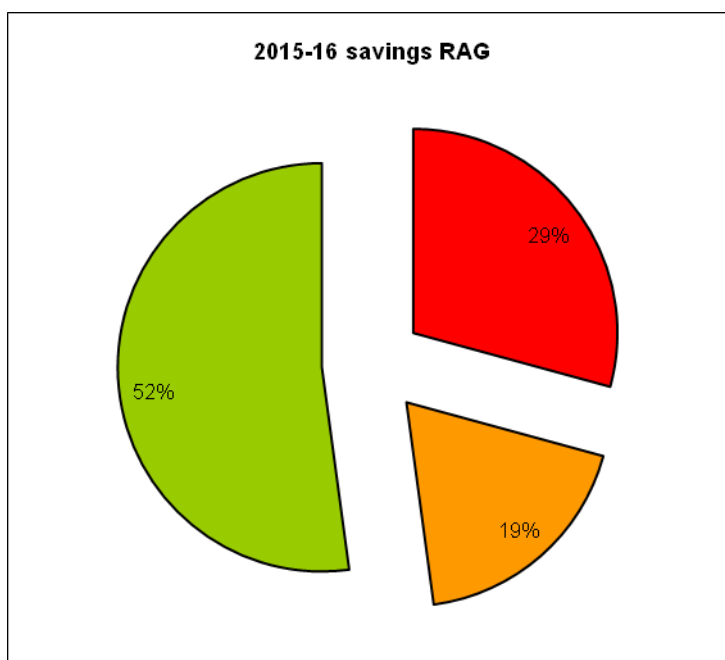
5 **Executive Summary**

5.1 The Council provisional financial outturn for the 2015/16 year is an over spend of £39k. The Council has been successful in containing the pressures it has faced in delivering the planned budget. As a result of this General Fund balances can be maintained at the current level of £8.1M.

Summary of key deliverables

Item	Outcome
Revenue Budget	Delivered a £39k over spend keeping General Fund balances at £8.1M
Housing Revenue Account	Delivered a surplus of £1.5m in relation to a budgeted surplus of £.971m
Savings	71% of the £9.79m highlighted as Green or Amber. Most of the savings not achieved (outside of the Children's Social Care Directorate) will be achieved in 2016/17 or later years.
Capital Budget	58% delivery with key schemes progressing. The key carry forwards into 16/17 relate to the Housing capital programme and the Crematorium / Cemetery project.
Balanced Scorecard	43% performance measures Green, 18% amber, 15% Red, with 24% not applicable or not assigned.
5YP Outcome	Three projects have been assessed as Green, three as Amber and one as Amber/Green
GOLD projects	One project has been assessed as Green, six as Amber and one as Red

- 5.2 The Council Budget was set in February 2015 and approved a council tax freeze for the local taxpayer for 2015/16. This was the third council tax freeze in the past four years. The budget delivery was based on a variety of savings measures that were geared towards minimising the impact on service users. 2015/16 was set to be a very difficult year financially for the Council, with a continued significant reduction in Government Funding, as well as and increased demand for Council services. The Council has managed to protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver key outcomes.
- 5.3 The 2015/16 budget included built in savings totalling £9.79m, amongst the largest savings requirements the Council has faced. The Council has successfully contained the pressures it has faced, has delivered the planned budget. 71% of all savings targets have been met or partially met. The savings targets not met have resulted in overspends, particularly within the Wellbeing directorate. Alternative savings have been met to offset the majority of these. Any areas where there are future pressures have been adjusted for in the 2016/17 budget.

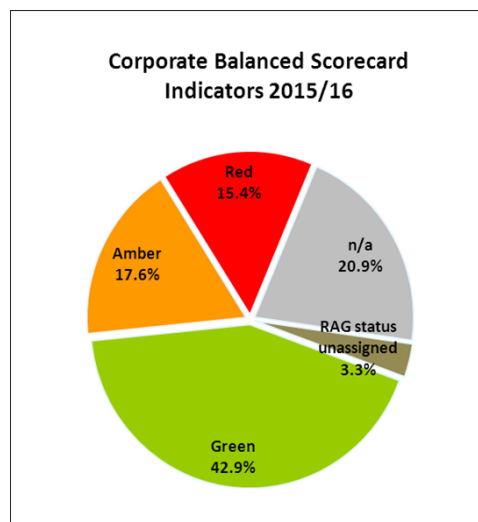


- 5.4 A comparison of revenue budget and outturn is set out in Appendix 1.
- 5.5 The Council's capital programme for the 2015-16 year has been completed with 58% of the capital programme budget spent in the financial year. The major items of re-profiling are within the Housing capital programme and the Crematorium / Cemetery projects.

6 Five Year Plan (5YP) Balanced Scorecard

- 6.1 This is the end of year review of the Five Year Plan (5YP) Balanced Scorecard. There are 91 indicators in total across the eight main outcomes.
- 6.2 Due to the timing of this report, this update is not finalised. Several of the end of year figures i.e. housing, children social care rates, recycling, school places etc. require further scrutiny and validation therefore have not been finalised in time for this report and/or are not available to report on until later in the year. In addition, the supporting commentary in the 'actions' column have not all been authorised by the Outcome Leads.

- 6.3 Indicators that have been updated this quarter are highlighted in yellow in the 'date updated' column. Some of the indicators are updated annually therefore will be updated at the end of financial year 2015/16.
- 6.4 Currently 69 of the 91 indicators (75.8%) have been assigned a RAG status of either 'Red' (14, 15.4%), 'Amber' (16, 17.6%) or 'Green' (39, 42.9%).
- 6.5 The remaining 22 indicators are recorded either as:
- 6.5.1 'N/A' (19, 20.9%) - not applicable because:
- this is a volume indicator only;
 - the indicator is to be updated later in the year;
 - the value which SBC cannot seek to directly influence or because the issue is complex.
- 6.5.2 RAG status unassigned (3, 3.3%) - this relates to the 3 children social care indicators where a RAG status is currently unassigned.
- 6.6 The latest position for the Council's balanced scorecard demonstrates that at the end of year - March 2016 the Council's performance is as below:

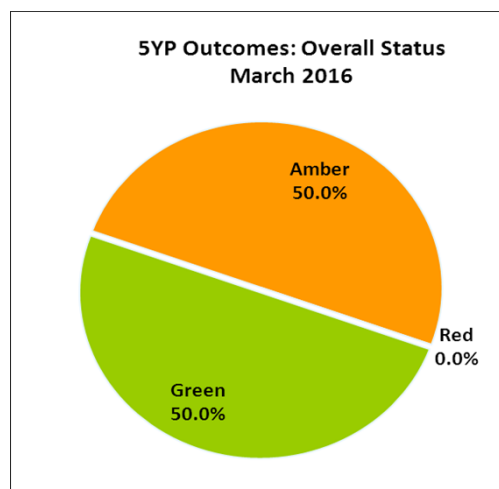


- 6.7 For each indicator the RAG status has been assigned by the responsible manager.
- 6.8 There is further work to be carried out to ensure that each of the indicators is allocated a target which is SMART (Specific, Measurable, Attainable, Relevant and Timely). Indicators where the target is entered as 'increasing' or 'decreasing' should be revisited to ensure that either a specific target or target tolerance is set.
- 6.9 CMT are requested to review the list of 91 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.
- 6.10 Where performance is below target, details of the correction actions that will be taken need to be added to the supporting commentary.
- 6.11 Key areas of noteworthy concerns flagged as 'Red' status are:
- Business rate debit increase each year

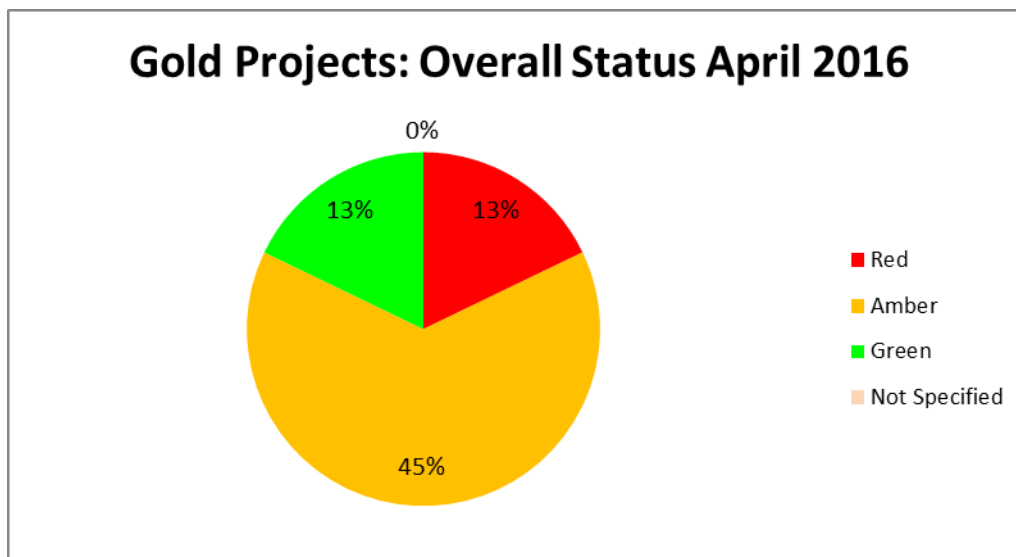
- Number of tenant verification visits completed
- Average turnaround times on Local Authority void properties
- Crime rates per 1,000 population: All crime
- Crime rates per 1,000 population: Violence against the person
- Domestic abuse incidents recorded by the Police
- An improved Ofsted inspection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

7 5YP outcome

- 7.1 The summary of the seven 5YP outcome highlight reports submitted as at March 2016 indicates that the overall status of three has been assessed as 'Green', three as 'Amber' and one as 'Amber/Green'.



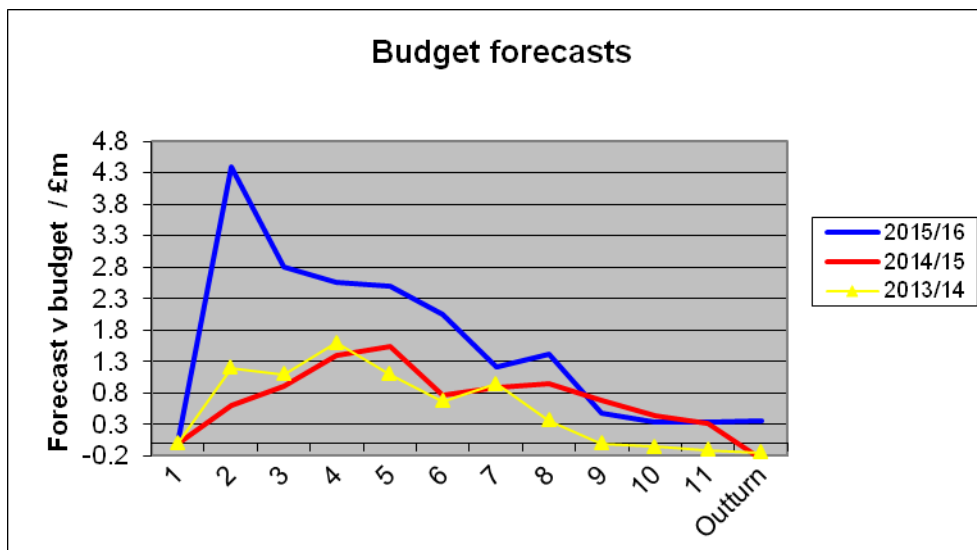
- 7.2 The summary of the 8 Gold project updates submitted as of April 2016 indicates that the overall status of one project has been assessed as 'Green', six as 'Amber' and one as 'Red'.



8 Supporting Information

Financial Performance - revenue

- 8.1 The 2015/16 financial year was another difficult year financially for the Council, with a continued reduction in Government funding, as well as an increased demand for Council services. The Council has managed to protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver its key outcomes. This has been achieved whilst delivering a freeze for Council Tax for the third time in the past four years. Against this backdrop of reducing funding for Council services the Council has performed strongly to achieve a relative small over spend position and maintain General Fund balances at acceptable levels.
- 8.2 The Council had to contend with other additional externally driven pressures during 2015/16 that had not existed in previous years. The budget included a total expected budget savings programme of £9.79M, driven by funding reductions from Central Government. The changes to non-domestic rates and localisation of business rates continue to result in a fundamental shift in the way local government is financed. The changes have resulted in significant new risks to local authority resources that have needed to be incorporated into financial planning. In relation to Council Tax there has been a need to forecast the level of council tax support claims and ensure that overall Collection Rates held firm. Any additional income or shortfall from the above will materialise as a surplus or deficit on the collection fund and these will feed into the resources available to the Council the following year.
- 8.3 There were also some internally driven pressures that the Council managed. There has been a significant overspend in the Children's and Families service of £3.4m for the first half of the year before the service was transferred to the CSST. The Council has successfully managed these pressures through a variety of means, and primarily through driving out savings from other services areas. Although initially showing over spends the overall financial position continued to improve steadily throughout the year. At its highest point there was a forecast overspend of £2.8m. This was gradually reduced during the remainder of the year with a series of action plans and management action. The following chart shows how the Council has managed to control spend.



- 8.4 General Fund Reserves have been maintained at £8.1M to help mitigate against the continuing economic climate.
- 8.5 The 2015/16 savings programme has been continually monitored and reported during the financial year. This process has progressed during the year and has delivered 71% of the £9.79M savings programme. This process will continue in 2016/17.
- 8.6 The Capital Programme is significantly below budget by £32.2M against the revised budget of £76.9M. Re-profiling for the year into 2016/17 is largely due to a significant amount of the Housing capital programme and the Crematorium / Cemetery project. A more intense and critical focus on capital monitoring will be a priority for 2016/17. .
- 8.7 The most significant area of deviation away from their budget was Children and Families services. The Wellbeing Directorate is showing an over spend of £3.4m (5.6%), and within this is a significant pressure on the LAC Placements budgets within Children and Families service. The total overspend within this service is £2.5m.
- 8.8 Customer Services and IT is reporting an under spend at year end. There is a favourable variance of just over £1m. The favourable variance within the Community and Skills area is a result of staff vacancies in Youth Services and lower transport and associated costs. The Council has also received some additional one off planning income during the 15/16 financial year.
- 8.9 Resources, Housing and Regeneration Directorate is reporting an overall over spend of £517k.. Strategic Management is reporting an over spend of £512k reflecting the pressure of achieving this year's savings of £589k. This over spend is also reflected in the savings achievement table.
- 8.10 The Chief Executive's directorate is showing an expected underspend of £108k. Savings throughout the directorate in line with savings with action plan targets enabled the directorate to contribute their share to the overall reduction of overspends.

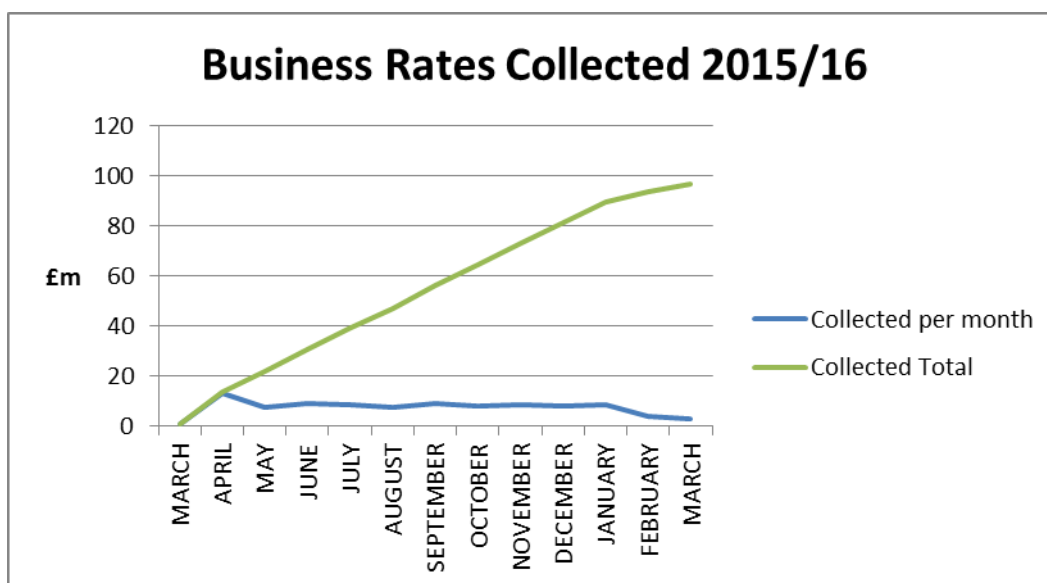
8.11 The Housing Revenue Account finished the year with a surplus of £1.502m against an expected surplus of £917k. The main positive outturn variances to note for the HRA were lower borrowing costs (£500k), property repair costs (£500k) and bad debt provision costs (£300k) along with additional income receipts from dwelling rents and chargeable works (£1.060m). Offsetting against this is setting aside of £3m for future housing provision.

8.12

Service	Budget / £k	Outturn / £k	Variance / £k	Variance / %
Income	(37,080)	(37,521)	(441)	(1.2%)
Expenditure	36,163	36,019	(144)	(0.4%)
TOTAL	(917)	(1,502)	(585)	(38.9%)

9 Income

9.1 The Council's funding is now open to much greater levels of volatility than before with the retention of business rates and the Council Tax Support scheme. The Council received additional monies through s31 grants for measures taken by the Government as part of the Autumn Statement. These monies, of circa £1m. All these adjustments go through as in year changes, whilst the overall collection fund surpluses for Council Tax and Business Rates flow into the next financial year (for 2015/16 the Council forecast a surplus of £1.9m)



9.2 These figures are all provisional at present; the final figures will be included as part of the Council's Financial Statements which will be published on its website by the 30th June 2016 in draft format. The provisional outturn detailed in this report is unlikely to move significantly by the time the Financial Statements are finalised. The Financial Statements will be externally audited by BDO during the summer 2016 and the externally auditor's report will be presented, along with the final set of Financial Statements to the Audit Committee in September 2016.

10 Financial Performance - Capital

- 10.1 The Council has reprofiled a number of capital schemes from 2015/16 into 2016/17 for a variety of reasons with further detail on the progress against the capital programme by directorate in the directorate appendices attached to this report.
- 10.2 Overall, the Council spent 58% of the approved Capital Programme for 2015/16. The majority of programmes not spent in 2015/16 will be re-profiled into the 2016/17 financial year thus increasing the notional size of the 2016-17 capital programme.
- 10.3 The capital expenditure can be summarised as follows:

	15-16 Budget	Actual	% Spend
Directorate	£000s	£000s	
Resources	26,688	14,924	55.92%
Wellbeing	15,101	12,865	85.19%
Customer & Community Services	14,331	4,876	34.03%
Housing Revenue Account	11,018	9,857	89.47%
Affordable Housing	9,765	2,170	22.22%
Chief Executive		8	
Total	76,902	44,700	58.13%

11 Write offs

- 11.1 A net total of £1.6m has been written off during the final quarter of 2015/16. As in the previous reports the largest area of write offs total relates to NNDR debt (a net £1.5m). The overall total has been reduced as there have been some credit write backs. The write off across the council's services for the fourth quarter, including the reason for write off, can be summarised as follows. The write offs below are requested for approval.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Benefits	Total
	Value £	Value £	Value £	Value £	Value £	Value £
Unable to trace / Absconded	227,247.53	21,393.64			7,410.54	256,051.71
Vulnerable persons					32,042.52	32,042.52
Deceased		1,291.18	819.38		941.80	3,052.36
Statute Barred / Unable to Enforce	379,341.07		28,960.86	8,367.72		416,669.65
Bankruptcy		800.34		7,153.54	4,697.26	12,651.14
Instruction from Client				9,267.38		9,267.38
Nulla Bona (Returned from Bailiff)				1,400.00		1,400.00
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	295,399.22					295,399.22
Misc. (incl uneconomical to pursue)	653,738.42	716.39	660.31	616.74	0.06	655,731.92
Credit Balances	(19,072.44)	(70,033.49)	(7,052.88)			(96,158.81)
	1,536,653.80	(45,831.94)	23,387.67	26,805.38	45,092.18	1,586,107.09

12 Virements

Virements during the fourth quarter of the current financial year were as follows:

Service Area		Amount £	Reason
From	To		
Regeneration, Housing and Resources	Wellbeing	15,400	Corporate Landlord Charges
Wellbeing	Non- Department Costs	4,189,000	Transfer of 15/16 PFI Unitary Charge to Schools
Regeneration, Housing and Resources	Non- Department Costs	774,300	Transfer of 15/16 Building Lease Charges
Wellbeing	Non- Department Costs	200,000	Transfer of 15/16 Building Lease Charges
Regeneration, Housing and Resources	Non- Department Costs	1,381,500	Transfer of 15/16 Vehicle Lease Charges
Sources of Finance	Wellbeing	3,677,500	Transfer of 15/16 PFI Grant Budget
Wellbeing	Sources of Finance	2,148,900	Transfer of 15/16 NHS / Better Care Fund Budget
Reserves	Customer and Community Services and Regeneration, Housing and Resources	261,520	2015/16 Release from the Trans Reserve
Reserves	All Directorates	644,700	Release of Restructuring Reserve (Funding of 15/16 redundancy costs)
Reserves	Regeneration, Housing and Resources	58,930	Release of Financial System Upgrade Reserve
Wellbeing	Reserves	987,000	Direct Revenue Contribution to fund Capital Expenditure
All Directorates	Reserves	785,640	2015/16 Carry Forwards

13 Carry Forwards

The outturn figures include carry forward requests. They are shown in appendix C for approval.

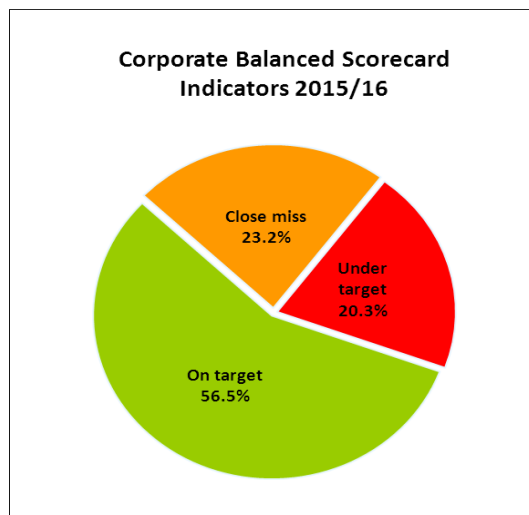
14 Fees and Charges

- 14.1 The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 came into force on the 1st October 2015. They impose new obligations on private sector landlords to provide smoke alarms, and in certain circumstances carbon monoxide alarms, in all their rented dwellings. The regulations also place legal duties on the Council to enforce the provisions within the Regulations.
- 14.2 If the landlord fails to comply with the remedial notice within 28 days the local authority must arrange for an authorised person to attend the premises and install and test the requisite alarm(s). The local authority may impose a penalty charge of up to £5,000 on a landlord who has failed to comply with a remedial notice. A landlord who is in receipt of a penalty charge notice may request the local authority to review the penalty charge and if this is rejected the landlord has a right of appeal to the First-Tier Tribunal (Property Chamber). Penalty charge sums received by the local authority are retained by it and may be used for any of its functions.
- 14.3 The local authority must publish a “statement of principles” which it intends to follow in determining the amount of any penalty charge. Any penalty charge should be set at a level which is proportionate to the risk posed by non-compliance with the regulations and which will deter non-compliance. It should also cover the costs incurred by the council in administering and implementing the regulations. The effects of fire and carbon monoxide are well documented and often result in death or serious injury, yet the cost of installing alarms to reduce the risk is low. This

risk/cost analysis together with the need to provide an effective deterrent to non-compliance has led to a recommendation for a penalty charge of £5,000 for non-compliance and agreement of the necessary delegations to officers to enforce in accordance with the statement of principles.

15 Council's 5YP Balanced Scorecard update

15.1 This quarter, of the 69 performance indicators that were RAG rated – the majority are rated as 'Green' (39; 56.5%) or 'Amber' (16; 23.2%). Those rated as either 'Green' or 'Amber' - taken together - account for 79.7% of measures. Fourteen measures this month (20.3%) are Red rated as being off target by more than 5% in this report.



15.2 Noteworthy Improvements

This quarter, the following indicator which was previously reported with a target level of performance of either Red or Amber has improved:

- **Reduction in number of face to face transactions at Landmark Place** [improved from Amber to Green]

For Q1 and Q2 of 2015/16 there were 29,006 face to face transactions at Landmark Place. This is a 2.9% reduction from quarter 1 and 2 of 2014/15 of 29,871 customers served. The rate of reduction is heavily dependent on the amount of correspondence issued from departments.

For Q1, Q2 Q3 and Q4 of 2015/16 there was 54,249 face to face transactions at Landmark Place. This is a 10.722% reduction from quarter 1, 2 3 and 4 of 2014/15 of 60,758 customers served.

It has been noted that there has been a channel shift from FOH to call centre where there has been an increase of 9,716 from 2014/15 to 2015/16

Actions need to be agreed to facilitate channel shift and reduce number of face to face transactions as part of the overall digital programme.

15.3 Noteworthy Concerns

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

- **Business rate debit increase each year**

There has been a 0.3% decrease in the net collectable debit in Q4 2015/16 compared to the beginning of the financial year.

An inward investment strategy and action plan has been developed and a number of new businesses have set up, although the decrease in business rate debit is a

wider issue. We are also waiting on the Valuation Office Agency to bring some other properties into rating.

- **Number of tenant verification visits completed**

[This was reported the previous quarter]

Third quarter number of verifications were a drop on the two previous quarters, however, overall increase on the whole of 2014-15 therefore, direction of travel is up.

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

Average turnaround times on Local Authority void properties

[This was reported the previous quarter]

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

- **Crime rates per 1,000 population: All crime**

The rolling year to date crime rate as at Mar 2016 has increased from the previous quarter period by 0.97 from 80.95 to 81.92 and is above the England average of 75.51. However the Slough rate continues to remain below the rate of Most Similar Group (MSG)

Both the England and MSG rate has also increased in comparison with similar period previous quarter.

Analysis of this increase has seen increases to serious acquisitive crime along with theft offences. Actions set during recent SSP performance to investigate increase and to work with partner agencies in working on further preventative measures. The increase in all crime is a national following tighter re-classification of offences and the inclusion of online fraud and cyber related crime for the first time.

- **Crime rates per 1,000 population: Violence against the person**

The rolling year to date for 'violence against the person' crime rate at Mar 2016 has increased by 0.66 to 22.62 which is a shorter increase than the previous quarter (0.99) The MSG also saw an increase by 1.14 along with the National picture (1.2)

With Slough's small increase in violence against the person it has helped the borough move to 1st position in the MSG table (previously 2nd)

Slough is also now closer to the national average.

Actions:

VMAP has focused on Violence and continues to identify and work with victims and perpetrators

Violence is being monitored as the changes in recording may have disproportionately increased the types of offences included in this category. The SSP is monitoring.

- Domestic abuse incidents recorded by the Police
Rate per 1,000 population / % repeat cases (TVP)**

The rolling year to date domestic abuse incidents recorded by the Police rate as at Mar 2016 has increased again from the previous quarter figure of 32.74 to 33.5. The multi-agency approach of VMAP has helped identify key offenders (incl. repeat) and arrests have been made however despite this numbers are increasing locally and nationally. A key reason for this increase is believed to be down to more victims reporting abuse to police. The comparator rates for England and MSG are not known as yet.
- An improved Ofsted inspection rating of good or outstanding.**
[This was reported the previous quarter]

Ofsted inspected Slough Children's Trust in late 2015, and will issue their draft report in February 2016.

As of 31st December 2015, Ofsted has published the results of 73 inspections of this type:

No council has yet been rated 'Outstanding'
23% have been rated 'Good'
51% have been rated 'Requires Improvement'
26% have been rated 'Inadequate'
- Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP**
[This was reported the previous quarter]

In 2014/15 the percentage of children of 'healthy weight' at the end of primary school in Slough of 58.9% is below England and SE averages of 65.3% and 68.6%. 13 schools have taken up the Change4life resources and a nationally supported launch is planned locally in w/c 25th Jan.

We have commissioned a revised Let's Get Going Programme and will pilot this in three schools in the spring term.
- Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2**
[This was reported the previous quarter]

Provisional achievement in the 2014-15 academic year shows a 1% drop on the previous year of 78% and is 3% under the England and South East average (80%). Slough is ranked 118th nationally out of 152 local authorities placing them in the bottom quartile.

Analysis of the results highlights weaknesses with mathematics and writing. Consequently, the focus is on selecting the vulnerable schools in these areas and introducing a booster programme for maths in Year 6 as an immediate action, alongside a longer term Key Stage 2 programme in selected schools to consolidate mathematics and build in sustainable improvements.
- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check**
[This was reported the previous quarter]

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

- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check**
[This was reported the previous quarter]
 Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.
 Competing demands on practices to deliver other improvements has limited the return this quarter. Despite the lower than national offer above, the percentage who did receive the checks was above the national average see below.
- Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.**
 This rate published in the Public Health Outcomes Framework in Dec 2015 reflects 231 deaths - a reduction from 241 total deaths in 2011-12. 66% were in males and the PHOF estimates that 111 were preventable in males and 42 in females.
 Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care. A new national diabetes prevention programme is to launch in May 2016 which will help those with diabetes who have risk factors for wider cardiovascular disease
 A cardiac rehabilitation service has been funded by the CCG and an integrated cardiac prevention service has been agreed through the Better Care Fund.
- Social Isolation: percentage of adult social care users who have as much social contact as they would like**
[This was reported the previous quarter]
 The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2014/15 255 residents completed and returned the survey which is lower than the previous year of 340 completed and returned. here was a 2.0% increase between 2013/14 and 2014/15. However the social isolation rate reported locally for 2014/15 was below the England value (44.8%) and South East value (47.1%).
 The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.
- Reduction in corporate building space (%)**
 This indicator is linked to Asset Challenge/ Corporate Landlord work streams and seeks to reduce overall property costs by £1.4m by 31/3/19. This target was only achievable if the Council were to negotiate the early surrender of the lease at LMP, which would save circa £350k per annum. .

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

Council's 5YP Outcome update

- 16.1 The summary below provides CMT with an update on the Council's 5YP outcome updates as at the 30th April 2016. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix E**.

16.2 Monthly Period Summary

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

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

16.2.2 Of the seven highlight reports which have been RAG-rated as at April 2016, the overall status of three have been assessed at 'Green', three at 'Amber' and one at 'Amber/Green'.

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

16.2.4 For 'Budget' three are assessed at 'Green', three at 'Amber' and one at 'Red'.

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

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

Outcome Leads assessed status of 5YP 8 Outcomes as at: 30th April 2016

	5YP Outcome	Overall status	Timeline	Budget	Issues + Risks	Key issues of risk / obstacles to progress
1	Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay	GREEN	Green	Green	Amber ↑ (was Red)	
2	There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough	AMBER	Green	Amber	Amber	<ul style="list-style-type: none"> • Increased PS market rent levels rendering the sector inaccessible to households on benefits. • Exponential growth in homelessness due to welfare reform and demand for private sector accommodation. • Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction. • Increase in construction costs rendering small and infill site development non-viable. • Staff vacancy rate and inability to recruit to undertake housing regulation functions. • Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing. • Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates. • National delays in providing clarity on RTB extension, Pay to

						Stay, compulsory sale prevent scheme development for affordable housing leading to delays.
3	The centre of Slough will be vibrant, providing business, living, and cultural opportunities	GREEN	Green	Green ↑ (was Amber)	Amber	<ul style="list-style-type: none"> Resource allocation Budget identification
4	Slough will be one of the safest places in the Thames Valley	AMBER/ GREEN	Green	Amber	Amber/ Green	<ul style="list-style-type: none"> Permanent CS Partnership manager in post. Procurement of DA services to cover transition with contract arrangements and new provision from April 2016. Contract in place from 1st April 2016 with DASH. Vacancies in Neighbourhood Services and capacity to deliver. Staff attendance at WRAP training session; need to maintain momentum. Prevent Co-ordinator in place 1st September. CSE Co-ordinator post in place and based in Slough Children's Trust.
5	Children and young people in Slough will be healthy, resilient and have positive life chances	No updated received this month				
6	More people will take responsibility and manage their own health, care and support needs	AMBER	Amber	Amber	Amber	<ul style="list-style-type: none"> Timescale for delivery of all actions not achieved. Monitoring of delivery of actions through outcome 6 steering group and ASC programme board – and corrective actions taken or escalation of risk/issues to transformation board/CMT. Ability to deliver the revenue savings. Monitoring through ASC DMT and corrective action or escalation taken. Impact on key performance targets. Monitoring through ASC DMT and corrective action or escalation taken Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. Development of a new prevention strategy and return on investment key part of this strategy. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. Monitoring of this via ASC DMT and ASC Programme board –

						<p>corrective actions taken or escalation of risk/issues to transformation board/CMT.</p> <ul style="list-style-type: none"> • Management of lots of change at same time – capacity and change fatigue. • Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT. • Management information and data. • New PID and performance framework being developed - Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.
7	The council's income and the value of its assets will be maximised	GREEN	Green	Green	Amber	<ul style="list-style-type: none"> • Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend. • Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value. • Ensuring sufficient support to administer the LAPP scheme – demand is unknown at present (Risk mitigated in part by limiting the scheme to 10 to begin with).
8	The council will be a leading digital transformation organisation	AMBER	Amber	Red	Amber	<ul style="list-style-type: none"> • Capital investment requirements higher than present budget allocation. • Lack of in house capacity to deliver transformation.

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

17 Council's Gold Project Update

17.1 The summary below provides CMT with an update on the Council's Gold Projects as of 08 April 2016. All Gold Highlight Reports from the Project Portfolio are provided in **Appendix E** which includes a covering report on the key strategic risks, issues and interdependencies for all Projects in the Portfolio.

17.2 Monthly Period Summary

This report covers 8 Gold Projects in total; all highlights report have been received in time

The Accommodation Strategy and Flexible working project has been formally closed, therefore will no longer be included in Gold project highlight reporting.

The status of Gold Projects is summarised as follows:

Risks and Issues				
Red	Amber	Green	Not Specified	
2	6	0	0	
6%	17%	0%	0%	

On Time				
Red	Amber	Green	Not Specified	
1	7	0	0	
3%	20%	0%	0%	

To Budget				
Red	Amber	Green	Not Specified	
1	3	4	0	
3%	9%	11%	0%	

Overall Status				
Red	Amber	Green	Not Specified	
1	6	1	0	
13%	45%	13%	0%	

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

**Project Manager / Sponsor assessed status of Gold Projects as of:
8th April 2016**

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
1 Accommodation Strategy & Flexible Working	Green ↔	Green ↔	Green ↔	Green ↑	N/A	Note this project is now formally closed
2 Fit for the Future	Amber ↔	Amber ↔	Green ↔	Amber ↔	Approved	CMT are asked to ensure SLT commit to regular team visits across the Council.
3 School Places Programme	Amber ↑	Amber ↔	Green ↔	Red ↔	N/A	Latest report not received
4 Adults Social Care Reform Programme	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Approved	None
5 The Curve	Red ↔	Red ↔	Amber ↔	Red ↔	Not Approved	None
6 ERP	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Approved	None
7 Digital Transformation	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Approved	None
8 RMI Contact	Amber ↓	Amber ↓	Green ↔	Amber ↔	Approved	None

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
9 Environmental Services Contract Procurement	Green ↔	Amber ↔	Green ↔	Amber ↔	Approved	None

N.B. Arrows show direction of change in RAG rating since the last Project Highlight report

↓ Indicates a reduction in status

↑ Indicates an improvement in status

↔ Indicates maintained status since last report or new Gold Project on the portfolio

18 Comments of Other Committees

n/a

19 Conclusion

Overall the Council is reporting an over spend of £354k for the 2015/16 financial year. A number of capital projects will be re-profiled into the 2016-17 financial year thus increasing the capital budget for 2016-17. Overall Council performance has flagged up some areas of red performance as highlighted in paragraph 6.11 above. Of the eight Gold projects only one has been assessed as “Green”, six as “Amber” and one as “Red”. of the eight highlight 5YP outcome reports which have been RAG-rated as at March 2016, the overall status of three have been assessed at ‘Green’, three at ‘Amber’, one at ‘Amber/Green’ and one unassigned.

20 Appendices Attached

‘A’ - Revenue Financial Performance summary

‘B’ - Capital Financial Performance summary

‘C’ - Carry Forwards

‘D’ - Corporate Balanced Scorecard

‘E’ - 5YP Outcomes

21 Background Papers

Financial detail provided from the Council’s financial ledger

Directorate	Budget	Actual	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	32.408	33.014	0.606
Children, Young People and Families Services	25.696	28.400	2.704
Central Management	0.314	0.272	(0.041)
Public Health	(0.463)	(0.114)	0.349
Total Wellbeing	57.955	61.573	3.618
Total Schools	(0.337)	(0.337)	0.000
Total Wellbeing and Schools	57.617	61.236	3.618
<u>Customer and Community Services</u>			
Transition	0.000	(0.079)	(0.079)
Customer Services & IT	0.279	0.277	(0.002)
Community & Skills	6.197	5.506	(0.691)
Enforcement & Regulations	1.803	1.581	(0.222)
Strategic Management	0.476	0.328	(0.148)
Transactional Services	8.308	8.379	0.072
Commissioning & Procurement	1.116	0.835	(0.281)
Total Customer and Community Services	18.179	16.827	(1.352)
<u>Regeneration, Housing and Resources</u>			
Strategic Management	(0.039)	0.473	0.512
Corporate Resources	2.197	2.082	(0.115)
Housing and Environment	12.730	13.066	0.337
Estates and Regeneration	9.078	8.565	(0.513)
Total Regeneration, Housing and Resources	23.966	24.186	0.220
<u>Chief Executive</u>			
Chief Executive	0.347	0.264	(0.083)
Strategic Policy & Communication	0.767	2.017	1.250
Professional Services	2.569	1.245	(1.324)
Total Chief Executive	3.683	3.525	(0.157)
Total Corporate	5.939	3.650	(2.289)
Total General Fund	109.384	109.423	0.039
% of revenue budget over/(under) spent by Services			0.04%

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APPENDIX A

Cost Centre	Project	Revised	Actual
	Education Services		
P051	Primary Expansions (Phase 2 for 2011)	6,000	5,598
P076	Town Hall Conversion	575	813
P090	Expand Littledown School	4	
P093	Schools Modernisation Programme	3,068	2,736
P101	SEN Resources Expansion	200	103
P749	Children's Centres Refurbishments	85	58
P783	Schools Devolved Capital	142	922
P856	Haymill/Haybrook College Project	27	22
P887	Willow School Expansion	13	15
P673	DDA/SENDA access Works	75	10
	Youth/Community Centres Upgrade	100	
P123	2 Year Old Expansion Programme	646	332
P894/P896	Penn Rd & Chalvey Grove Children's Centre	88	4
P140	Lea Nursery Heat Pump	10	
P153	Special School Expansion- Primary,Secondary & Post 16	400	19
P142	Children's Centres IT	60	42
P131	School Meals Provision	155	20
P095	Secondary School Expansions	100	9
P146	Arbour Park	1,322	2,012
	PRU Expansion	100	
	Total Education Services	13,170	12,715
	Customer & Community Services		
P083	Cemetery Extension	1,499	(22)

P103	Slough Play Strategy	3	
P107	Repairs to Montem & Ice	423	196
P383	Herschel Park	86	0
P873	Crematorium Project	2,460	100
P141	Leisure Capital Improvements-Langley, Ten Pin, The Centre	1,292	24
P145	ERP Financial System Upgrades	1,384	1,231
P088	Baylis Park Restoration	526	208
P089	Upton Court Park Remediation	10	7
P124	Salt Hill Park	88	34
P105	Civica E-Payment Upgrade	20	
P784	Accommodation Strategy	1,330	1,209
	Expansion of DIP Servers	150	
	IT Disaster Recovery	821	
	Cippenham Green	500	
	Hub Development	200	
P084	IT Infrastrucure Refresh	1,095	785
P084	Replacement of SAN	148	
P871	Community Investment Fund	1,047	536
P875	CCTV Relocation	99	22
P162	Community Leisure Facilities	150	
P146	Arbour Park	1,000	546
	Total Customer & Community Services	14,331	4,876
	Community and Wellbeing		
P331	Social Care IT Developments	52	
	Supported Living	600	
P133	Extra Care Housing	999	150
	Care Act	280	
	Total Community and Wellbeing	1,931	150
	Chief Executive		
P109	Superfast Broadband		8
	Total Community and Wellbeing	0	8
	Resources, Housing and Regeneration		
P006	Disabled Facilities Grant	406	341
P068	Street Lighting Improvement Phase 2	255	328
P069	Highway & Land Drainage Improvements	84	58
P079	Catalyst Equity Loan Scheme	27	
P066	The Curve	9,443	8,254
P128	Corporate Property Asset Management	491	421
P111	Major Highways Programmes	703	556
P728	Highway Reconfigure & Resurface	576	579
P779	Britwell Regeneration	114	216
P869	Chalvey Hub	170	27

P881	Colnbrook By-pass	131	
P117	Garage Sites Stage 7	111	89
P127	Demolitions	317	125
P104	Stoke Poges Footbridge	410	
P116	Windsor Road Widening Scheme	412	92
P163	Purchase 81-83 High Street	555	
P149/P098	A332 Windsor Road Widening LEP	4,609	327
P148	A335 Tuns Lane LEP Transport Scheme	2,611	72
P144	Slough MRT	3,600	2,270
	Flood Defence Measures SBC/EA Partnership	100	
P135	Plymouth Road (dilapidation works)	197	12
P137	Relocation of Age Concern	27	8
P155	Air Quality Grant	67	
P147	DEFRA Air Quality	42	18
P118	Replacement of Art Feature	12	
P661	Local Safety Scheme Programme	143	83
P060	Station Forecourt	20	5
P064	Infrastructure	155	134
	Bath Road Redevelopment	300	1
	Northborough Park	250	
	Redevelopment of Thomas Grey Centre	50	
	Installation of 3 Electric Vehicle Rapid Chargers	200	
	Carbon Management	100	
P097	Better Bus Fund		27
P106	LABV Project Costs		15
P113	Repairs Lascelles Lodge		58
P134	Herschel LED Lighting		111
P150	Purchase freehold Slough Library		129
P154	Childrens Services Organisation		451
P157	Burnham Station LEP		40
P323	Road Safety Programme		23
P655	Greener Travel		9
P874	Casualty Reduction		45
	Total RHR (including Heart of Slough)	26,688	14,924
	TOTAL GENERAL FUND	56,120	32,673

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Cost Centre	Project	Revised	Actual
		£'000	£'000
P544	Affordable Warmth/Central Heating		
P544 (4601)	Boiler Replacement	0	
P544 (4602)	Heating / Hot Water Systems	0	
P544 (4603)	Insulation programmes	1,330	3,491
P552	Window Replacement		
P552(4613)	Front / Rear Door replacement	356	559
P558	Internal Decent Homes Work		
P558(4604)	Kitchen Replacement	2,088	551
P558(4605)	Bathroom replacement	692	
P558(4606)	Electrical Systems	263	
P559	External Decent Homes Work		
P559(4607)	Roof Replacement	149	
P559(4608)	Structural	598	767
	Decent Homes	5,476	5,368
P516	Winvale Refurbishment	17	0
P541	Garage Improvements	290	201
P548	Mechanical Systems /Lifts	219	416
	Lifts		
P545	Capitalised Repairs		
	Parlaunt Shops-Flat Roof Replacement		
P551	Security & Controlled Entry Modernisation	94	3
P564	Darvills Lane - External Refurbs		
P565	Estate Improvements/Environmental Works	200	233
P569	Replace Fascias, Soffits, Gutters & Down Pipes	634	756
P573	Upgrade Lighting/Communal Areas	872	1,072
P573(4609)	Communal doors	47	
P573(4610)	Balcony / Stairs / Walkways areas	81	
P573(4611)	Paths	65	
P573(4612)	Store areas	57	
	Sheltered / supported upgrades	250	
	Planned Maintenance - Capital	2,826	2,681
P546	Environmental Improvements (Allocated Forum)	200	2
P407	Commissioning of Repairs Manitenance and Investment Contract	945	433

P405	Tower and Ashbourne	1,121	817
P547	Major Aids & Adaptations	450	533
P406	Stock Condition Survey		23
P575	Affordable Homes	8,436	2,170
P779	Britwell Regeneration	1,329	318
		20,782	12,345

**CARRY FORWARD / TRANSFERS TO RESERVES REQUESTS
2015/16**

	CC	£	Service Area
<u>Wellbeing</u>			
Troubled Families funding	F453	32,340.00	Children, Young People and Families Services
		<u>32,340.00</u>	
<u>Customer and Community Services</u>			
New Burdens Funding (Agile Working and Transformation Project)	B126	45,000.00	Planning & Building Control Services
Safer Slough Partnership Funding	H235	43,200.00	Public Protection
Slippage from the early end of a Dom. Abuse Contract	H254	33,200.00	Public Protection
Re-Fit Programme (Consultancy Support)	D308	10,000.00	Planning & Building Control Services
		<u>131,400.00</u>	
<u>Chief Executive</u>			
Town Centre Management	B415	117,000.00	Strategic Policy & Communications
Tractivity and EGI (CRM system for economic development)	B415	35,000.00	Strategic Policy & Communications
City Deal Funding	B202	204,000.00	Strategic Policy & Communications
Firework Display surplus income	C061	12,500.00	Strategic Policy & Communications
Elections Manager Post / Electoral Registration Staff	B240	60,000.00	Strategic Policy & Communications
		<u>428,500.00</u>	
<u>Regeneration, Housing and Resources</u>			
Defra Funding re: Pathfinder Project	D458	87,000.00	Assets, Infrastructure & Regeneration
Defra Funding re: SUDS	D458	76,400.00	Assets, Infrastructure & Regeneration
Defra Funding re: SUDS Compliance and Flood Management	D458	30,000.00	Assets, Infrastructure & Regeneration
		<u>87,000.00</u>	
Total Carry Forwards Requested		<u>732,440.00</u>	

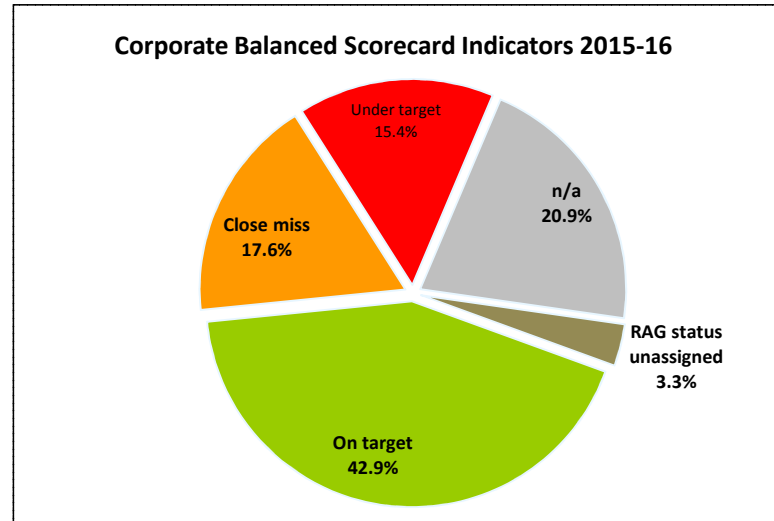
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**Appendix D: Slough Borough Council - Corporate Balanced Scorecard
2015-16: to end of quarter 4 - March 2016**

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

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

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



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

Changing, Retaining and Growing									
Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Establish a business inward investment and retention function	Business rate debit increase each year	Apr-16	April-Sept 2015 0.70% decrease April- June 2015 0.93% decrease	1.50%	April-March 2016 0.03% decrease	↑	Red	There has been a 0.3% decrease in the net collectable debit in Q4 2015/16 compared to the beginning of the financial year. An inward investment strategy and action plan has been developed and a number of new businesses have set up, although the decrease in business rate debit is a wider issue. We are also waiting on the Valuation Office Agency to bring some other properties into rating.
		Number of new businesses investing in the town	Apr-16		4	April-March 2016 13	↑	Green	Investments by: Skyline Communications, Cradlepoint, Aten UK, Kosei Pharma, IO, Moredata, UB Express, ZTE, KP Snacks, Bidvest, Arvato, Blues Smokehouse, Gentrack. Creating a total of 882 new jobs.
1.2	Ensure a fit for business transport infrastructure	Improve bus punctuality: Non-frequent bus services running on time	Oct-15	90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2014/15] Slough 89.0% SE 83.2% England 82.9%	↓	Green	Data is collated and reported annually by Department for Transport. There was an 8% improvement between 2011/12 and 2012/13, but a 1% reduction in 2013/14 and 2014/15. Local punctuality is above the England value (82.9%) and South East value (83.2%) for 2014/15.
		Deliver SMaRT A355 and A332 scheme	Apr-16		60% completion against budget and programme in 15/16, 100% in 16/17		↑	Green	Work on-site (A355) and is progressing well. Utility diversion due to start on the A4 Smart scheme at the end of April, with construction starting in late June.
		Value of bids submitted by partners against Local Enterprise Partnership allocations approved	Apr-16		20%		↑	Green	Burnham Station and the A4 Cycleway LEP bids approved by the LTB. Nine further bids submitted against Transport and non Transport schemes.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.3	Enable partners to support residents to develop skills to meet local employers' needs	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)	Apr-16	<p>Mar 2015 1,605 people Slough 1.7; SE 1.2; GB 2.0.</p> <p>Mar 2014 2,620 people Slough 2.8; SE 1.8; GB 2.9.</p> <p>Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.</p>	maintain at low level compared to national value	As at Mar-16: 1,365 people Slough 1.4 SE: 1.1 GB: 1.9	↑	Green	JSA claimant rate in March reduced by 0.3 from 1.7 in Mar-15 to 1.4 in Mar-16, comprising of 1,365 people. Slough's rate is lower (better) than the GB average of 1.9 but higher than the South East average of 1.1. The council and partners are seeking to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council has expanded its work with partners, broadening its range of activities in order to reflect local business and local priorities. Work with Job Centre Plus and Children Centres targeting lone parents, working with local businesses and ASPIRE to deliver career path way programmes, e.g. construction, and skills development workshops targeting specific areas of the labour market, incorporating soft skills. Through 'Aspire for You' the council continues to hold community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. Through City Deal (Elevate Slough) the council is focusing its work in supporting the 16 to 24 year olds NEETS into employment.
1.4	Develop planning policies which will deliver more high value business properties to meet modern needs	New business planning applications applied for each year	Apr-16		Increase	4 major applications for completely new business schemes		n/a	This is the first year of the plan.
		Amount of commercial floor space applied for each year	Apr-16		Increase	26.973m2		n/a	This is the first year of the plan.
1.5	Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow	Progress against project plan milestones for station developments (Burnham, Langley, Slough)	Apr-16		Completions Burnham 16/17, Langley 17/18 Slough 18/19		↑	Green	2nd Phase of the Burnham experimental scheme underway, recommendations to Cabinet in June. Detail design continuing, construction due to start in Autumn. Langley concept design partially complete.
1.6	Develop a more mutually beneficial relationship with Heathrow Airport	No net loss of business rates as a result of Heathrow displacement	Apr-16				↔	Amber	Bids for community and transport projects to be submitted shortly, covering public transport trials and access routes.
1.7	Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained	Adherence to Environmental Protection Act cleaning through the street cleaning monitoring scorecard.	Oct-15		Grade A	Draft monitoring programme currently being undertaken	n/a	n/a	This is a new indicator. Data is being collated and will be reported on later in the year.
Outcome 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough									
2.1	Higher quality private rented sector housing will be a valued housing option and will reduce long term health problems	Number of private rented bed spaces regulated, licenced or otherwise made safe for occupation.	Jan-16	<p>Q2 2015/16 132 bed spaces regulated 0 HMO bed spaces licenced</p> <p>Q1 2015/16 47 bed spaces regulated 6 HMO bed spaces licenced</p>	250 bed spaces per year	Apr-Dec 2015 365 bed spaces regulated 38 HMO bed spaces licenced	↑	Green	Q1 figures are skewed as coding for bed spaces was only fully introduced from June/July. New objectives and codes have been embedded within the team to support delivery throughout Q2. During Q3 a focus on licensing has increased the numbers of HMO bed spaces licenced, this will continue in Q4.
2.2	Make best use of existing local authority public sector housing stock to meet housing need	Number of bedrooms freed up by rehousing existing tenants into smaller accommodation which meets their needs and financial circumstances.	Jan-16	14 Q2 2015/16 10 Q1 2015/16	50 bedrooms	Apr-Dec 2015 31	↓	Amber	The Tenant's Incentive Scheme (money to move) has been changed from July to remove age and size of property criteria, and increasing grant given. Take-up is steady however priority for re-lets is given to decanting Tower and Ashborne tenants and figures will increase correspondingly once the two blocks have been emptied.
	All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need	Number of tenant verification visits completed	Jan-16	222 Q2 2015-16 217 Q1 2015-16	2,000 stretch target if invest to save bid is supported	Apr-Dec 2015 628	↑	Red	The Neighbourhood managers consider the 2,000 target unrealistic. With competing priorities, assessment of risk to the residents, the service and SBC is an important influence on what can be achieved. Third quarter number of verifications were a drop on two previous quarters, however, overall increase on the whole of 2014-15 therefore, direction of travel is up. Currently the spend to save is tied up with the stock condition survey, which will allow all properties surveyed to have a basic verification exercise to be carried out. The outcome of these verifications may be identification of tenants/properties which requires a more in depth verification. Additional resource maybe required to support this process, possibly an additional fraud officer. Beyond the condition survey, incorporation of a verification process within the RMI Contract linked to repairs/gas inspections. NHO's will continue to do in depth verification visits based upon findings and known high risk tenants.

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

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Statutory homelessness - homelessness acceptances Rate per 1,000 households	Jan-16	1.40 [71 households] Q2 2015/16 1.02 [52 households] Q1 2015/16 1.36 [2014/15] 0.34 [2013-14]	Decreasing	Apr-Dec 2015 3.78 (192 households) Q3 2015/16 1.36 (69 households)	↑	Amber	Acceptances re: homelessness have increased nationally, as reported in Q2. Slough are getting more clients presenting under S21 notices (e.g. 2 months) due to landlords wanting their properties back so they can rent them out for higher/nightly rents, possibly to London Boroughs and via the 'working' private sector client group, who are willing/able to pay higher rents. On a positive note, Accepted/Agreed cases, we are now able to discharge duty into the Private Sector and therefore these are not all clients awaiting social housing via the Housing Register nor remaining in temporary accommodation longer term. Additional information on benchmarking shows SBC to be the best performing authority in its peer group.
	Ensure each household is evaluated regularly to ensure their housing options are being explored with a view to them leaving temporary accommodation	Statutory homelessness - households in temporary accommodation Rate per 1,000 households	Jan-16	3.76 [191 households] Sept-15 3.72 [189 households] Jun-15 2.70 [2014/15]	Decreasing Target for 2015/16: Rate of 3.75 per 1,000 households [190 households]	As at Dec 2015 3.84 rate per 1,000 households [195 households]	↓	Amber	A target of 190 households in TA at the end of any given quarter is set for 2015/2016 (rate of 3.75 per 1,000 households). This is based on the rate of approaches and cases over the last 9 months (average of 192 households in TA). In Q2 according to the CIPFA website, Slough's 6 closest comparator groups are; Brent, Ealing, Greenwich, Hounslow, Luton, Redbridge. Slough was 4th in line for the number agreed as homeless (rate per 1,000 households), it managed the lowest number in TA (rate per 1,000 households). Slough's Q2 rate per 1,000 households was 3.76 whereas the comparators were as follows; Brent: 27.43, Ealing: 19.53, Greenwich: 4.51, Hounslow: 11.43, Luton: 13.68 and Redbridge: 22.05. We intend to use the DHP budget to assist more households with moving out of TA. We have implemented the Home=Work Club which is assisting TA households back into work and therefore making them eligible for Social Housing. Using the Prevention Fund to assist households with suitable accommodation before they are placed in TA.
Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Define and establish the Centre of the Town as a destination	Increase footfall	Apr-16		2% pa		n/a	Amber	Monitoring trial using CCTV will be undertaken to benchmark the current footfall in the High Street.
3.2	Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space	Number of major planning applications submitted in the Centre of Slough	Apr-16		2 pa			n/a	History of previous applications over the past 5-10 years to be used as the baseline (currently underway).
3.3	Understand through consultation and intelligence, the current and future needs and expectations of the High Street from High Street retailers and customers	Number of consultation/surveys events with community and stakeholders	Apr-16		1-5 pa 1-2 pa	As at June 2015 1	n/a	Green	A retail survey has been carried out jointly with RBWM, results are anticipated shortly but the draft confirms residents within Slough Town Centre's catchment area are shopping elsewhere. Commission a study to understand national retail and town centre trends being seen in Slough. Events/consultations need to be related to publicity/ decision making from other work streams. As such 5 consultation events per annum may be over-consulting and not viable to resource (this equates to one every 10 weeks).
3.4	Cultivate a vibrant town centre	Improved perception of people arriving in the town	Apr-16	There is no current baseline.	85% of people satisfied or better		n/a	Amber	There is no current baseline for this measure. A survey will need to be undertaken to give a baseline measurement for measurement against. Details of this survey have been agreed, these will be undertaken shortly.
3.5	Expand the evening economy	Number of investor and developer enquiries from retail, hotel and leisure sectors	Apr-16		10 pa	As at Sept 2015 7	↑	Green	Retail survey to be undertaken by the Town Centre Manager.
3.6	Deliver a One Public Estate Strategy	Joint Venture set up between identified/chosen partner(s)	Jul-15		To be set		n/a	Amber	Meetings being held in the Autumn with partners (NHS and BFRS).

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.7	Ensure the Curve continues to be operationally successful	Fully occupied and utilised town centre building adds to economic activity, supports evening economy and cultural diversity	Apr-16	A base line position is being established	Full cost recovery open until 11pm		n/a	Amber	Arrangements for the transfer of library and adult learning services to the Curve are progressing well, core library opening times have been agreed, and facilities are in the process of recruiting a facilities officer to be based at the Curve. A Curve Programme Officer has been appointed. A draft centre programme has been developed. An Arts Grant is being applied and officers are involved with the Slough wide Arts Council Creative People & Places arts project. A position statement is being written that identifies the baseline position of occupation, budgets, staffing, opening hours etc. A business plan will then be created in order to identify the challenges and opportunities that the Curve brings to Slough. The Assistant Director of Assets, Infrastructure & Regeneration with support from the events officer are planning the "opening" events.
3.8	'Slough the place of innovation'	Smart City projects started	Apr-16		1 pa		n/a	Green	A works programme over the next 5 years delivering innovation to improve the customer experience.

Enabling and Preventing

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

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
4.1	Build on success in making Slough safer	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Apr-16	80.95 [rolling yr to Dec-15] 79.50 [rolling yr to Sept-15] 82.70 [rolling yr to Jun-15] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Monitor (Reducing)	[rolling yr to Mar-16] Slough 81.92 MSG 84.64 England 75.51	↓	Red	The rolling year to date crime rate as at Mar 2016 has increased from the previous quarter period by 0.97 from 80.95 to 81.92 and is above the England average of 75.51. However the Slough rate continues to remain below the rate of Most Similar Group (MSG) Both the England and MSG rate has also increased in comparison with similar period previous quarter. Analysis of this increase has seen increases to serious acquisitive crime along with theft offences. Actions set during recent SSP performance to investigate increase and to work with partner agencies in working on further preventative measures. The increase in all crime is a national following tighter re-classification of offences and the inclusion of online fraud and cyber related crime for the first time.
		Crime rates per 1,000 population: Violence against the person (cumulative from April) (iquanta)	Apr-16	21.96 [rolling yr to Dec-15] 21.00 [rolling yr to Sept-15] 20.99 [rolling yr to Jun-15] 18.30 [2014/15] 18.50 [2013/14] 19.53 [2012/13] 21.15 [2011/12]	Monitor (Reducing)	[rolling yr to Mar-16] Slough 22.62 MSG 28.97 England 21.18	↓	Red	The rolling year to date for 'violence against the person' crime rate at Mar 2016 has increased by 0.66 to 22.62 which is a shorter increase than the previous quarter (0.99) The MSG also saw an increase by 1.14 along with the National picture (1.2) With Slough's small increase in violence against the person it has helped the borough move to 1st position in the MSG table (previously 2nd) Slough is also now closer to the national average. Actions: VMAP has focused on Violence and continues to identify and work with victims and perpetrators Violence is being monitored as the changes in recording may have disproportionately increased the types of offences included in this category. The SSP is monitoring.
		Domestic abuse incidents recorded by the Police Rate per 1,000 population / % repeat cases (TVP)	Apr-16	32.74 [rolling yr to Dec-15] 29.88 [2014/15] 30.27 [2013/14] 27.81 [2012/13] 28.18 [2011/12]	Monitor (Reducing) / low % is good	[rolling yr to Mar 2016] Slough 33.5	↓	Red	The rolling year to date domestic abuse incidents recorded by the Police rate as at Mar 2016 has increased again from the previous quarter figure of 32.74 to 33.5. The multi-agency approach of VMAP has helped identify key offenders (incl. repeat) and arrests have been made however despite this numbers are increasing locally and nationally. A key reason for this increase is believed to be down to more victims reporting abuse to police. The comparator rates for England and MSG are not known as yet.
		First time entrants to the Youth Justice System (rate per 100,000 10-17 year olds) (YOT)	Jul-15	386 [2014] 513 [2013] 647 [2012] 741 [2011]	Reducing	[2014] Slough 386 SE 348 England 409	↑	Green	We exceeded expectations this year, showing a steady improvement over the last 2 years. We have a strong Prevention Team who works with identified young people referred to the YOT. The Prevention Team also undertake outreach work in our local schools to ensure that we continue to reduce the numbers of FTE into the system. Data released annually in July (one year in arrears) by the Youth Justice Board.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Number of troubled families in cohort where the offending rate by all minors in the family has reduced by at least 33% in the last 6 months. (TF)	Oct-15	Phase 1 2014/15 70%	70% (150 of the 213 families targeted for Year 1 - set by DCLG)		n/a	n/a	The programme is now currently in the final stages of gathering data from partners and agencies and are in the process of finalising our 2015/16 cohort and the 5 year cohort. A definitive update will be available in Qtr 3. We intend a very light touch on January's claim result to test. 70% baseline represents the Phase 1 returns and PbR (Payments by Results). Please note that this 'target' for our programme is interchangeable with Continuous Employment result.
		Number of sessions delivered on child sexual exploitation, domestic violence, forced marriages, FGM and other safeguarding issues/ % increase in awareness (L&D SBC and partners)	Apr-16	Q4 2015/16 7 courses delivered 370 attendees Q3 2015/16 7 courses delivered 134 attendees Q2 2015/16 13 courses delivered 384 attendees Q1 2015/16 13 courses delivered 199 attendees	Number/ high % is good	Apr-Mar-16 40 courses delivered on safeguarding 1,087 attendees	n/a	Green	Safeguarding training is designed to meet the needs of Slough Local Safeguarding Board and the Slough Borough Council Safeguarding Adults Partnership Board in order to make Slough a safer place for children and adults. Training has included Safeguarding Adults level 1, Safeguarding Adults Level 2 Foundation, , Basic Safeguarding Children, MARAC and DASH, Targeted Safeguarding Children level 2, HBV & Forced Marriage, Critical Case Review, LSCB Annual Conference, ASC Risk tool and Refresher (e-learning) and safeguarding vulnerable adults awareness (e-learning). A strategy and toolkit has been developed for CSE which is under discussion at the moment. Update for 2015/16: - 40 attendees for 'Safer Lives' DA training - 22 attendees for FGM (all education colleagues) - 8 attendees for HBV - 170 attendees for CSE - 8 attended the 'Culture SCR Event' - 61 attended the 'Basic Safeguarding' training - 61 attended the 'Targeted Safeguarding' training
		Killed and seriously injured (KSI) casualties on roads Rate per 100,000 residents (TVP/Safer Road Berkshire Group)	Jul-15	32.90 [2011-13] 30.70 [2010-12] 29.75 [2009-11]	reducing	[2012-14] Slough 33.1; SE 47.9; England 39.3	↓	Green	Data is collated and reported annually by the Department for Transport. The casualty rate in Slough increased by 2.2 between 2010/12 and 2011/13, with a further 0.2 increase in 2012/14. However the rate in Slough (33.1) is below the England value (39.2) and South East value (47.9).
4.2	Build on success in tackling anti-social behaviour	ASB incidents recorded by Police and Neighbourhood Services / case resolution % (cumulative from April) (TVP & SBC - NS)	Apr-16	3993 [rolling year to Dec 2015] 3590 [2014/15] 3654 [2013/14] 4330 [2012/13]	Monitor/ low % is good	[rolling yr to Mar-16] TVP: 2689 SBC: 1176 Total 3865	n/a	Green	The 2015/16 period will be used in getting the reporting systems/processes correct and using these figures to act as a baseline for the 2016/17 period to be measured against. In terms of actual figures 2015/16 has shown ASB incidents reduce by 3% when compared to 2014/15.
		Number of troubled families in the cohort where there has been a 60% reduction in anti-social behaviour across the family in the last 6 months. TF	Oct-15	Phase 1 2014/15 70%	70% (150 of the 213 families targeted for Year 1 - set by DCLG)		n/a	n/a	Our target range is contingent on improving and sustaining the family as a whole. On finalisation of the cohort for 2015/16, and engaging of partners and services we aim to have a positive direction of travel for each quarter, however as noted above detailed progress of this programme will be available in Qtr 3.
4.3	Deliver the council's community cohesion strategy	Number of WRAP training sessions delivered/ % increase in awareness (cumulative from April) (L&D SBC)	Apr-16	April-Sept 2015 371 attendees 322 e-learning completions April to June 2015 340 attendees	All SBC front line staff trained (c. 920 in total)	April-March 2016 582 attendance (476 SBC and 106 SCST) 441 e-learning completions Jan-March 2016 33 attendees (21 SBC, 12 SCST) 81 e-learning completions	n/a	Amber	Attendance was disappointing in Q4 of 2015-6, with several courses being cancelled due to low numbers. A new programme is underway to publicise and reinvigorate the WRAP sessions with the course now mandatory for all identified front line staff. E-learning will be mandatory for all SBC staff with a proposed 3 month completion deadline.

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

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1	Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible	Number of Early Help Assessments completed in the year to date per 10,000 children	Jan-16		Increasing	Under development	n/a	n/a	Early Help Assessments (EHAs) are being conducted and recorded although reporting is still in development. The figures count the number of EHAs started rather than completed, but there are frequent checks to ensure that started EHAs have been completed so that there is certainty about whether the child received the proposed service.
		Number of social care referrals received per 10,000 children	Jan-16	600.7[yr to Sept-15] 582.2 [yr to Jun-15] 571.4 [yr to Mar-15] 641.3 [yr to Mar-14] 452.1 [yr to Mar-13]	Decreasing Figures to stabilise prior to new target	647.4 [yr to Nov-15] 2,581 referrals	↓		Slough experiences a high rate of referrals to social care, which would reduce with more effective Early Help offers to assist families and as a more effective understanding of referral thresholds by partners is obtained. The volume of referrals has increased by 11.5% compared to a year previously and some continued fluctuation is to be expected due to changes in front door services, which have resulted in an increased referral rate to social care services in recent months. Comparators: 509 per 10,000 (South East, 2014/15) 548.3 per 10,000 (England, 2014/15)

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Number of children subject to Child Protection (CP) Plan per 10,000	Jan-16	39.1 [Sept-15] (156 children) 49.2 [Jun-15] (196 children) 58.9 [Mar-15] (235 children) 65.6 [Mar-14] 38.4 [Mar-13]	Decreasing Figures to stabilise prior to new target	44.9 [Nov-15] (179 children)	↓		The number of CP plans had been falling steadily since February, but increased in November. This number is still roughly 30% lower than a year previously and some continued fluctuation is to be expected due to changes in front door services (see above). Comparators: 40.9 per 10,000 (South East, 2014/15) 42.9 per 10,000 (England, 2014/15)
		Number of LAC per 10,000 children	Jan-16	49.4 [Sept-15] (197 children) 52.4 [Jun-15] (209 children) 49.2 (196 children) [March 2015] 48.4 [March 2014] 48.3 [March 2013]	Decreasing Figures to stabilise prior to new target	[Nov-15] 46.9 (187 children)	↓		Slough has a fairly stable LAC rate for the number of local children, which has remained at around 48-49 per 10,000 for several years. November saw a slight increase in numbers, of 3 children. Comparators: 49 per 10,000 (South East, 2014/15) 60 per 10,000 (England, 2014/15)
5.2	Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change	An improved Ofsted inspection rating of good or outstanding.	Jan-16	Inspected in Nov-13: Overall judgement was rated 'Inadequate' as was the effectiveness of the LSCB	Top quartile of published performance distribution levels of those measures used by Ofsted & DfE to identify 'good practice'.			Red	Ofsted inspected Slough Children's Trust in late 2015, and will issue their draft report in February 2016. As of 31st December 2015, Ofsted has published the results of 73 inspections of this type: No council has yet been rated 'Outstanding' 23% have been rated 'Good' 51% have been rated 'Requires Improvement' 26% have been rated 'Inadequate'
5.3	Ensure vulnerable children and young people are safe and feel safe	Hospital admission caused by unintentional and deliberate injury in children (aged 0-14 years) and in young people (aged 15-24 years)	Oct-15	<u>0-14 yrs</u> 108.80 [2013/14] 101.43 [2012/13] 118.46 [2011/12] 117.21 [2010/11] <u>15-24 yrs</u> 126.30 [2013/14] 132.63 [2012/13] 149.49 [2011/12] 153.89 [2010/11]	Reducing	[2013-14]: <u>0-14 yrs</u> Slough 108.80 SE 107.93 England 112.16 <u>15-24 yrs</u> Slough 126.30 SE 137.62 England 136.74	↓	Green	Not statistically different to England for either age range. Minor corrections nationally to the 2013/14 PHOF indicator than previously reported. A slight reduction for 2013/14 from 146.04 (previously reported) to 126.30 for the age group 15-24 years and a reduction from 110.41 (previously reported) to 108.80 for those aged 0-14. Business plan being developed for the Better Care Fund to prevent admissions for falls and other accidents in the 0-4 age range.
5.4	Ensure children and young people are emotionally and physically healthy	Prevalence of childhood 'healthy weight' at start of primary school (Reception) as measured by the NCMP	Jan-16	78.4% [2014/15] 77.5% [2013/14] 76.1% [2012/13] 74.9% [2011/12] 76.4% [2010/11]	Closer to the national rate	[2014-15] Slough: 78.4% SE 78.9% England: 77.2% [2408 children measured]	↑	Amber	The percentage of children of 'healthy weight' at the start of primary school in Slough of 78.4% is marginally above the England average of 77.2% however below the SE average of 78.9%. Longer term improvements expected as rates of breastfeeding initiation now above the England and decile average. Change4life Disney campaign launched through early years teams.
		Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP	Jan-16	58.9% [2014/15] 60.8% [2013/14] 63.4% [2012/13] 61.6% [2011/12] 59.2% [2010/11]	Closer to the national rate	[2014-15] Slough 58.9% SE 68.6% England 65.3% [1780 children measured]	↓	Red	In 2014/15 the percentage of children of 'healthy weight' at the end of primary school in Slough of 58.9% is below England and SE averages of 65.3% and 68.6%. 13 schools have taken up the Change4life resources and a nationally supported launch is planned locally in w/c 25th Jan. We have commissioned a revised Let's Get Going Programme and will pilot this in three schools in the spring term.
5.5	Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve to their individual potential	Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Oct-15	64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2014/15] Slough: 64.9% SE 70.1% England 66.3%	↑	Green	Achievement in the 2013-14 academic year shows that performance in Slough Schools has improved by 6.9% from 58.0% in 2013/14 to 64.9% 2014/15. However, other authorities have also improved such that Slough's performance in 2014/15 is below the England average of 66.3% and South East average of 70.1. Slough is ranked 89th nationally out of 152 local authorities placing them in the third quartile.
		Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	Jan-16	78% [2014/15] 78% [2013/14] 74% [2012/13] 73% [2011/12]	increasing	[2014/15] Slough 78% SE 81% England 80%	↔	Red	Achievement in the 2014-15 academic year remains unchanged from the previous year of 78% and is below the England average (80%) and South East average (81%). Slough is ranked 116th nationally out of 152 local authorities placing them in the bottom quartile. Analysis of the results highlights weaknesses with mathematics and writing. Consequently, the focus is on selecting the vulnerable schools in these areas and introducing a booster programme for maths in Year 6 as an immediate action, alongside a longer term Key Stage 2 programme in selected schools to consolidate mathematics and build in sustainable improvements.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2 by region of pupil residence	Jul-15	78% [2013/14] 75% [2012/13]	increasing	[2013-14] Slough 78% SE 79% England 79%	↑	Green	Achievement in the 2013-14 academic year shows a 3% improvement on the previous year of 75%. However, other authorities have also improved such that Slough's performance in 2013-14 is 1% under the England average (79%). Key Stage 2 results by region of pupil residence is in line with Slough School results of 78%.
		% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	Apr-16	[2013-14] Slough 69.3% SE 59.0% England 53.4%	increasing	[2014-15] Slough 67.9% SE 59.9% England 53.8%	↓	Green	Achievement for 2014/15 academic year shows a 1.4% drop on the previous year of 69.3%. However performance in Slough Schools at 67.9% is well above the England average (53.8%) and South East average (59.9%). Slough is ranked 8th nationally out of 152 local authorities placing them in the top quartile.
		% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths) by region of pupil residence	Apr-16	[2013-14] Slough 59.2% SE 58.9% England 53.4%	increasing	[2014-15] Slough 60.2% SE 59.9% England 53.8%	↑	Green	The GCSE achievement by region of pupil residence shows that performance has improved by 1.0% from 59.2% in 2013/14 to 60.2% 2014/15 however performance is lower than the achievement levels in Slough Schools of 67.9%. The achievement is well above the England average (53.8%) and South East average (59.9%).
		16 to 18 year olds who are not in education, training or employment (NEET)	Jan-16	As at Sept 2015 (Q2) NEET 4.1% Not Known 39.3% As at June 2015 (Q1) NEET 4.6% Not Known 1.7% 2014 NEET 4.0% Not Known 9.3% 2013 NEET 6.1% 2012 NEET 4.9% 2011 NEET 5.2%	Below 5%	as at Jan 2016 (Q3) NEET 4.29% Not Known 5.5% N.B These figures are current (January 2016). The latest figures published by the DfE are for November 2015.	↑	Green	Since September 2015, the focus has been on finding the destinations of Slough's young people aged 16 to 18 years. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough. Additionally, resources have been allocated to tracking young people by telephone and email. This has brought Slough's "not known" rate down from over 30% in September to its current rate of 5.5% meaning that Slough remains on schedule to reach its target rate of 5% (based on average figures for November 2015, December 2015 and January 2016). Details at: https://www.gov.uk/government/publications/need-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training . Slough's NEET rate is currently 4.29% which is below the target rate of 5%. However, focused work is ongoing with this group of young people to assist and support them to find suitable employment, education or training opportunities.
		Number of Slough resident children home educated as a rate per 10,000 children	Jan-16	27.18 per 10,000 [67 children] Sept-15 24.34 per 10,000 [60 children] Jun-15	To be set	As at Dec-15 37.32 per 10,000 [92 children]	↑	n/a	As at Dec-15, 92 Slough resident children are recorded as home educated at a rate of 37.32 per 10,000. The rate is on the rise, increasing from 24.34 per 10,000 as at Jun-15 [60 children] and 27.18 per 10,000 as at Sept-15 [67 children] .
5.6	Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood							n/a	
5.7	Secure sufficient school places to meet the needs of Slough residents	Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (primary phase)	Jul-15	96.8% [2015/16] 96.1% [2014/15]	To be set	2015/16 allocation: % offered one of their preferred schools: Slough: 96.8% SE: 96.5% England: 96.1%	↑	n/a	As at September 2015 allocation, 96.8% of Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the school is within or out of the borough. The remaining 3.2% were offered a place at the nearest school with a vacancy.
		Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (secondary phase)	Jul-15	95.7% [2015/16] 92.6% [2014/15] 94.9% [2013/14] 91.3% [2012/13]	To be set	2015/16 allocation: % offered one of their preferred schools: Slough: 95.7% SE: 96.3% England: 96.4%	↑	n/a	As at September 2015 allocation, 95.7% of children Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the schools is within or out of the borough. The remaining 4.3% were offered a place at the nearest school with a vacancy.
		Percentage of pupils on roll at a Slough school who also live within the borough	Jul-15		To be set	As at Jan-15 School Census 88.9%	n/a	n/a	88.9% of children registered as attending a Slough school live within the borough. [source: DfE School Census Jan-15]
		Percentage of Slough resident children who attend a school outside the borough	Jul-15		To be set	As at Jan-15 School Census 12.6%	n/a	n/a	12.6% of statutory age children in Slough are registered as attending a school out of the borough of which 36.9% are primary aged and 63.1% are secondary aged children. [source: DfE School Census Jan-15 and NOMIS Census 2011]

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 6: More people will take responsibility and manage their own health, care and support needs									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
6.1	Encourage all residents to manage and improve their health	Number of people starting a smoking cessation course (per rate 10,000). Percentage of those who successful quit smoking.	Jan-16	Actual no's 4WK quitters 975 [Q4 2014/15] 618 [Q3 2014/15] 384 [Q2 2014/15] 204 [Q1 2014/15]	Meet target of 960	Q1-2 2015/16 <u>Rate per 10,000</u> Slough 494 <u>% successful quit smoking</u> Slough 58%	↑	Green	In addition to the focus on those with mental health problems and smoking in diabetes a new priority is mothers smoking in pregnancy as our rates of low birth weight are higher than average. (Smoking is one of many risk factors). The Metime Club has been re-launched and provides a healthy outcome voucher of £5 (redeemable against fruits & vegetables) for everyone who remains quit at 4th, 8th and 12th week of being Smokefree.
		Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check	Jan-16	3.6% Q1 2015/16 12.9% [2014/15] 21.9% [2013/14]	Offered to 20% of the eligible population each year	2015/16 Q2 Slough 2.2% SE 4.6% England 5.0%	↓	Red	Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.
		Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	Jan-16	2.4% Q1 2015/16 9.9% [2014/15] 49.1% [2013/14]	Above the national rate	2015/16 Q2 Slough 1.3% SE 2.3% England 2.3%	↓	Red	Competing demands on practices to deliver other improvements has limited the return this quarter. Despite the lower than national offer above, the percentage who did receive the checks was above the national average see below.
		Cumulative percentage of the eligible population aged 40-74 who received an NHS Health check	Apr-16	48.9% Q3 2015/16 58.3% Q2 2015/16 66.7% Q1 2015/16 79.5% [2014/15] 10.8% [2013/14]	Meet the national target of: 66% [2015/16] 50% [2014/15] 25% [2013/14]	Q3 2015/16 Slough 48.9% SE 55.05% England 49.08%	↓	Amber	Options to enhance GP delivery and outreach through an integrated cardiac prevention programme are being developed with funding from the Better Care Fund. GPs are collecting the majority of the data for prediabetes and additional health check data will be requested too
		Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.	Apr-16	98.3 [2012-14] 106.32 [2011-13] 101.62 [2010-12] 111.93 [2009-11] 118.51 [2008-10]	Closer to the national rate of 75.7 per 1,000,000	2012-14 Slough 98.3 2011/13 Slough 106.32 SE 66.35 England 78.21	↑	Red	This rate published in the Public Health Outcomes Framework in Dec 2015 reflects 231 deaths - a reduction from 241 total deaths in 2011-12. 66% were in males and the PHOF estimates that 111 were preventable in males and 42 in females. Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care. A new national diabetes prevention programme is to launch in May 2016 which will help those with diabetes who have risk factors for wider cardiovascular disease A cardiac rehabilitation service has been funded by the CCG and an integrated cardiac prevention service has been agreed through the Better Care Fund.
6.2	Target those individuals most at risk of poor health and wellbeing outcomes to become more active, more often	The number of people aged 16 and over participating in at least 30 minutes of sport at moderate intensity at least once a week.	Jan-16	31.8% [2013/14] 30.3% [2012/13] 26.5% [2011/12] 35.0% [2010/11]	Increasing	2014/15 Slough 34.4% [base 511] SE 37.7% England 35.8%	↔	Green	The Active People Survey is collated and reported annually by Sports England with a base of 511 residents contacted locally. There was a 3.8% increase between 2011/12 and 2012/13, 1.5% increase in 2013/14 and a further 2.6% increase in 2014/15. However local participation rates are below the England value (35.8%) and South East value (37.7%) for 2014/15.
6.3	Develop preventative approaches to ensure that vulnerable people become more able to support themselves	People still at home 3 months after discharge from hospital with reablement (%) ASCOF 2B(1)	Jan-16	[rolling year to Jun-15] 98% [265] 2014/15 100% [70] 2013/14 100% [55]	95% or above whilst expanding the number of older people receiving the service	[rolling year to Sept-15] 100% [248]	↓	Green	This indicator is ASCOF 2B(1). Annual outturns relate to older people discharged from hospital to the reablement service during the months of January, February and March. The in-year reporting relates to older people discharged to reablement service during the quarter specified. Their individual outcomes can only be determined 3 months after the quarter in question. NB. This indicator is effected seasonally so care should be taken in interpreting current performance.
6.4	Build capacity within the community and voluntary sector to enable a focus on supporting more people to manage their own care needs	Numbers of people supported by voluntary and community sector	Apr-16	Q1 2015-16 2,814	10,400 per annum	2015/16 10,733	n/a	Green	The majority (85%) of contacts are with the Information, Advice and Advocacy Services.
		Social Isolation: percentage of adult social care users who have as much social contact as they would like	Oct-15	37.5% [2013/14] - [2012/13] 34.9% [2011/12] 35.4% [2010/11]	Closer to the national rate	2014/15 Slough 39.5% [base 255] SE 47.1% England 44.8%	↑	Red	The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2014/15 255 residents completed and returned the survey which is lower than the previous year of 340 completed and returned. There was a 2.0% increase between 2013/14 and 2014/15. However the social isolation rate reported locally for 2014/15 was below the England value (44.8%) and South East value (47.1%). The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
6.5	Put in place new models of social care for adults where direct payments will be the norm	Number of adults managing their care and support via a direct payment	Apr-16	As at Dec 2015 [207] As at Sept 2015 [204] As at Jun-15 [193] As at Mar-15 [194]	Increasing	As at March 2016 [232 clients & carers]	↑	Amber	The number of service users and carers supported through a Direct Payment continues to increase. We have appointed additional brokers with a primary focus on Direct Payments, have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.
6.6	Develop existing safeguarding arrangements to ensure people are at the centre of the safeguarding process and are supported to manage any risks	Percentage of stated outcomes achieved as part of safeguarding	Apr-16	Apr-Dec 2015 100% [20 cases] Apr-Sept 2015 100% [14 cases] Apr-Jun 2015 100% [4 cases]	60%	Apr-March 2016 97.2% (35 out of 36 cases had outcomes fully or partially achieved)	↑	Green	This is a new performance indicator that has been introduced in line with safeguarding guidance within the Care Act. The indicator measures whether the outcomes expressed by abused person or their advocate have been met or partially met. The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.
		Proportion of people who use services who say that those services have made them feel safe and secure	Oct-15	2013/14 Slough 82.4% SE: 79.7% England: 79.1%	80% - 90%	2014/15 Slough: 81.3% SE: 85.5% England: 84.5%	↓	Green	The Adults Social Care Outcomes Framework (ASCOF) is an annual survey of people who use services. The data for outcome 4B is used to drawn from this survey. There was a slight drop in Slough in the proportion of people who use services who say that those services have made them feel safe and secure from 82.4% in 2013/14 to 81.3% for 2014/15 and is also below the SE and England averages for 85.5% and 84.5%.

Using Resources Wisely

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

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
7.1	Increase the collection rates of Council Tax and Business Rates	Council Tax in year collection rate (%)	Apr-16	96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	96.60%	April to Mar 2016 96.52%	↑	Amber	The draft collection rate is the highest achieved by the Council in recent years and a major improvement over the past three years. However, the final outturn was 0.04% below the tolerance level to achieve 96.60% overall.
		Business Rates in year collection rate (%)	Apr-16	96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	96.70%	April to Mar 2016 97.12%	↑	Green	The draft collection rate is the highest achieved by the Council in recent years and a major improvement over the past three years.
7.2	Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable	Treasury Management return (%)	Apr-16	1.94% [2014/15]	1%	As at March 2016 2.29%	↑	Green	The outturn has been a significant improvement over the past two years. The rate is for all returns (excluding capital appreciation it is 1.68%).
7.3	Remove subsidies where appropriate and maximise revenue from fees and charges	Fees & charges rise at least in line with inflation	Apr-16		CPI+	n/a		Green	Where appropriate these have been increased for the following year's budget. There have been some substantial new income streams identified for 2016-17.
7.4	Maximise income from investment properties	Commercial Rent arrears reduction (%)	Apr-16	As at 31/03/2015 £81,851	20% reduction	As at 31/12/2015 £25,553	↑	Green	The actual performance is a reduction of 68% in the period to December 2015. The target for 2016/17 is a further 5% reduction by 31/03/17.
7.5	Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership (SRP) and other delivery options	Capital disposals of over £16m over life of MTFS	Apr-16		£16m	£3.3m received to date through the disposal of land at the former Arbourvale school to the EFA.	↔	Amber	This target will be achieved through the disposal of land at Ledgers Road, Wexham Nursery, Castleview, Windsor Road, Upton Road and the Prudential Building.
7.6	Rationalise the operational property estate, through disposals and shared use	Reduction in corporate building space (%)	Apr-16		£1.4m reduction by 31/03/2019	£70,000 or 5% of overall target	↔	Red	This indicator is linked to Asset Challenge/ Corporate Landlord work streams and seeks to reduce overall property costs by £1.4m by 31/3/19. This target was only achievable if the Council were to negotiate the early surrender of the lease at LMP, which would save circa £350k per annum. The Asset Challenge Project Board now need guidance on a realistic target. I would suggest a saving of £500k. Careful consideration needs to be given to double-counting savings realised via the Corporate Landlord.
7.7	Maximise savings from procurement, commissioning and contract management	Targeted reduction in new procurements of 30%			30% reduction			n/a	To be confirmed at year end.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
7.8	Ensure that a revolutionised approach to household waste collection is in place	The percentage of household waste sent for reuse, recycling or composting	Jan-16	29.1% [2014-15] 29.4% [2013-14] 29.9% [2012-13] 30.7% [2011-12]	Increase to 45% by 2018	28.3% [year to Sept 2015]	↔	Amber	Oct to Sept 2015 results of 28.3% shows a small reduction on 2014-15 levels (29.1%). In total, 51,246 tonnes of household waste was collected of which 14,503 tonnes was sent for recycling, reuse or composting during October to September 2015. Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030. The decline is very gradual. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
		Percentage of municipal waste sent to landfill	Jan-16	6.2% [2014/15] 5.9% [2013-14] 9.9% [2012-13] 6.4% [2011-12]	Reduce to 0.5% by 2020	5.3% [year to Sept 2015]	↑	Green	October to September 2015 results show an outturn of 5.3% shows a small reduction on 2014/15 levels of 6.2%. In total, 59,437 tonnes of municipal waste was collected of which 3,176 tonnes was landfilled during October to September 2015. Q1 performance of 0.3% has seen best ever performance with regard to waste to landfill figures. Annual offline event in September will see figure return to higher figure.
Outcome 8: The council will be a leading digital transformation organisation									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
8.1	Use technology to redefine the way customers contact the council	Transactions completed online	Jan-16		80		n/a	n/a	Indicator to be reviewed for 2016/17 as part of a fit for purpose suite of digital indicators with the development of the digital transformation programme. No current way of setting a baseline.
		Proportion of council tax payments by direct debit	Apr-16	54.7% Dec-15 54.6% Sept-15 54.2% Jun-15 51.9% Mar-15	Increasing	As at Mar-16 55.7%	↑	Green	As at December 2015 54.7% of council tax payments received were made by direct debit. This is a steady increase from 51.9% in March. As at March 2016 55.7% of council tax payments received were made by direct debit. This is a steady increase from 51.9% in March 2015.
		Proportion of business rate payments by direct debit	Apr-16	87.1% Dec-15 85.7% Sept-15 73.5% Jun-15	Increasing	As at Mar-16 87.2%	↑	Green	As at March 2016 87.2% of business rate payments received were made by either direct debit or BACS payment which is an ongoing improvement.
		Proportion of rent payments by direct debit	Apr-16	32.05% Dec-15 34.7% Sept-15 33.5% Jun-15	Increasing	As at March -16 32.6%	↑	Green	As at March 2016 32.6% of rent payments received were made by direct debit.
8.2	Streamline customer journeys to deliver savings	Reduction in number of face to face transactions at Landmark Place	Apr-16	Apr-Dec 2015 6.82% reduction 41,713 Customers served Apr-Sept 2015 2.9% reduction 29,006 Customers served 60,758 visits 2014/15	2015/16 10% reduction	Apr-Mar-16 10.72% reduction on 2014/15 54,249 Customers served	↑	Green	For Q1 and Q2 of 2015/16 there was 29,006 face to face transactions at Landmark Place. This is a 2.9% reduction from quarter 1 and 2 of 2014/15 of 29,871 customers served. The rate of reduction is heavily dependent on the amount of correspondence issued from departments. For Q1, Q2 Q3 and Q4 of 2015/16 there was 54,249 face to face transactions at Landmark Place. This is a 10.722% reduction from quarter 1, 2 3 and 4 of 2014/15 of 60,758 customers served. It has been noted that there has been a channel shift from FOH to Call centre where there has been an increase of 9,716 from 2014/15 to 2015/16 Actions need to be agreed to facilitate channel shift and reduce number of face to face transactions as part of the overall digital programme.
		Transactional service costs will reduce through use of channel shift (%)	Jan-16		33% reduction		n/a	n/a	Indicator to be reviewed for 2016/17 as part of a fit for purpose suite of digital indicators with the development of the digital transformation programme. No current baseline.
		Proportion of residents signed up for self service	Apr-16	Dec-15: 7% 3,856 residents Sept-15: 5.4% 2,912 residents Jun-15: 0.03% 1,693 residents	Increasing	As at Mar-16 8.4% 4,510 residents	↑	Green	This is a new service which started from April 2015. As at March 2016, 4,510 residents are signed up for self-service equating to 8.4% of households.
8.3	Invest in technology to enable staff to work smartly wherever they are located	Introduction of 10:6 desk ratio	Apr-16		60% of services by March 2016		n/a	Green	This target will move into a Work stream project called Mobile and Flexible Working and will feed into the Digital Transformation Strategy. Arvato have been notified that their support is required and we are therefore awaiting their confirmation of an allocated officer to support this Work stream.

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Appendix F: Five Year Plan Outcome updates as at 31st March 2016

5 YEAR PLAN OUTCOME:	Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay		OUTCOME LEAD:	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	RED	GREEN	04/04/2016
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	03/03/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ol style="list-style-type: none"> 1. Establish a business inward investment and retention function. 2. Ensure a fit for business transport infrastructure. 3. Enable partners to support residents to develop skills to meet local employers' needs. 4. Develop planning policies which will deliver more high value business properties to meet modern needs. 5. Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow. 6. Develop a more mutually beneficial relationship with Heathrow Airport. 7. Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<p>1.1 Establish a business inward investment and retention function</p> <ul style="list-style-type: none"> • Economic Growth Conference delivered on March 15th. • Attended opening of New Zealand Inward Investment – Gentrack. • Town Centre Partnership met on March 22nd. • Met with new owners of the Urban Building to established ongoing relationship and marketing strategy for potential investors. <p>1.2 Ensure a fit for business transport infrastructure</p> <ul style="list-style-type: none"> • Junction protection restrictions are now being implemented throughout the borough. • Fortnightly updates have been issued to all businesses on major transport projects. • Slough Roadmap now revised. <p>1.3 Enable partners to support residents to develop skills to meet local employers' needs</p> <ul style="list-style-type: none"> • 4 unemployed young people completed work experience with SBC and received employability training. <p>1.4 Develop planning policies which will deliver more high value business properties to meet modern needs</p> <ul style="list-style-type: none"> • Nothing to report. <p>1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow</p> <ul style="list-style-type: none"> • Burnham Station LEP funding secured following LTB approval. <p>1.6 Develop a more mutually beneficial relationship with Heathrow Airport</p> <ul style="list-style-type: none"> • Nothing to report. <p>1.7 Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained</p> <ul style="list-style-type: none"> • Deep clean for the High Street to remove all chewing gum and grit, grim and staining from pavements delivered. • Public Realm strategy signed off with Cabinet. 					

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

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

1.1 Establish a business inward investment and retention function

- Planning following up meeting with Gentrack to discuss ongoing recruitment challenges and potential business networking opportunities.
- Meeting with Industry Partners to discuss the development work on the Slough investment branding.
- Attending Thames Valley Expo at Windsor Racecourse.

1.2 Ensure a fit for business transport infrastructure

- LED streetlighting programme starts.

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

- Elevate is running a number of courses in hospitality training, confidence building/employment advice and benefits advice sessions at Children's Centres for lone parents to move them closer to the labour market.

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

- Nothing to report.

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

- Consultation meeting with Bucks CC and SBDC on changes to Hollow Hill Lane.
- Concept design completed for Langley.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Bids for public transport improvements to be submitted.

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

- Bulky waste PAYT system to go to Arvato for online portal payments changed into bigger digital transformation piece.
- Research into Flytipping hotspots and working with Housing team. Composition into how PR strategy works to steer enforcement teams.
- Community Champion cleaning project meeting to commence.

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

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

Major scheme contamination Higher costs following material testing/material non-hazardous alternative options being sought.

Red / Amber / Green

Red

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

5 YEAR PLAN OUTCOME 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough			OUTCOME LEAD	Neil Aves	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	AMBER	31/03/2016
<i>Previous month</i>	GREEN	AMBER	RED	AMBER	29/02/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key actions					
<ul style="list-style-type: none"> Higher quality private <u>rented</u> sector housing will be a valued housing option and will reduce long term health problems. Make best use of existing <u>public sector</u> housing stock to meet housing need. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need. Make better use of land including <u>and existing housing within the borough including</u> using opportunities for new high quality, family and high density residential developments. Prevent homelessness where possible through early intervention and using a range of housing options. <u>The Council will actively promotes new garden suburb in an area to the north of Slough.</u> 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> 6 of 15 offers of buy-back issued to T&A leaseholders accepted. Publication of a 5 year HRA development programme for new-build homes. 20 units of SBC owned supported living accommodation granted planning permission. 15 units of SBC owned general needs accommodation granted planning permission. FBC agreed by Capital Strategy Group for budget funding of 5 new build general needs SBC homes. Further tenants rehoused from Tower & Ashbourne reducing remaining number to 29 with a further 4 under offer of accommodation. 4 new build homes in Britwell transferred into council ownership and allocated to households in need. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> Agreement to manifesto commitment to start 250 new council homes by 2018. Draft outline planning brief for redevelopment of T&A site agreed for consultation between SBC & MSIL. 3 new build homes in Britwell anticipated to be handed over for allocations. Commencement of CPO action on leaseholders in T&A. 					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this project)					
				Red / Amber / Green	
Increased PS market rent levels rendering the sector inaccessible to households on benefits.			R	A	A
Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.					A G G
Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.					A G G
Increase in construction costs rendering small and infill site development non-viable.				A	A G
Staff vacancy rate and inability to recruit to undertake housing regulation functions.	R	R	R		
Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.		R	R	A	
Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.				A	A A
National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.					A A G

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

5 YEAR PLAN OUTCOME:	Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities		OUTCOME LEAD:	Joe Carter	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	GREEN	11/04/2016
<i>Previous month</i>	GREEN	AMBER	AMBER	GREEN	16/03/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Create a VISION for the Centre of the Town. • Define and establish the Centre of the Town as a destination. • Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space. • Understand through consultation and intelligence, the current and future needs and expectations of the High Street. • Cultivate a vibrant town centre. • Expand the evening economy. • Deliver a One Public Estate Strategy. • Ensure the Curve continues to be operationally successful. • Make 'Slough the place of innovation'. 					
Key activities completed / milestones achieved in this period:					
<ul style="list-style-type: none"> • Town Centre Partnership met on 22 March 2016. • Continuing to meet with key retailers. • Met with The Blue Smoke House – new restaurant in High Street. Supporting them with settling down and recruitment. Business will be hosting the Town Centre Partnership meeting on 24 May 2016. • Met with the Laser Clinic Group – new business in High Street. • Draft Town Centre survey. • Town Centre branding and straplines agreed. • Facebook and Twitter community pages launched. • Spring Along Slough – What Makes our Town Great event on 7 April 2016 – press article published in Slough Express, 8 April 2016. <ul style="list-style-type: none"> ○ Sets a context for SUR developments. ○ Practical and cheap ways to commence the project and achieve impact. ○ Project teams briefed to raise the standard on exemplar schemes. 					
Key activities / milestones scheduled for next period:					
<ul style="list-style-type: none"> • Town Centre survey published. • Promotion and marketing of Town Centre events and activities. • Plan public realm into SUR developments. • Liaise with other developers on Heart of Slough major developments. • Create a list of quick & cheap wins. • Empower, instruct and motivate SBC 'on the ground' employees to implement improvements. e.g. daily removal of fly posting. • Agreement from senior officers to progress these proposals. • Implementation. 					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this 5YP outcome)				Red / Amber / Green	
Resource allocation				AMBER	
Budget identification				AMBER	

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

5 YEAR PLAN: OUTCOME 4 Slough will be one of the safest places in the Thames Valley			OUTCOME LEAD	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER/GREEN	AMBER/GREEN	06/04/2016
<i>Previous month</i>	GREEN	AMBER	AMBER/GREEN	AMBER/GREEN	01/03/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Reduce total crime, specifically high volume and serious crimes against the person. • Focus on: alcohol as a contributory factor and Domestic Abuse. • Promote and publicise the safety of Slough, including for businesses in the town. • Focus on Burglary. • Focus on responding to ASB casework and Environmental ASB through enforcement and design. • Deliver the partnership action plan to respond to violent extremism. • Raise awareness of the Channel programme and how to make referrals. <p>Oversee and agree with partners delivery of key actions/activities and milestones to focus resources upon priorities, and where necessary emerging issues of concern for Slough. These will be closely linked to:</p> <ul style="list-style-type: none"> • Safer Slough Partnership priorities based upon the SSP Strategic Assessment. • ASB Implementation Outcomes. • Community Cohesion Strategy. • Preventing Violent Extremism Action Plan. <p>Reporting to where possible reflect existing mechanisms e.g. SSP.</p>					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Commissioned CSE research to explore and develop our understanding. • Commissioned a new Domestic Abuse Contract with DASH to run for 12 months. • Safer Slough Partnership meeting which reviewed the new strategic assessment and SSP risk matrix and our modern slavery response. • Advertised for a new Domestic Abuse Coordinator and Child Sexual Exploitation & Trafficking Coordinator. • Specialist Domestic Abuse training continuing. • 3 x MiniCam redeployables received and ready to be deployed in consultation with police and partners. • CCTV - Dealt with 147 incidents, Received 66 ASB Calls, 21 Arrests were made with the assistance of CCTV and 38 DVD Evidence Packs were created for Thames Valley Police. • Rogue Landlord Project Neighbourhood Services -joint op with police to tackle problematic HMO (House of Multiple Occupation was run; a warrant was obtained and then the whole building prohibited. • Door knocking carried out surveying properties to identify locations with landlord and tenant related issues. • Prosecution of company that has failed to comply with a Community Protection Notice. • Two successful funding applications, totalling £7,400, for the regeneration of a disused garage area in Lynch Hill Lane by the SEEDS Trust. Area was previously an ASB hotspot. • Community consultation carried out for a project with Parks to tackle ASB issues around the walled garden area of Baylis Park, ASB and fear of crime raised as bug issues with respondents. Now working on a Heritage Lottery Funding bid. • Case conference regarding issues relating to young people in Britwell and Colnbrook. • 'Clean for the Queen' event in Colnbrook working with Parish Councils, involved 50 pupils from Pippins Primary School taking part in a litter pick of Pippins Park and various clean ups across the 					

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

weekend in Colnbrook area.

- New footpath created and alleyway gated in Kings Road and Botham Drive.
- Case conference held in relation to Community Trigger received from Furnival Avenue.
- Development of a 'Concern Card' to support staff in reporting concerns about safeguarding and crime.

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

- Organise and host the Slough Cyber Crime conference.
- Attend the first of the Kingfisher CSE project meetings.
- Commission the Domestic Abuse health check.
- Hold the last of the Domestic Abuse training sessions.
- Developments of working practices and enforcement action within the Private Sector Housing arena; approx. 5,000 new properties expected to be built over the next few years.
- CRED being held in Cippenham Green on 15th April.
- Joint operation with Neighbourhood Services, YVP and Trading Standards being organised to tackle premises selling legal highs.
- New CSE Awareness leaflet for businesses now developed for services such as Trading Standards, Food and Safety, HMO's, Neighbourhood Services when carrying out inspections. To be distributed mid February with guidance for staff when providing the material, to business.
- New CSE awareness leaflets and business cards sent out to taxi and private hire licences holders with new edition of taxi Newsletter.
- Joint Taxi Operation on planned with RBWM, TVP, VOSA, HMRC and Immigration, CSE and safeguarding awareness will also be part of the Operation.

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

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

	Red / Amber / Green
Permanent CS Partnership manager in post.	Green
Procurement of DA services to cover transition with contract arrangements and new provision from April 2016. Contract in place from 1st April 2016 with DASH.	Green
Vacancies in Neighbourhood Services and capacity to deliver.	Amber
Staff attendance at WRAP training session; need to maintain momentum.	Amber
Prevent Co-ordinator in place 1 st September.	Green
CSE Co-ordinator post in place and based in Slough Children's Trust.	Green

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

5 YEAR PLAN OUTCOME:	No 5: Children and young people in Slough will be healthy, resilient and have positive life chances		OUTCOME LEAD:	Krutika Pau	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period					05/04/2016
<i>Previous month</i>	RED	RED	RED	RED	05/11/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Enable children and young people to lead emotionally and physically healthy lives. • Enable children to live safe, independent and responsible lives. • Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their individual potential. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Contract with BHFT for School Nursing ends in March 2016 and has been extended up to September 2017. • Single Ofsted Delivery (Improvement) Plan developed. • Strategic LSCB Lead for FGM. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Revised outcome plan. • Contract with BHFT for Health Visiting ends in Sept 2016 and is in the process of being extended to Sept 2017. • Ambitions for a 0-19 children's health service. • 11 May – Children's Social Care Improvement Seminar facilitated by Ofsted. • 31 May – Children's Social Care Improvement Plan to be submitted to Ofsted. • Review and revise wider partnership arrangements including LSCB. • Cambridge Education Services Contract - joint work with Trust to determine future responsibility for service functions and delivery arrangements post October 2016. • New Pledge to our Looked After children presented to Cabinet and Council in April. • Finalise section 11 safeguarding audits. • FGM Women's Health Event (22 April 2016). 					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this 5YP outcome)					Red / Amber / Green

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

5 YEAR PLAN OUTCOME:	6. More people will take responsibility and manage their own health, care and support needs		OUTCOME LEAD:	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	AMBER	AMBER	AMBER	05/04/2016
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	03/03/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase adult participation (16+) in sports and activities. • Increase the number of vulnerable adults who benefit from a preventative approach/service. • Increase the number of people benefiting from reablement/intermediate care services. • More vulnerable adults supported at home. • Increase the number of people supported by the voluntary and community sector to live independently at home. • Increase the number of people managing their care and support needs via a direct payment. • Reducing the demand on health and social care services. • Reducing the average spend per person in receipt of support from the council. • Increasing the percentage of adult social care users who have as much social contact as they would like. • Increase the percentage of stated outcomes achieved as part of safeguarding. • Increase the proportion of people who feel 'safe' as a result of the safeguarding procedure. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Smoke free site established at the council offices. • NHS England targets met for national diabetes prevention programme provider selection – moderation in mid-April. • Berkshire Sexual health website launched which allows on line ordering of HIV and Chlamydia screening tests and an interactive clinic finder and advice line. • Business case for integrated cardiac prevention programme accepted through Better Care Fund board. • All Public health GP Health Check and contraception contracts now migrated to central Bracknell Forest Borough Council for management. • New outcomes based contract with voluntary and community in place – negotiations over transfer of CAB and Manor park day services completed. • Increased number of people on direct payments. • Work on Learning Disability (LD) internal services options. • Advocacy tender completed. • Delivery of 15/16 savings and preparation for 16/17 savings. • 347+ Re-assessments completed since April 15. • Increased uptake of Continuing health care (CHC) and CHC report finalised. • Third month of new asset based front door delivery – started 8th Jan 2016. • Draft Better Care Fund (BCF) plan for 16/17. • Health Priority development group review of priorities for 16/17. • Care group commissioning consultation ended and interviews completed. • Extra care housing contract negotiations. • Adult safeguarding business plan and audit process approved by Sough Safeguarding Adults Board. • Capital business case for Adult Social Care (ASC) mobile working. • Prevention strategy being developed. • Housing related support services new models being developed. Closure of the Foyer. 					
Key activities / milestones <i>scheduled</i> for next period:					

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

- Work with National Diabetes Prevention Programme provider to plan for local start up in May.
- Oral health strategy and communications plan to be ready for SMILE month in May.
- Integrated cardiac prevention service specification to be tendered as soon as possible under the new contract rules.
- Voluntary sector contract – transition phase coming to end and new Info and Advice Service starting and community navigator service.
- Savings plans in place for ASC and being monitored for 16/17.
- Work on systems and digital options for delivery of Care Act social care reforms.
- LD provider service changes – outcome of tender work.
- LD day services options developed.
- Supported housing options to be implemented.
- Prevention plan development.
- ASC workforce strategy development.
- BCF plan finalised.
- Drug and Alcohol Action Team review underway and options for new accommodation.

Key issues of risk / obstacles to progress:

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

	Red / Amber / Green
1. Timescale for delivery of all actions not achieved. Monitoring of delivery of actions through outcome 6 steering group and ASC programme board – and corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
2. Ability to deliver the revenue savings. Monitoring through ASC DMT and corrective action or escalation taken.	Amber
3. Impact on key performance targets. Monitoring through ASC DMT and corrective action or escalation taken.	Amber
4. Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. Development of a new prevention strategy and return on investment key part of this strategy.	Amber
5. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
6. Lack of agreement of use of contingency funding, protection of social care funding and care act funding in BCF. BCF joint commissioning board and escalation to wellbeing board.	Green
7. Management of lots of change at same time – capacity and change fatigue. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
8. Management information and data. New PID and framework being developed - Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income			OUTCOME LEAD	Joseph Holmes	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	24/03/2016
Previous month	GREEN	GREEN	AMBER	GREEN	02/03/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase the collection rates of Council Tax and Business Rates. • Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable. • Remove subsidies where appropriate and revenue from fees and charges will be maximised. • Maximise income from investment properties. • Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Regeneration Partnership (SRP). • Rationalise the operational property estate, through disposals and shared use. • Maximise savings from procurement, commissioning and contract management. • Ensure a revolutionised approach to household waste collection is in place. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Local Authority Property Purchase scheme to be launched in early Summer 2016 – paper to Cabinet as an update. We will be the first authority we are aware of to engage in this type of scheme. Expect benefit of circa £280k per annum and assisting significant number of local residents and key workers. • Council Tax collection rate above profile (expected collection rate of 96.6% in 2015-16) and is above the level at the same time in the previous year – a significant increase in the Council tax base has led to the drop in collection but it is expected this is caught up by year end. • Business Rates is below its collection profile of 1% (expected collection rate of 96.7% for 2015-16) but this is due to a timing difference on receipts month on month. The overall net collectable debit has stabilised in recent months just beneath its beginning figure. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Launch of the property purchase scheme. • First asset sale in 2016-17. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this project)</small>				Red / Amber / Green	
Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.					A
Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.					A
Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning & ensuring an effective link to Outcome Based Budgeting.					A

Appendix F: Five Year Plan Outcome updates as at 31st March 2016

5 YEAR PLAN OUTCOME:	No 8: The council will be a leading digital transformation organisation		OUTCOME LEAD:	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	RED	AMBER	AMBER	29/03/2016
<i>Previous month</i>	AMBER	RED	AMBER	AMBER	29/02/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<p>Develop and deliver a programme of activity to support the council's overall transformation programme including:</p> <ul style="list-style-type: none"> • Using our data to improve our understanding of our customers and residents. • Helping customers to access services and information digitally. • Communicating with our customers, residents and staff using digital technology and social media. • Making our processes more efficient. • Ensuring we have the right technology to facilitate our ambitions. • Ensuring our staff can work effectively anywhere. • Providing our staff with the skills to respond to digital changes. • Sparking innovation with the aim of becoming a smart city. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Leading Members informally agreed overarching digital vision and strategy, including guiding principles and critical success factors. • Continued strategic planning with Planning function. • Continued to raise awareness of digital opportunities and the digital transformation programme (e.g. Community Services). • Workshop held with arvato to consider digital vision and strategy. • Engaged the local business community at the Economic Growth Conference. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Transformation Board to consider resources funding request. • Digital Board to consider revised digital programmes and board membership, workstreams and leads and governance arrangements. • Update data and information sharing and management policy, and develop Bring Your Own Device policy. • Start engagement with Housing. • Programme of work to be developed with IT client side to support digital objectives. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>					Red / Amber / Green
• Capital investment requirements higher than present budget allocation.					Red
• Lack of in house capacity to deliver transformation.					Amber

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 27th June 2016

CONTACT OFFICER: Savio DeCruz – Head of Transport and Highways (ext 5640)
(For all enquiries)

WARD(S): Haymill & Lynch Hill, Britwell & Northborough and Cippenham Green

PORTFOLIO: Councillor Matloob - Commissioner for Transport and Highways

PART I
KEY DECISION**BURNHAM STATION – EXPERIMENTAL SCHEME****1 Purpose of Report**

The purpose of this report is to seek:

- Approval to make permanent the experimental northbound option on Station Road and the associated works on Station Road,
- Approval to proceed with the implementation of the surrounding road network including improvements to Burnham Lane, the Five points junction and the A4 junctions ; and
- Approval to improve the access arrangements around Burnham Station including improvements on the station forecourt.

2 Recommendations/ Proposed Action

The Cabinet is requested to resolve:

- a) That the offer of the Berkshire Local Transport Body to provide £2m towards the cost of the Burnham Station improvements be welcomed;
- b) That the terms of the offer, including the need for the remainder of the scheme cost approximately £100K to be met by Section 106 contributions identified for the Burnham area be noted;
- c) That the design of the scheme be agreed in principle subject to a positive outcome of the public consultation that is underway at the time of writing this report, and will be completed at the time of presenting this report to Cabinet.

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

Priorities:

- Health: Providing transport facilities that ensure residents can access the health services they need.

- Economy and Skills – Continue to provide residents with access to essential services by improving connections and journey times between work, home, leisure, school and making alternatives to the car more attractive.
- Regeneration and Environment; Improving facilities and access to bus services to increase the use of sustainable form of transport.
- Housing: Improved public transport links to the area, with quicker journey times for the bus routes serving the area and giving greater choices for residents as to where they can live and access work and facilities.
- Safer Communities: Reduced traffic congestion at the location to improve the environment for residents at the location. This should make a place where people feel safe to live and visit.

Cross-Cutting themes:

Improving the image of the town: By enhancing the sustainable transport links to Heathrow Airport, London and beyond, improving access and reducing journey times of local bus services and general commuter traffic.

3b. Five Year Plan Outcomes

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay. By improving access from Burnham to Heathrow Airport from Slough Trading Estate through alternative forms of sustainable transport in this instance rail, with the a fully accessible station to appeal to more commuters.

4 Other Implications

a) Financial

The council submitted a separate business case to the LEP in March 2016 which identified the scheme would generate a medium to high return on investment. Analysis undertaken by the LEP's independent assessor recommended the funding for this scheme be approved by the Berkshire LTB.

Risk Management

Risk	Management of risk	Status
1 Unfavourable response to wider public consultation.	Public consultation and close working with Ward Members and NAGs. On-going dialogue with planning officers to address likely concerns.	Amber
2. Difficulty in co-ordinating the design and delivery of the wider access proposals with Crossrail programme.	Close working with Network Rail, First Great Western and Rail for London.	Amber
3. Additional car parking could require substantial earthworks and vehicular access could prove difficult.	Detailed engineering investigations and exploration of alternative options.	Amber
4. Objections to proposed traffic management measures.	Early engagement with stakeholders to address likely issues.	Green

5 Higher than expected costs.	Financial and project management.	Amber
6 Delays in procurement process.	Programme allows sufficient time for process.	Green

b) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications associated with the recommendations of this report.

In terms of legal implications, the traffic order will be processed under Road Traffic Regulation Act 1984 section 9 & 10

c) Equalities Impact Assessment

An Equalities Impact Assessment has been carried out. The following potential impacts, and their corresponding mitigations, were raised:

- Journey times potentially affecting road users in the area; this will be mitigated by improving various traffic signal junctions along the A4 and at the five points in Burnham.
- Free flowing traffic has now made it difficult for pedestrians to cross the road at various locations; new pedestrian crossings, a shared space and a 20mph zone will help improve accessibility and contribute to a safer environment.

(d) Workforce

No issues.

(e) Property

No issues.

(f) Carbon Emissions and Energy Costs

There will be no overall net increase in carbon emissions or energy running cost associated with this project.

5 Supporting Information

5.1 Burnham station is located between Burnham Lane and Station Road. The area is subject to considerable congestion in the morning and afternoon peaks due to not only the number of schools in the area, but also the commuter traffic from South Bucks heading for the station, trading estate and M4. Traffic has steadily increased over the past decade and as a consequence has resulted in the peak time delays starting sooner and ending later leading, now, to congestion being present for large parts of the day.

The council has been approached in the past by residents and local community groups to improve traffic flow and address commuter parking issues in the area. The traffic demand during the peak hours exceeds the current road hierarchy capacity around the Burnham Station area. Localised improvements such as carriageway widening,

improved or new traffic signal junctions will not resolve the current traffic congestion throughout this area. Thus a more strategic re-routing of traffic has been sought that will force drivers to alter their journeys that will relieve certain road corridors of these high congestion levels experienced.

Transport modelling was commissioned by officers in 2014 to assess 12 different scenarios. The scenarios included reversing the one way on Burnham Lane, making Station Road one way northbound and then southbound and closure of Station Road. The report found that all options would result in an improvement around the station but would also have some impact on other local roads. This report formed part of the Significant Decision.

Officers set up a working group consisting of Network Rail, Crossrail, Rail for London, Great Western Railway and Segro to discuss the options and the outputs from the assessment and to also understand how the area including the station could be improved. The working group are meeting regularly during the experimental scheme in order to work together on the various schemes at and around Burnham Station. A separate stakeholder group was also set up, comprising of ward councillors, neighbouring authorities (Buckinghamshire County Council, Burnham Parish Council, Taplow Parish Council, Dorney Parish Council), business groups, local interest groups and a local Tenants & Residents group. The groups meet bi-monthly and monthly respectively, and feedback on the experimental scheme is discussed as well as the wider plans for the station and proposed permanent scheme.

The council submitted a revised Business Case for the *Burnham Station and Access Improvements Scheme* to the Local Transport Body (LTB) in March 2016. The Business Case was audited by the LTB's external reviewers and was found to be compliant with the DfT's guidance on proportionate Business Cases. At the March 2016 meeting of the LTB, a full recommendation for approval of funding was proposed by the LTB. This recommendation has been accepted by the LTB and will result in the release of funding for the scheme beginning in the 2016/17 financial year.

In terms of the experimental traffic scheme, members agreed to initially proceed with the scheme option involving the full closure of Station Road. This process was subject to Scrutiny, Cabinet and Full Council before being approved.

The experimental scheme began on Friday 16th October at approximately midday. Phase 1 of the experimental scheme involved the full closure of Station Road at the railway bridge.

The Phase 1 experimental scheme involved the following:

- Full closure of Station Road at the rail bridge
- Reversal of one way system on Burnham Lane (between Buckingham Avenue and the south side of the railway bridge), from northbound to southbound
- Introduction of a mini-roundabout at the junction of Buckingham Avenue / Burnham Lane (towards railway bridge)
- Relocation of the bus stops (in both directions) from Burnham Lane to into the station 'triangle' area
- Making the station 'triangle' area one way northbound
- Residents parking scheme on Littlebrook Avenue
- Various traffic signal improvements throughout the area
- Signage and on-street works to notify drivers of the above changes

A report detailing the three-month summary of the Phase 1 scheme was produced, and is available to view at:

<http://www.slough.gov.uk/moderngov/documents/s40591/Burnham%20Station%20Traffic%20Scheme%20Report.pdf>

Following the month three report for Phase 1, SBC took the decision to trial a second experimental phase for the scheme, involving the northbound operation of Station Road as opposed to a full closure.

The Phase 1 scheme ran from Friday 16th October until the morning of Thursday 25th February 2016, Phase 2 began at approx. 11am on 25th February 2016.

The Phase 2 experimental scheme involved the following:

- Opening Station Road at the railway bridge, to northbound only traffic, from Stanhope Road to Burnham Lane
- Narrowing Station Road near the bridge to deter vehicles attempting to travel southbound under the bridge and to assist pedestrians crossing the road here
- Keeping some of the existing features of the current scheme including:
 - Station triangle being one way
 - Mini roundabout at the junction of Burnham Lane with Buckingham Avenue
 - Bus stop location remaining on Station Road at the triangle (in both directions)
- New direction and information signs
- Traffic signal works to support the new scheme

The Phase 2 scheme has been in place for approx. three months at the time of writing this report.

5.2 Consultation process:

The procedure for consultation as part of an experimental traffic order is such that consultation begins once the scheme is operational. In this case the consultation for Phase 2 began on 25th February 2016.

The scheme was publicised via various council channels, including:

- Press release and media enquiries
- Social media updates, including on the new Transport for Slough Facebook page, which was not in place for Phase 1 of the experimental scheme
- Emails to stakeholders including schools, affected members, local groups and station stakeholders (e.g. SEGRO, Great Western Railway)

This highlighted the various methods to contact the council with feedback on the scheme:

- Online SurveyMonkey questionnaire (NB separate questions to the Phase 1 survey)
- Writing to the council
- Emailing TfS@slough.gov.uk

- Discussing on the TfS facebook page
www.facebook.com/TransportforSlough

5.3 In total 885 responses were received with regard to both consultation exercises - 762 responses for the closure and 123 responses for the northbound option.

The full breakdown of the consultation results has been provided on the Slough website as follows:

<http://www.slough.gov.uk/parking-travel-and-roads/burnham-station-traffic-scheme.aspx>

Table 1 provides a summary of the Phase 1 consultation results and Table 2 provides a summary of Phase 2 consultation up until 12th May 2016 as an indicator of the Phase 2 results to date. Further detail on the surveys and consultation results can be seen in appendices 1 to 7 of this report.

Table 1: Phase 1 Responses (16th October 2015 – 25th February 2016)

Question	Responses (largest in bold)
1.The scheme has stopped people turning right from Burnham Lane into Station Road at the triangle, and moved the bus stops away from Burnham Lane. Has this made the traffic better or worse on Burnham Lane?	<ul style="list-style-type: none"> ○ I think the traffic is better (34%) ○ I think the traffic is worse (47%) ○ I think the traffic is about the same (12%) ○ Don't know (8%)
2.A new mini roundabout has been put in at the junction of Burnham Lane and Buckingham Avenue. Do you think the mini roundabout is a good idea?	<ul style="list-style-type: none"> ○ Yes (42%) ○ No (46%) ○ Don't know (13%)
3.Burnham Lane between the A4 and the new mini roundabout has been changed from one way northbound to one way southbound (under the railway bridge only). Do you think this new system works?	<ul style="list-style-type: none"> ○ Yes (24%) ○ No (66%) ○ Don't know (11%)
4.The scheme has closed the road to traffic at the railway bridge on Station Road Burnham. As a driver / passenger, has this made your journey:	<ul style="list-style-type: none"> ○ Better (14%) ○ Worse (79%) ○ About the same (4%) ○ Don't know (3%)
5.The scheme has closed the road to traffic at the railway bridge on Station Road Burnham. As a pedestrian / cyclist, has this made your journey:	<ul style="list-style-type: none"> ○ Better (12%) ○ Worse (26%) ○ About the same (26%) ○ Don't know (36%)
6.Do you think the scheme has improved access to Burnham train station for drivers?	<ul style="list-style-type: none"> ○ Yes (14%) ○ No (69%) ○ Don't know (17%)
7.Do you think the scheme has improved access to Burnham train station for those on foot / bike?	<ul style="list-style-type: none"> ○ Yes (18%) ○ No (42%) ○ Don't know (40%)
8.Do you think the area around Burnham train station has been made safer for those on foot / bike since the scheme has been in place?	<ul style="list-style-type: none"> ○ Yes (20%) ○ No (52%) ○ Don't know (28%)
9.Has the experimental scheme made your journey better or worse overall?	<ul style="list-style-type: none"> ○ Better (19%) ○ Worse (81%)

Table 2: Phase 2 Responses (26th February 2016 – 12th May 2016)

Question	Responses (largest in bold) – NB all questions were single-choice answers except Q3.
Q1: The scheme has allowed one way northbound traffic on Station Road. Has this made the traffic better or worse in general?	<ul style="list-style-type: none"> ○ I think the traffic is better (69%) ○ I think the traffic is worse (21%) ○ I think the traffic is about the same (9%) ○ Don't know (1%)
Q2: In your experience has the northbound scheme reduced traffic congestion on the A4 Bath Road?	<ul style="list-style-type: none"> ○ Yes (54%) ○ No (12%) ○ Traffic congestion is about the same (23%) ○ Don't know (7%)
Q3: In your experience has the northbound scheme improved access to / from the Cippenham area?	<p>(NB multiple choice question)</p> <ul style="list-style-type: none"> ○ Yes, access TO the Cippenham area has improved (25%) ○ Yes, access FROM the Cippenham area has improved (58%) ○ No, access TO the Cippenham area has got worse (15%) ○ No, access FROM the Cippenham area has got worse (7%) ○ Don't know (6%) ○ Not applicable / don't travel to/from Cippenham (15%)
Q4: Burnham Lane between the A4 and the new mini roundabout remains one way southbound (under the railway bridge only). Do you think this new system works well in conjunction with the one way northbound on Station Road?	<ul style="list-style-type: none"> ○ Yes (72%) ○ No (21%) ○ Don't know (7%)
Q5: As a driver has the northbound scheme improved your access to / from Burnham train station?	<ul style="list-style-type: none"> ○ Yes (63%) ○ No 18% ○ Don't know (3%)

	<ul style="list-style-type: none"> ○ Not applicable (16%)
Q6: As a pedestrian / cyclist has the northbound scheme improved your access to / from Burnham railway station?	<ul style="list-style-type: none"> ○ Yes (20%) ○ No (27%) ○ Don't know (4%) ○ Not applicable (50%)
Q7: Has the relocation of the bus stops to the railway triangle improved access / reduced delays?	<ul style="list-style-type: none"> ○ Yes, I use the bus and it has improved my journey (3%) ○ Yes, it has improved my journey by car locally (30%) ○ No, I use the bus and it hasn't improved my journey (2%) ○ No, it hasn't improved my journey by car locally (15%) ○ Don't know (16%) ○ Not applicable (37%)
Q8: Do you think the area around Burnham train station has been made safer for those on foot / bike since the scheme has been in place?	<ul style="list-style-type: none"> ○ Yes (26%) ○ No (45%) ○ Don't know (20%) ○ Not applicable (9%)
Q9: Has the experimental scheme made your journey better or worse overall compared to the area prior to both experimental schemes?	<ul style="list-style-type: none"> ○ Better (72%) ○ Worse (28%)

When comparing responses to the questions in the Phase 1 survey to those in the Phase 2 survey it is clear that responses to the Phase 2 scheme are much more positive in terms of support for this phase of the scheme. This can be most easily seen in the responses to question 9 - *'Has the experimental scheme made your journey better or worse overall?'* For Phase 1 the result was very negative with 81% of respondents saying their journey had been made worse, for Phase 2 however 72% of respondents stated that their journey is now better.

5.4 Prior to the closure, during the full closure, and throughout the northbound scheme, surveys were undertaken in a number of locations covering a 2km radius in order to measure the traffic volume and speed (see webpage). Automatic Traffic Counters were placed on key roads in the area. A summary of the results from these ATCs is presented in Table 3. This is informed by data up to 8th May 2016; additional data covering the coming weeks will be included in the updated appendices in early June. The ATC data is summarised by comparing both Phase 1 and Phase 2 with the 'before' data. It is clear that the road network, in spite of modifications to a number of junctions along the A4 was not able to disperse the traffic to reduce delays, as a result the decision was taken to make the change. The change to northbound on Station Road had a positive result for the A4 and the Cippenham area but in addition did not negate all the benefits on Burnham Lane which were realised under the full closure.

Table 3 ATC Volume and Speed Data

Location of ATC	Traffic volume trends		Traffic speed trends	
	'Before / Phase 1'	'Before / Phase 2'	'Before / Phase 1'	'Before / Phase 2'
Dover Road (at bridge)	Overall there has been a rise in traffic levels since the week of the closure, in the region of +10%. As expected there is a dip in traffic levels over the Christmas period.	There has been a very slight decrease in traffic volumes along Dover Road since the introduction of the northbound scheme. This is only in the region of 1% however.	There are slight fluctuations in speed throughout the time before the full closure of Station Road and during the closure however, overall speeds have stayed relatively consistent with a rise over Christmas correlating with the reduction in traffic volume.	Speeds have stayed similar before any scheme and during the northbound only scheme.
A4 Bath Road (to the east of Huntercombe Spur roundabout)	Traffic levels before any scheme was introduced were approximately 7% higher than traffic levels at the time when Station Road was fully closed.	When comparing traffic levels before the closure of Station Road and during the northbound scheme it can be seen that levels have remained extremely similar with no average increase	Traffic speeds have fluctuated during this period, especially the AM peak speeds. Over the Christmas period there was a large decrease in the mean weekly speeds but an increase in the AM and PM peak speeds.	When comparing speeds along the road before Station Road was closed and during the northbound only scheme it can be seen that speeds are very similar, with only a very slight decrease noted.

		recorded.		
A4 Bath Road (to the west of Stowe Road)	Traffic levels along this section of the Bath Road had risen by approximately 8% after the full closure of Station Road.	When the full closure of Station Road moved to the northbound only scheme traffic levels rose further so that they were 9% higher than levels before any scheme was in place.	Mean speeds have fluctuated considerably over this time. An increase in speeds over the Christmas period was noted but overall there was a slight decrease in speeds.	When comparing speeds before any scheme and during the northbound only scheme it has been noted that they have stayed relatively consistent, although overall there has been a small decrease which is most obvious in the PM peak speeds.
Burnham Lane (to the south of the Buckingham Avenue junction, near the railway bridge)	Changes along Burnham Lane have been quite marked. There was a significant rise in traffic levels after the closure of Station Road. This increase is in the region of 31%. A large decrease in traffic levels however is observed in the week of and following the closure of the road.	The increase in traffic levels is even more apparent when comparing the levels before any scheme and during the northbound only scheme. Here the increase is in the region of 66%. This can be correlated with the reversal of Burnham Lane to southbound at the railway bridge, and the closure of Station Road to southbound traffic, increasing traffic on this new southbound section.	Speeds have stayed relatively consistent apart from a large decrease along the road the week that the full closure was implemented. Overall however there has been a slight rise in speeds.	The northbound scheme did not result in a significant change in speeds on Burnham Lane. A slight rise in the mean AM and PM peak speed is noted.
Buckingham Avenue (to the east of Henley)	Traffic levels along Buckingham Avenue have stayed relatively consistent.	The increase in traffic levels after the re-opening of Station Road northbound	Traffic speeds along this road decreased slightly during the full closure of Station	Speeds along this road during the northbound only scheme were almost identical to the time

Road)	Overall there was a 1% decrease in traffic levels after the closure of Station Road, probably due to the effect of Christmas.	compared to before any scheme was around 2%.	Road, this was most apparent in the PM mean speeds.	before any scheme was implemented.
Station Road (south of railway bridge)	After the full closure of Station Road, as would be expected traffic levels dropped off dramatically. An 87% decrease in levels was calculated.	Since the road has been re-opened northbound traffic levels have started to rise again, the decrease is now approximately 52%.	Traffic speeds along Station Road rose just after it was closed. During the closure speeds stayed consistent.	Since the re-opening of the road in a northbound direction speeds have risen. They are now around 5 mph faster than they were before any scheme was in place.

- 5.5 The full closure of Station Road provided improvements on the road network specifically around Burnham Lane and Station Road. The area directly outside the station became more pedestrian/cyclist friendly with fewer cars travelling through. However, in terms of dis-benefits the road network on the A4 and Cippenham local roads were adversely affected.
- 5.6 The northbound option resulted in fewer issues on the A4 and in Cippenham with traffic on Burnham Lane still flowing well. Outside the station has seen an increase of through-traffic but has seen a drop in the pedestrian feel, this can be re-established in the permanent scheme through the public realm design. There are still a number of changes that need to be implemented to improve safety around the station, these will include a 20mph zone, pedestrian crossing points and a shared space which in turn are expected to reduce the collisions that have occurred since implementing the northbound option. Improvements will also be made to the Burnham Lane Buckingham Avenue roundabout junction, which will reduce speeds and provide better pedestrian crossing points, these elements will be included in a separate local consultation and will feed into the final design.
- 5.7 Overall the experimental scheme can be seen as a positive change to the area with traffic moving across the network in a more efficient way. The scheme has enabled the council to improve access to the station, reduction congestion and with the permanent scheme deliver economic growth. There were two stakeholder groups initiated as part of the scheme.
- 5.8 The permanent scheme proposed for Burnham will include the following elements:
- Northbound traffic only on Station Road (Stanhope Road to Burnham Lane)
 - Shared space inside/outside the station
 - 20 mph zone covering the Burnham triangle (separate consultation)
 - New zebra crossings on Burnham Lane adjacent to the station
 - A full upgrade to the Five Points junction including MOVA upgrade
 - MOVA/minor traffic signal upgrades to St Andrews Way, Elmshott Lane and Burnham Lane junctions
 - Permanent relocation of the bus stop outside the station (in both directions)
 - New car park facility (min 36 spaces)
 - Taxi provision/Electric Charging Points

6 **Comments of Other Committees**

Please refer to O&S minutes dated:10th September 2015; 20th January 2016 and 29th March 2016.

7 **Conclusion**

The results from both consultations has indicated that residents and stakeholders favour the northbound option to the closure, this does limit some of the regeneration options but still leaves the council opportunities for later consideration which will be addressed as part of the local plan review. The process has proved successful and enabled the council the opportunity to trial changes along the road network which has resulted in a number of journey time improvements. The permanent scheme design will further enhance the area and improve the customer experience for those using the station.

8 **Appendices Attached**

Appendix 1 - scheme leaflet
Appendix 2- SurveyMonkey analysis
Appendix 3 - Schools feedback
Appendix 4 - Email feedback
Appendix 5 - Other Stakeholder feedback
Appendix 6 - Journey time surveys
Appendix 7 - Automatic Traffic Counts

9 **Background Papers**

Detailed information such as traffic survey data, updated SurveyMonkey data, stakeholder feedback, and a scheme design proposal can be seen on the councils website.

Burnham Station traffic scheme

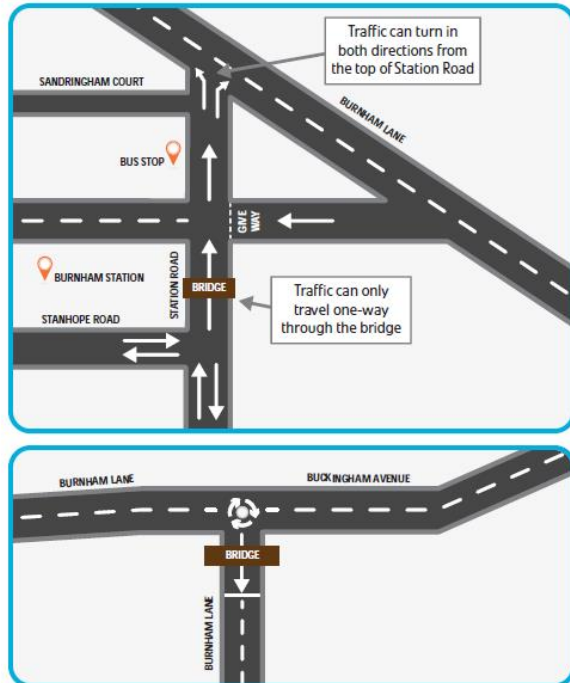
Phase two experimental scheme - northbound option



Transport for Slough (TfS)

www.slough.gov.uk
Slough
Borough Council

The scheme



When: From Thursday 25 February 2016

What: Phase two of an experimental traffic scheme, affecting Station Road, Burnham Lane and the station triangle. Phase one involved the full closure of Station Road from October 2015 to February 2016. The council are now trialling a second experimental phase which will include the following:

- Opening Station Road at the railway bridge, to northbound only traffic, from Stanhope Road to Burnham Lane
- Narrowing Station Road near the bridge to deter vehicles attempting to travel southbound under the bridge and to assist pedestrians crossing the road here
- Keeping some of the existing features of the current scheme including:
 - Station triangle being one way
 - Mini roundabout at the junction of Burnham Lane with Buckingham Avenue
 - Bus stop location remaining on Station Road at the triangle (in both directions)
- New direction and information signs
- Traffic signal works to support the new scheme

Why: The aim is to reduce congestion on Burnham Lane and the triangle for the benefit of local residents.

We believe the second phase of the project will:

- stop buses blocking Burnham Lane
- improve the flow of traffic around the Burnham area
- allow improved access between Burnham and Cippenham
- allow improved access between the Burnham area and the A4/M4

Why experimental:

An experimental scheme allows the council to closely monitor the impacts of a traffic scheme and make changes as required.

The full closure of Station Road has been trialled, the northbound option is now being trialled in order to compare this against the full closure and the situation before the scheme was put in place.



Have your say:

The consultation will open on the day the scheme opens - Thursday 25 February.

You can get more information and have your say by:

- logging on to: slough.gov.uk/burnhamstationtraffic and completing the online questionnaire
- commenting on our Facebook page: www.facebook.com/TransportforSlough
- emailing: tfs@slough.gov.uk
- writing to: Transport for Slough, Slough Borough Council, St Martins Place, 51 Bath Road, Slough SL1 3UF

You may wish to give traffic a couple of weeks to get used to the changes before having your say on the longer term effects of the scheme.



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Appendix 2 - SurveyMonkey analysis

Summary

Phase 1

A total of 704 responses were received from the phase 1 survey which was open from 16th October 2015 to 4th January 2016, the headline results are as follows:

Question	Responses (largest in bold)
1. The scheme has stopped people turning right from Burnham Lane into Station Road at the triangle, and moved the bus stops away from Burnham Lane. Has this made the traffic better or worse on Burnham Lane?	<ul style="list-style-type: none"> <input type="radio"/> I think the traffic is better (34%) <input type="radio"/> I think the traffic is worse (47%) <input type="radio"/> I think the traffic is about the same (12%) <input type="radio"/> Don't know (8%)
2. A new mini roundabout has been put in at the junction of Burnham Lane and Buckingham Avenue. Do you think the mini roundabout is a good idea?	<ul style="list-style-type: none"> <input type="radio"/> Yes (42%) <input type="radio"/> No (46%) <input type="radio"/> Don't know (13%)
3. Burnham Lane between the A4 and the new mini roundabout has been changed from one way northbound to one way southbound (under the railway bridge only). Do you think this new system works?	<ul style="list-style-type: none"> <input type="radio"/> Yes (24%) <input type="radio"/> No (66%) <input type="radio"/> Don't know (11%)
4. The scheme has closed the road to traffic at the railway bridge on Station Road Burnham. As a driver / passenger, has this made your journey:	<ul style="list-style-type: none"> <input type="radio"/> Better (14%) <input type="radio"/> Worse (79%) <input type="radio"/> About the same (4%) <input type="radio"/> Don't know (3%)
5. The scheme has closed the road to traffic at the railway bridge on Station Road Burnham. As a pedestrian / cyclist, has this made your journey:	<ul style="list-style-type: none"> <input type="radio"/> Better (12%) <input type="radio"/> Worse (26%) <input type="radio"/> About the same (26%) <input type="radio"/> Don't know (36%)
6. Do you think the scheme has improved access to Burnham train station for drivers?	<ul style="list-style-type: none"> <input type="radio"/> Yes (14%) <input type="radio"/> No (69%) <input type="radio"/> Don't know (17%)
7. Do you think the scheme has improved access to Burnham train station for those on foot / bike?	<ul style="list-style-type: none"> <input type="radio"/> Yes (18%) <input type="radio"/> No (42%) <input type="radio"/> Don't know (40%)
8. Do you think the area around Burnham train station has been made safer for those on foot / bike since the scheme has been in place?	<ul style="list-style-type: none"> <input type="radio"/> Yes (20%) <input type="radio"/> No (52%) <input type="radio"/> Don't know (28%)
9. Has the experimental scheme made your journey better or worse overall?	<ul style="list-style-type: none"> <input type="radio"/> Better (19%) <input type="radio"/> Worse (81%)

Phase 2

A total of 369 responses were received from the phase 2 survey which ran from the 23rd February to the 20th May 2016. In the main report the survey results ran up to 8th May 2016 however, more results have been obtained after this time therefore, the below summary table may differ slightly to that in the main report. The headline results are as follows:

Question	Responses (largest in bold) – NB all questions were single-choice answers except Q3.
Q1: The scheme has allowed one way northbound traffic on Station Road. Has this made the traffic better or worse in general?	<ul style="list-style-type: none"> <input type="radio"/> I think the traffic is better (71%) <input type="radio"/> I think the traffic is worse (16%) <input type="radio"/> I think the traffic is about the same (12%) <input type="radio"/> Don't know (1%)
Q2: In your experience has the northbound scheme reduced traffic congestion on the A4 Bath Road?	<ul style="list-style-type: none"> <input type="radio"/> Yes (56%) <input type="radio"/> No (14%) <input type="radio"/> Traffic congestion is about the same (18%) <input type="radio"/> Don't know (7%) <input type="radio"/> N/A (5%)
Q3: In your experience has the northbound scheme improved access to / from the Cippenham area?	<p>(N.B. multiple choice question)</p> <ul style="list-style-type: none"> <input type="radio"/> Yes, access TO the Cippenham area has improved (30%) <input type="radio"/> Yes, access FROM the Cippenham area has improved (56%) <input type="radio"/> No, access TO the Cippenham area has got worse (19%) <input type="radio"/> No, access FROM the Cippenham area has got worse (8%) <input type="radio"/> Don't know (7%) <input type="radio"/> Not applicable / don't travel to/from Cippenham (14%)
Q4: Burnham Lane between the A4 and the new mini roundabout remains one way southbound (under the railway bridge only). Do you think this new system works well in conjunction with the one way northbound on Station Road?	<ul style="list-style-type: none"> <input type="radio"/> Yes (76%) <input type="radio"/> No (19%) <input type="radio"/> Don't know (5%)

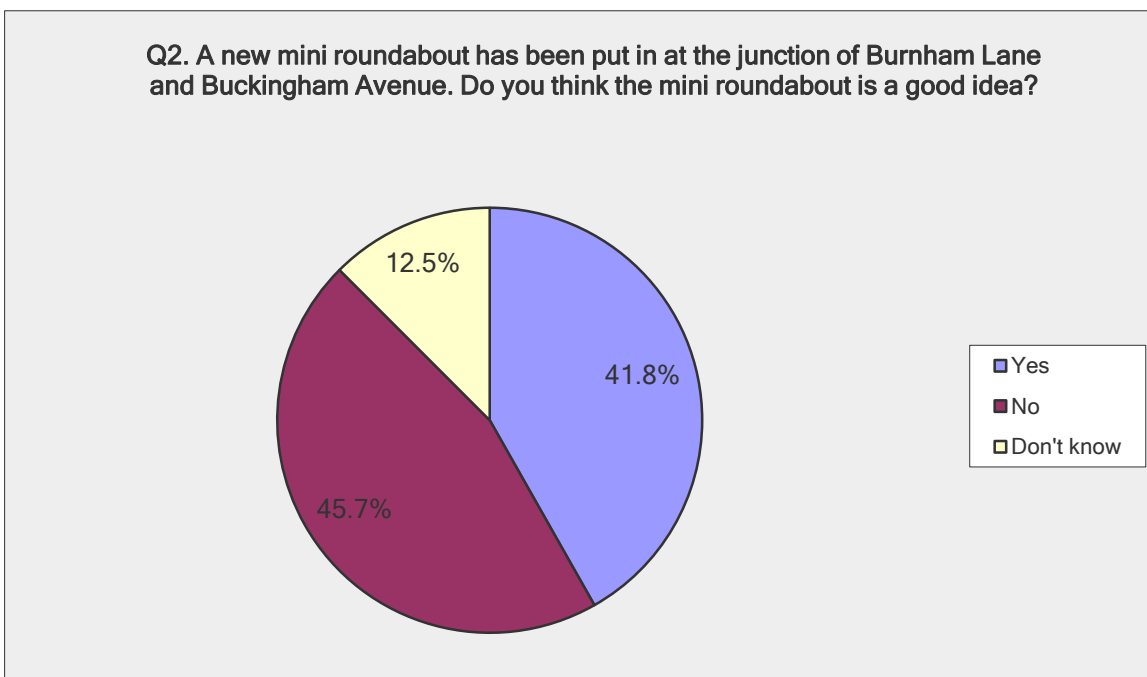
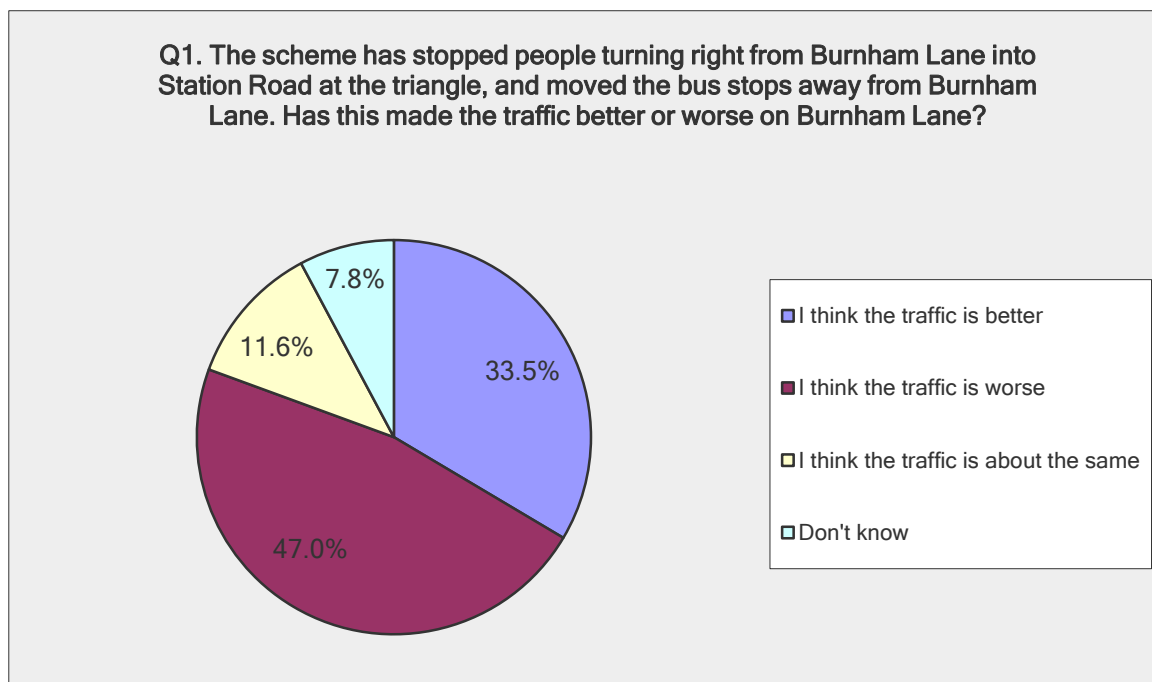
Q5: As a driver has the northbound scheme improved your access to / from Burnham train station?	<input type="radio"/> Yes (63%) <input type="radio"/> No (18%) <input type="radio"/> Don't know (3%) <input type="radio"/> Not applicable (16%)
Q6: As a pedestrian / cyclist has the northbound scheme improved your access to / from Burnham railway station?	<input type="radio"/> Yes (21%) <input type="radio"/> No (20%) <input type="radio"/> Don't know (7%) <input type="radio"/> Not applicable (53%)
Q7: Has the relocation of the bus stops to the railway triangle improved access / reduced delays?	<input type="radio"/> Yes, I use the bus and it has improved my journey (2%) <input type="radio"/> Yes, it has improved my journey by car locally (28%) <input type="radio"/> No, I use the bus and it hasn't improved my journey (1%) <input type="radio"/> No, it hasn't improved my journey by car locally (13%) <input type="radio"/> Don't know (19%) <input type="radio"/> Not applicable (38%)
Q8: Do you think the area around Burnham train station has been made safer for those on foot / bike since the scheme has been in place?	<input type="radio"/> Yes (26%) <input type="radio"/> No (44%) <input type="radio"/> Don't know (21%) <input type="radio"/> Not applicable (9%)
Q9: Has the experimental scheme made your journey better or worse overall compared to the area prior to both experimental schemes?	<input type="radio"/> Better (75%) <input type="radio"/> Worse (25%)

When comparing responses to the questions in the phase 1 survey to those in the phase 2 survey it is clear that responses to the phase 2 scheme are much more positive in terms of support. This is easily seen in the responses to question 9 - *'Has the experimental scheme made your journey better or worse overall?'* For phase 1 the result was very negative with 81% of respondents saying their journey had been made worse, for phase 2 however 75% of respondents stated that their journey is now better.

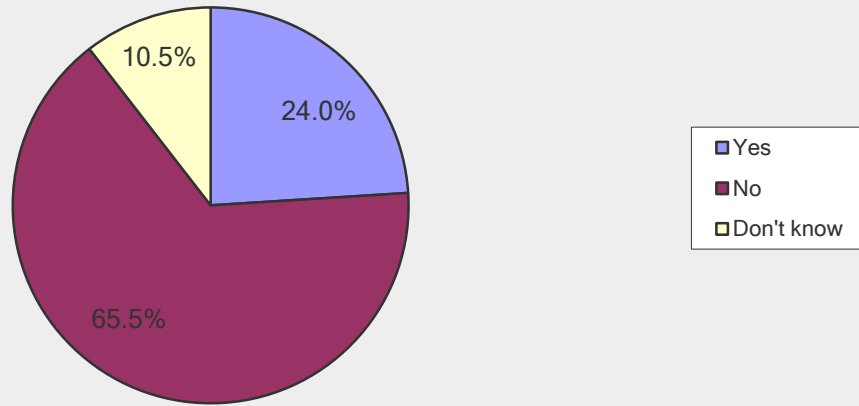
Scheme-related questions

Phase 1

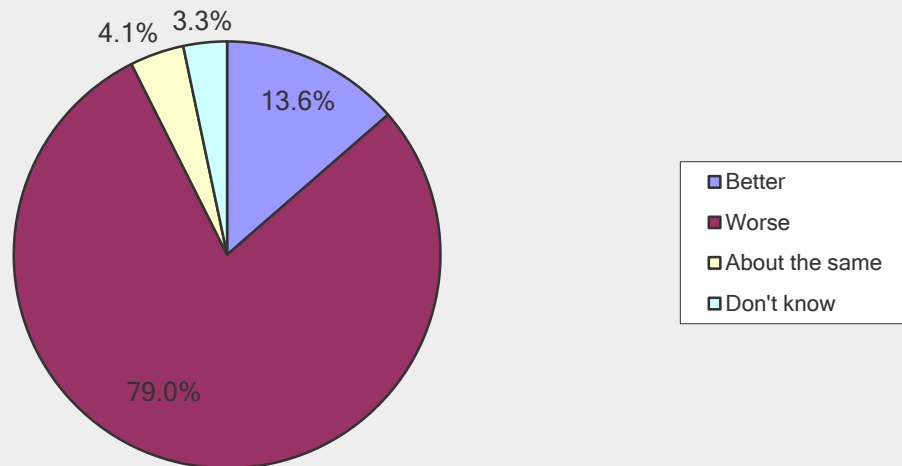
Respondents were asked a series of questions in relation to various scheme elements as well as the impact of the scheme overall. The results for each question are presented below.



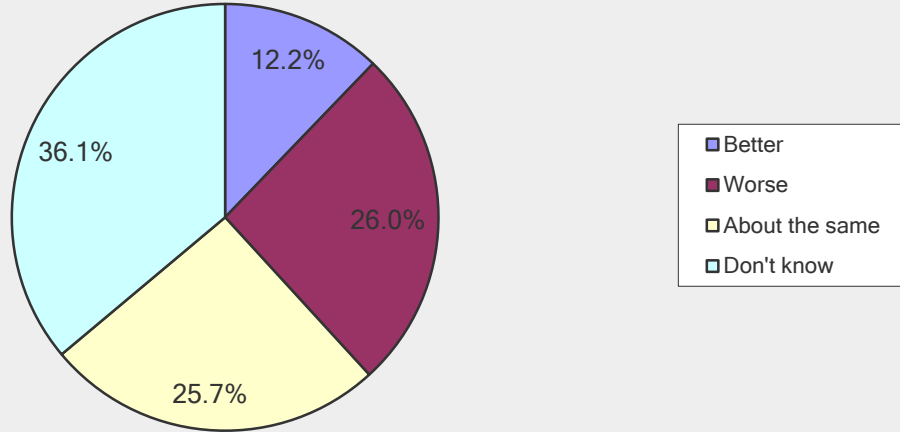
Q3. Burnham Lane between the A4 and the new mini roundabout has been changed from one way northbound to one way southbound (under the railway bridge only). Do you think this new system works?



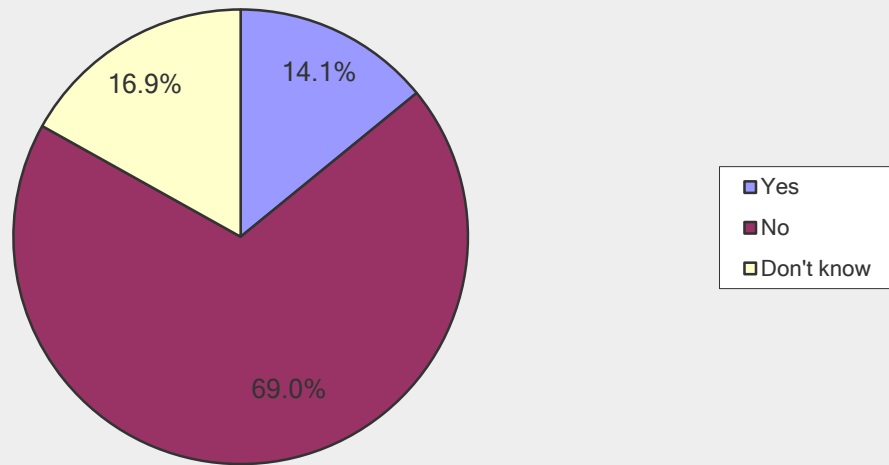
Q4. The scheme has closed the road to traffic at the railway bridge on Station Road Burnham. As a driver / passenger, has this made your journey:



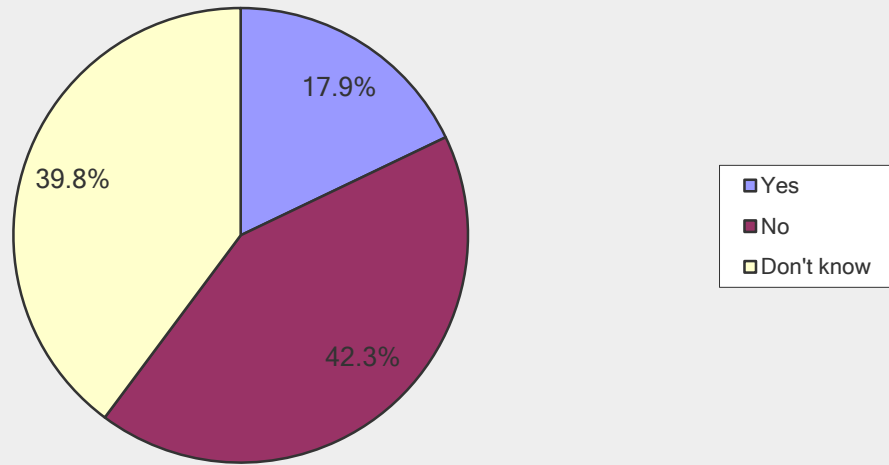
Q5. The scheme has closed the road to traffic at the railway bridge on Station Road Burnham. As a pedestrian / cyclist, has this made your journey:



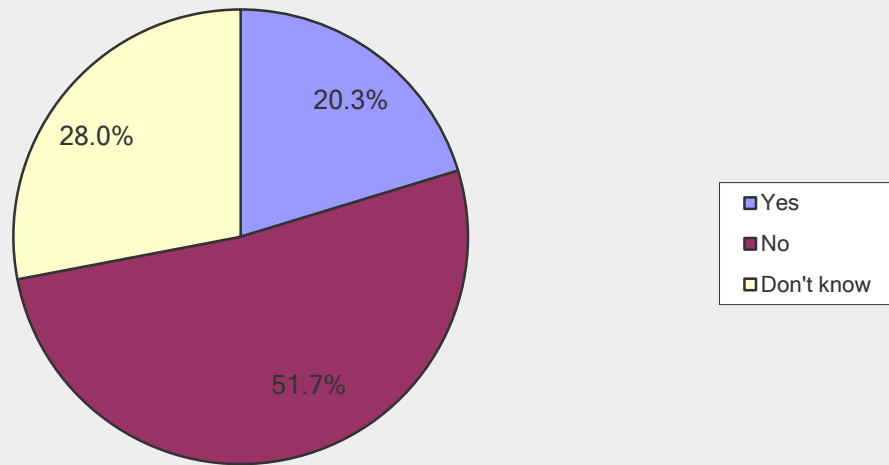
Q6. Do you think the scheme has improved access to Burnham train station for drivers?



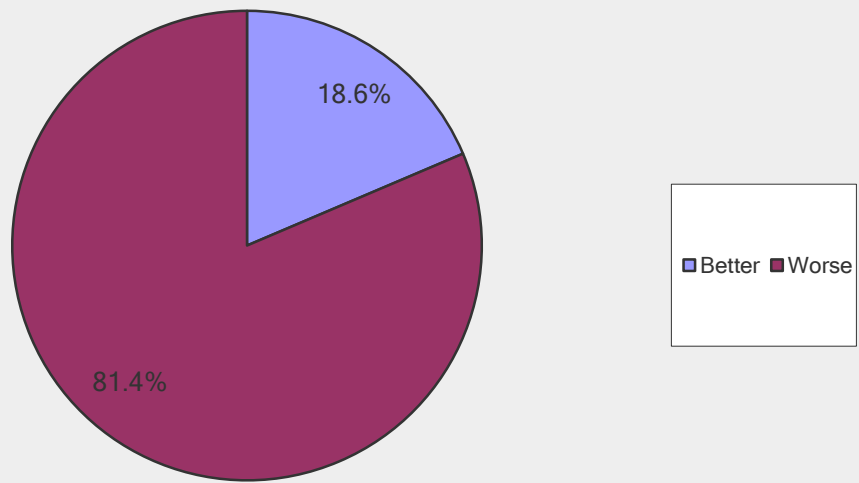
Q7. Do you think the scheme has improved access to Burnham train station for those on foot / bike?



Q8. Do you think the area around Burnham train station has been made safer for those on foot / bike since the scheme has been in place?



Q9. Has the experimental scheme made your journey better or worse overall?



Question 9 summary

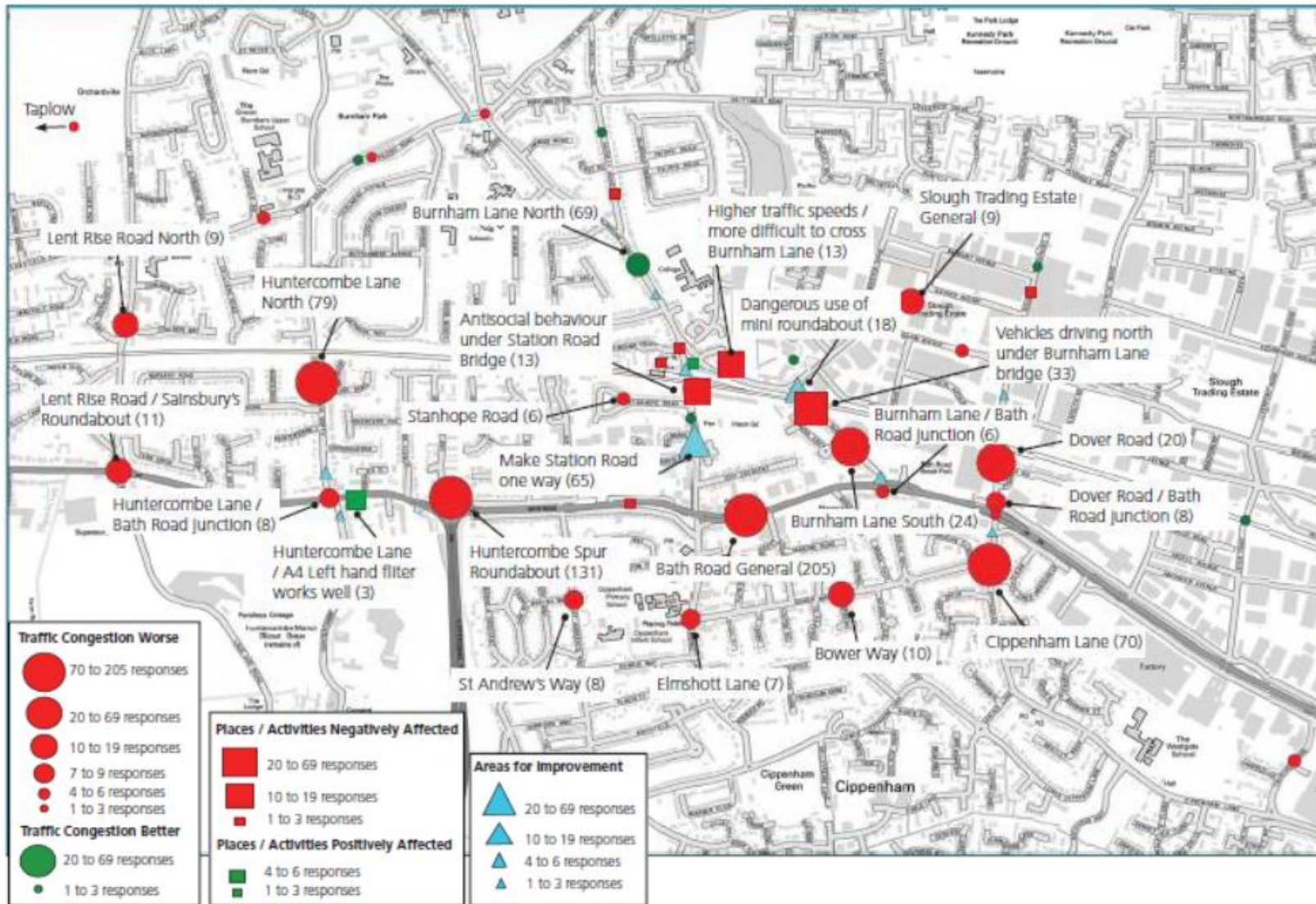
Question 9 also asked respondents to state where the traffic has been better / worse since the scheme was introduced. The results of this open comment box have been analysed and are presented by theme below. Data has been presented as absolute numbers rather than percentages due to the nature of the qualitative analysis (many respondents provided several comments on the scheme).

General comments	Number of comments Q9
General comments - negative	
Journey times have increased since scheme	153
Traffic in the area generally worse	89
Difficulty dropping children off at school since scheme	77
Have had to change / extend journey since scheme; increase in fuel costs	47
Scheme has been bad for local businesses and the Trading Estate	26
Reduced access to Burnham / cut off community	25
Scheme not in the interest of local residents	20
Roads are more dangerous	18
Negative air quality / environmental impacts	15
Antisocial behaviour under bridge / need for more lighting	13
Scheme has made it more dangerous for pedestrians and cyclists	11
Poor signage	8
Insufficient consultation	3
Problems with parking on-street	2
General comments - positive	
Journey time decrease; less congestion	23
Scheme has made it better for pedestrians and cyclists	8
Fuel bill savings	2
Has made the area safer	2
General comments	
Traffic lights need adjusting (general)	9
Area-specific comments	
Area-specific comments - Traffic congestion - worse	
Bath Road (general)	205
M4 Junction 7 / Huntercombe Spur Roundabout	131
Huntercombe Lane North	79
Cippenham Lane	70
Burnham Lane (south section)	24

Dover Road	20
Lent Rise Road / Sainsbury's roundabout	11
Bower Way	10
Lent Rise Road north	9
Slough Trading Estate (general)	9
Dover Road / Bath Road junction	8
Huntercombe Lane North / Bath Road	8
St Andrews Way	8
Elmshott Lane	7
Stanhope Road	6
Burnham Lane / Bath Road junction	6
Twinches Lane	5
Buckingham Avenue	5
Stomp Road	4
Taplow area	2
Five points junction	2
Cippenham Lane / Bath Road	2
Priory Road	1
Area-specific comments - Traffic congestion - better	
Burnham Lane (north section)	69
Trading Estate to Burnham	2
Station Road	2
Leigh Road bridge	1
Haymill Road	1
Priory Road	1
Dundee Road	1
Area-specific comments - Areas for improvement	
Make Station Road one way	65
Mini roundabout being used dangerously	18
Better lighting needed under bridge	5
Burnham Lane / Bath Road needs signal improvements	5
Left filter Huntercombe / A4 - can't see signal	4
Huntercombe Lane traffic lights need improving	3
Cippenham Lane / Bath Road needs signal improvements	2
Improve signals on Dover Road	2
Need more space on Burnham Lane	1
Improvements to Five Points traffic lights needed	1
Area-specific comments - Places / activities negatively affected	
Vehicles driving north under Burham Lane Bridge	33
Antisocial behaviour under Station Road bridge	13
Higher traffic speeds / more difficult to cross as pedestrian - Burnham Lane	13

Cycling / walking more difficult around the station	3
Increased parking on Haymill Road	3
Dangerous at St Andrews Way / Elmshot Lane junction	2
Picking up from Burnham Station dangerous	2
Now exiting at J6 to avoid Cippenham / Burnham area	1
Traffic being pushed on to Dundee Road	1
Area-specific comments - Places / activities positively affected	
Left hand filter on Huntercombe to A4 is good	3
Easier to leave Burnham Station on foot	1

A mapped summary of the comments is also provided below:



Question 10 summary

Question 10 was an open-response comment box which asked respondents 'Do you have any other comments on the experimental scheme?'

Overall the respondents' comments were analysed to ascertain whether they were in general for or against the scheme. The summary is presented below; this shows an overall majority of respondents' comments are against the experimental scheme:

Overall nature of comments	Number	Percentage
For scheme	26	3%
Against scheme	439	93%
Not stated	5	1%
TOTAL	470	100%

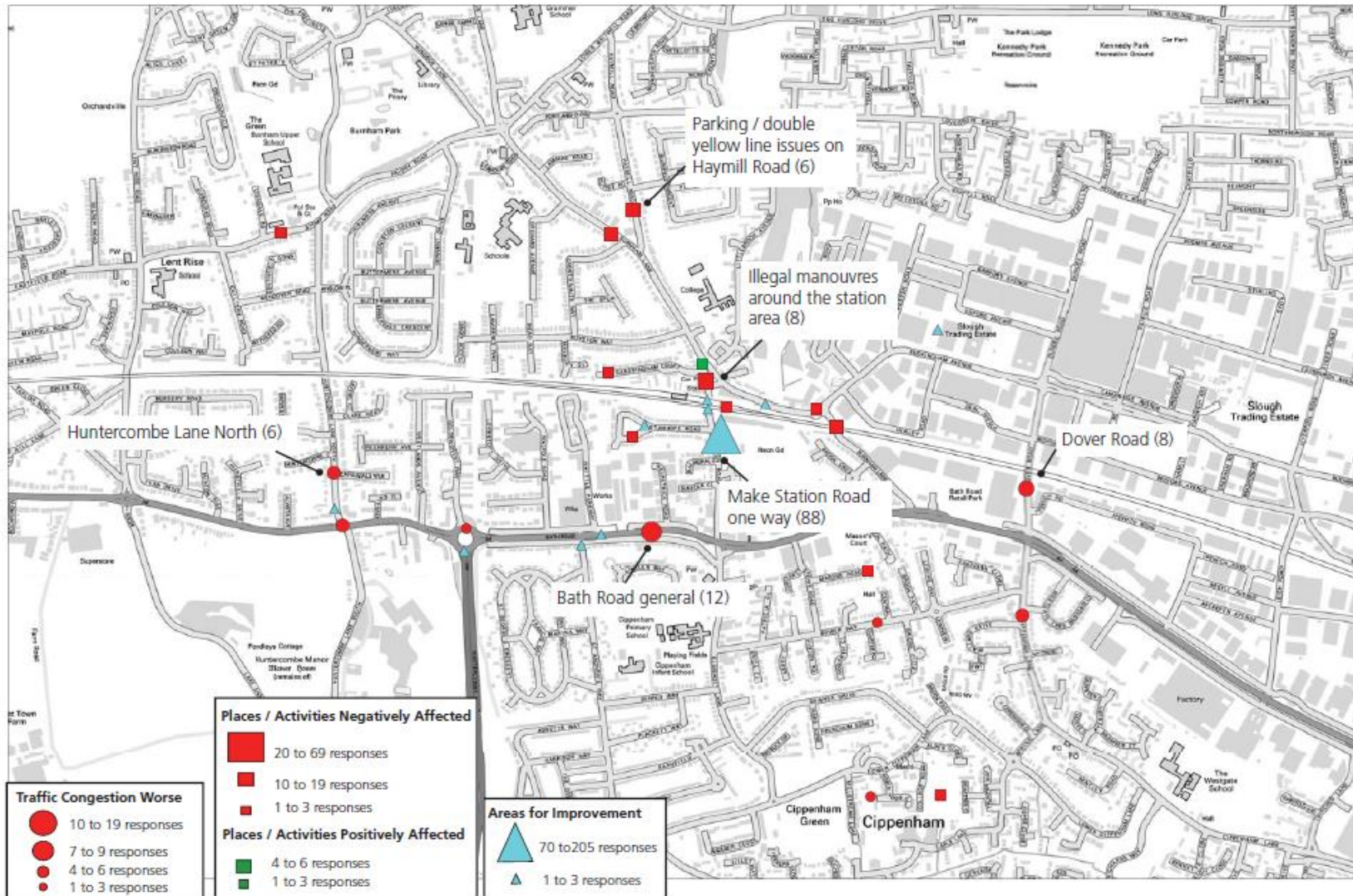
The themes of the responses was also noted, and are presented in the tables and figure below. Data has been presented as absolute numbers rather than percentages due to the nature of the qualitative analysis (many respondents provided several comments on the scheme).

General comments - negative	Number of comments Q10
Traffic in the area is generally worse	57
Lack of consultation / not listening to residents / petition ignored	31
Scheme not in the interest of local residents	22
Scheme has been bad for local businesses and the Trading Estate	17
Journey time increase	13
In general roads are more dangerous	12
Poor signage	10
Antisocial behaviour occurring / intimidating for pedestrians	7
Difficulties in dropping children off at school	6
Issues to traffic light phasing / junction configurations	5
More dangerous for pedestrians and cyclists	4
People ignoring signage	2
General comments – positive	
Positive	
Traffic has improved	11

Should keep it permanent	7
Local environment has benefitted	3
Safer for those on foot	3
General comments	
Seems more permanent than experimental	6
Need better cycle lanes	4
Wanted double yellow lines / parking restrictions	1
Area-specific comments - Traffic congestion - worse	
Bath Road (general)	12
Dover Road	8
Huntercombe Lane North	6
Huntercombe Lane North / A4 Junction	4
Cippenham Lane	4
Huntercombe Spur roundabout	3
Cippenham (general)	2
Bowyer Way	1
Area-specific comments - Areas for improvement	
Make Station Road one way	88
Need better lighting under the bridge	3
Left filter Huntercombe / A4 - can't see signal	2
Bath Rd lights	1
Change layout of Huntercombe Spur roundabout	1
St Andrews way needs better crossing for kids	1
Make Burnham Lane one way Northbound	1
Introduce mini roundabout on Stanhope Road	1
Need better cycle lanes from station to Trading Estate	1
Allow motorcycles to go under Station Road bridge	1
Area-specific comments - Places / activities negatively affected	
Issues with double yellow lines / parking on Haymill Road	6
Illegal manoeuvres around the station area	8
Burnham Lane dangerous at bridge	4

Higher traffic speeds / more difficult to cross as pedestrian - Burnham Lane	4
Burnham Lane mini roundabout dangerous	3
Stomp Road dangerous	2
Station Road bridge - antisocial behaviour	2
Scheme is cutting off Sandringham Court	1
Stanhope Road becoming a racetrack	1
Difficult for people in cippenham to get to station	1
Parking issues on Masons Road	1
Area-specific comments - Places / activities positively affected	
Bus stop repositioning successful	2

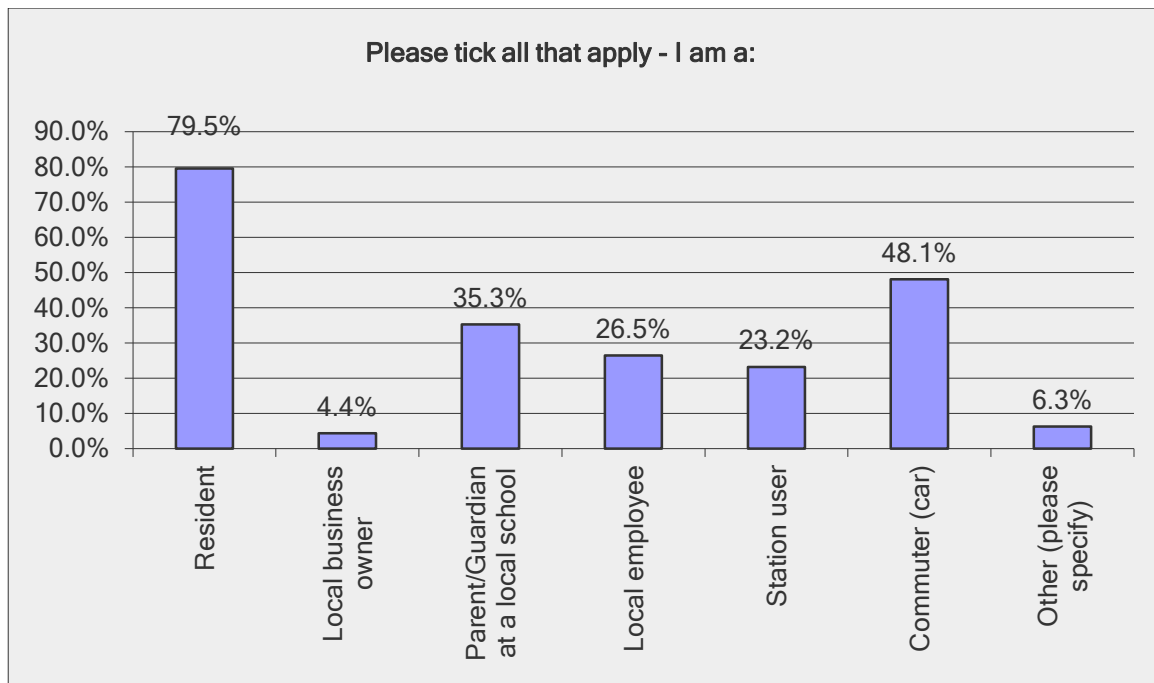
A mapped summary of the comments is also provided below:



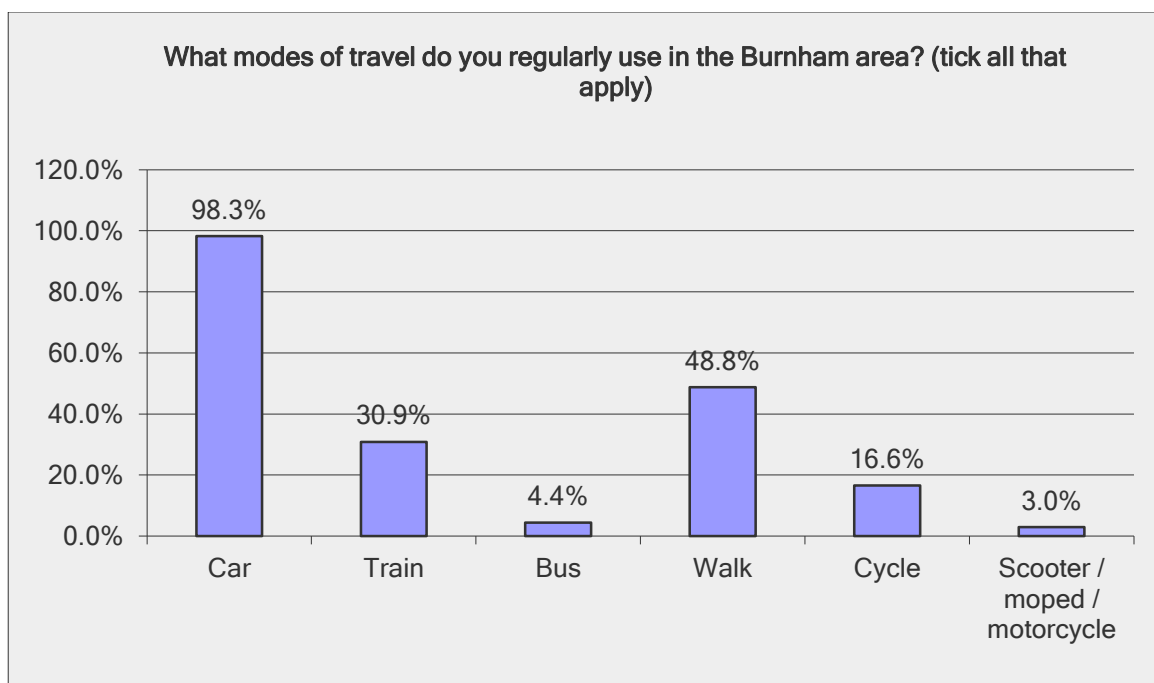
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Demographic questions

Users were asked a series of demographic questions in line with the council's guidelines. The results of these are presented below.

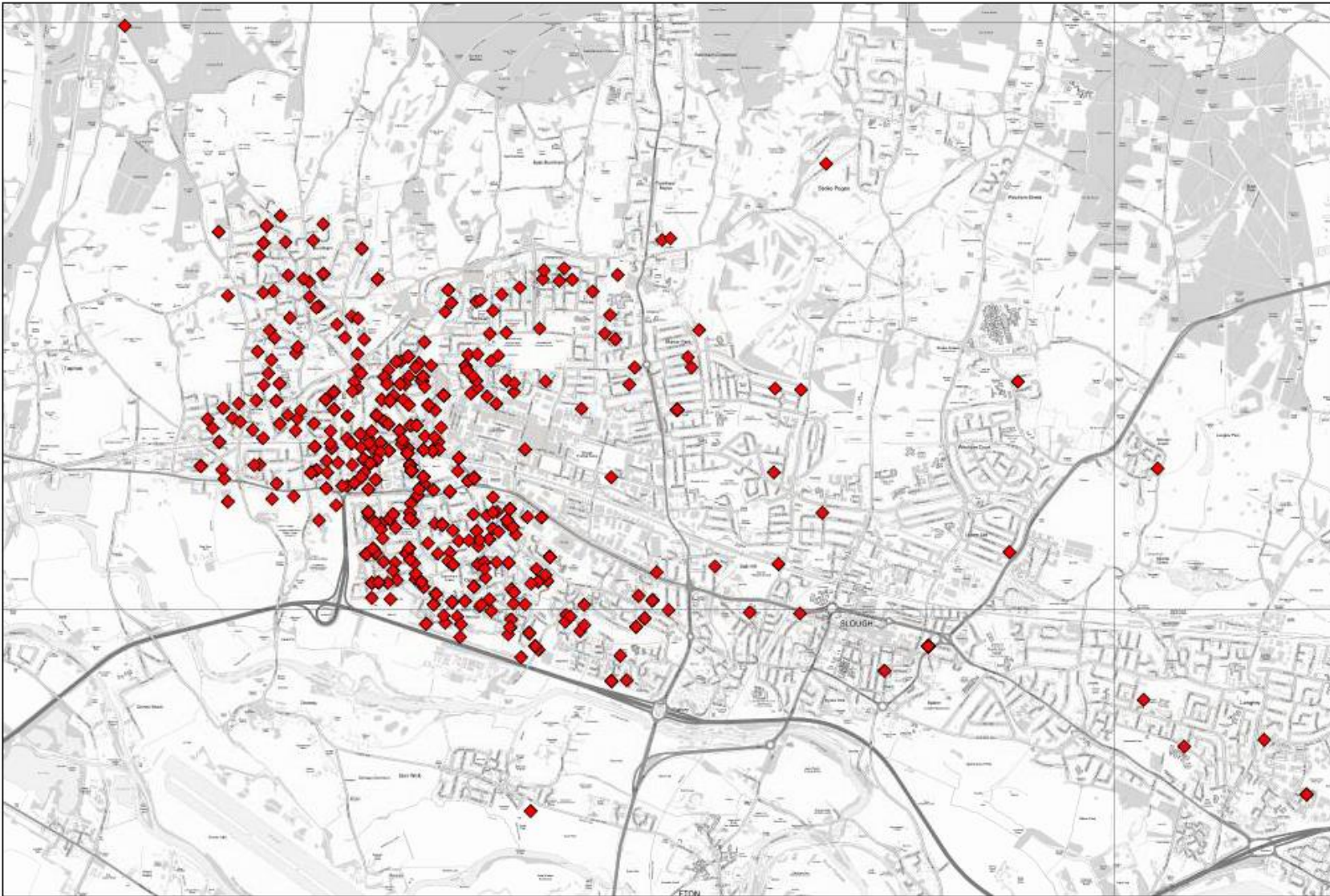


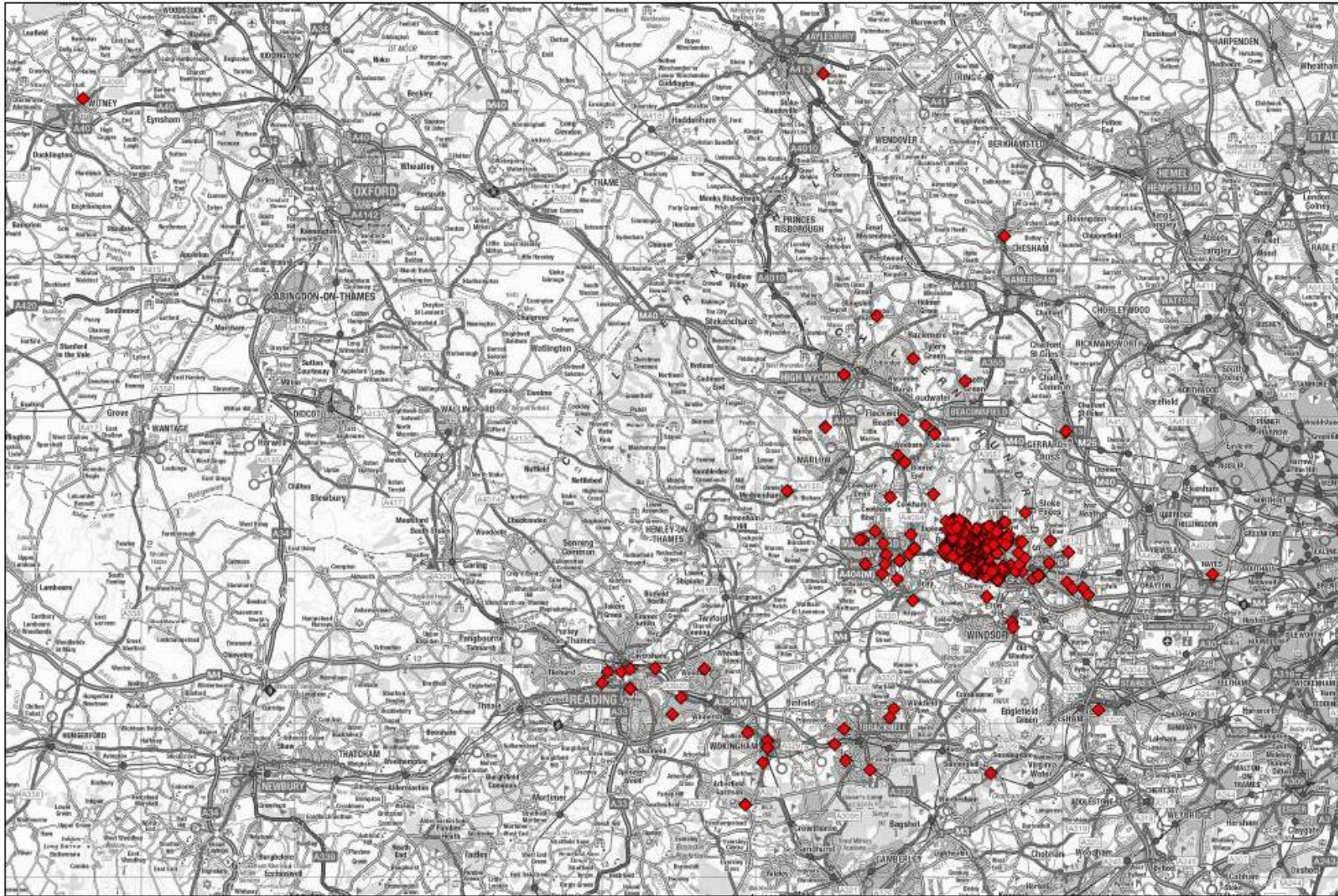
'Other' responses included those working remotely in the area while travelling to other areas, including: community nurse, service engineer responder, church volunteer doing home visits; plus those visiting friends, family or shops/services in the area.



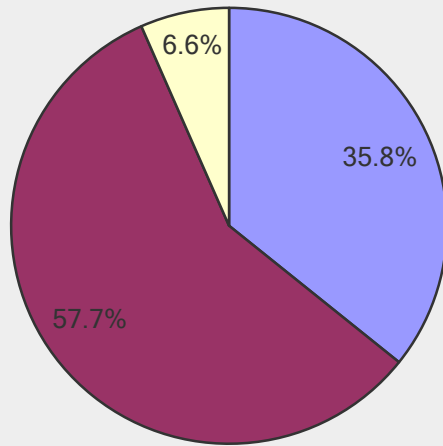
Postcode plots

Respondents were asked for their home postcode and the results have been plotted below, the maps showing the closer view and the wider view of all postcodes respectively.



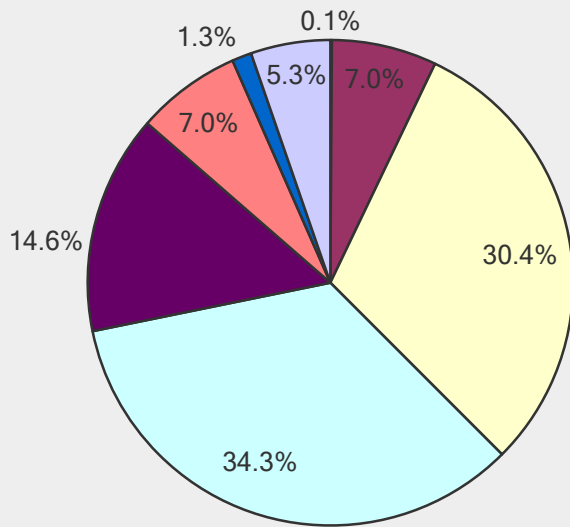


Gender

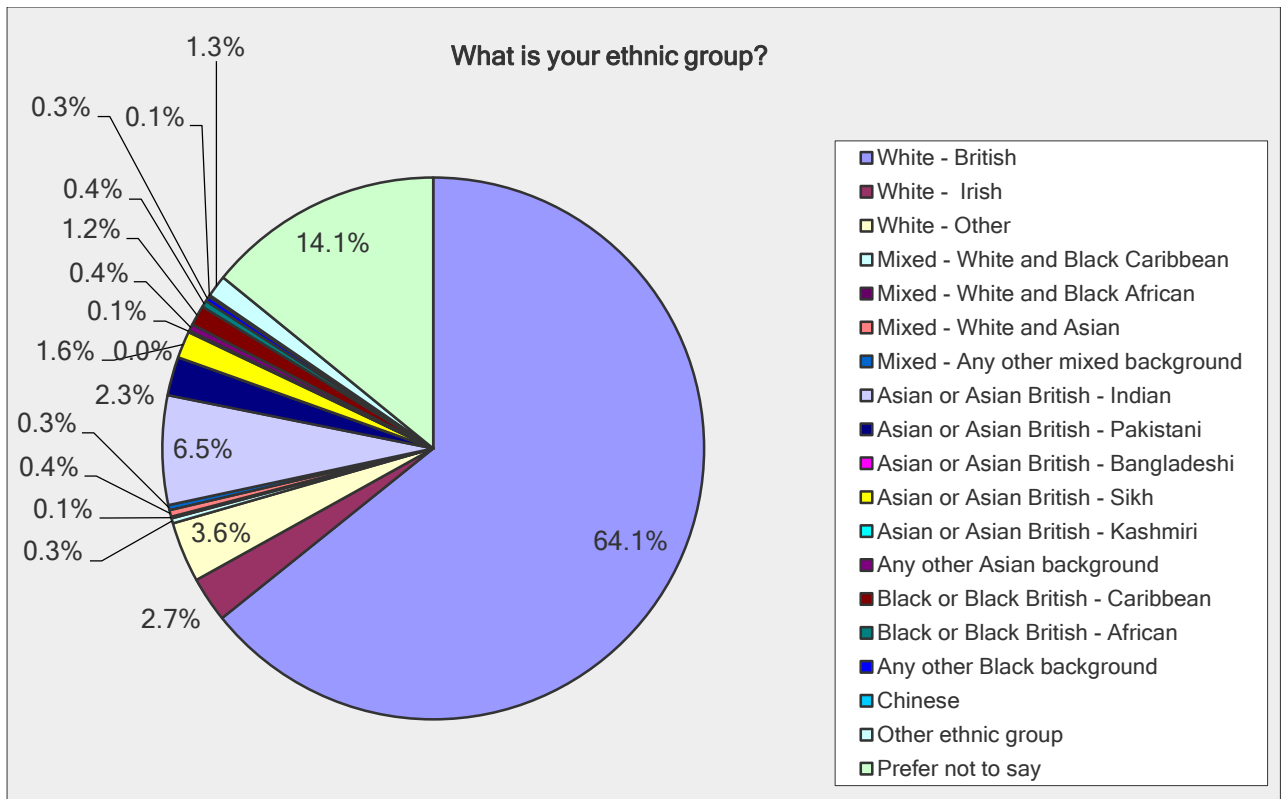


- Male
- Female
- Prefer not to say

Age Group

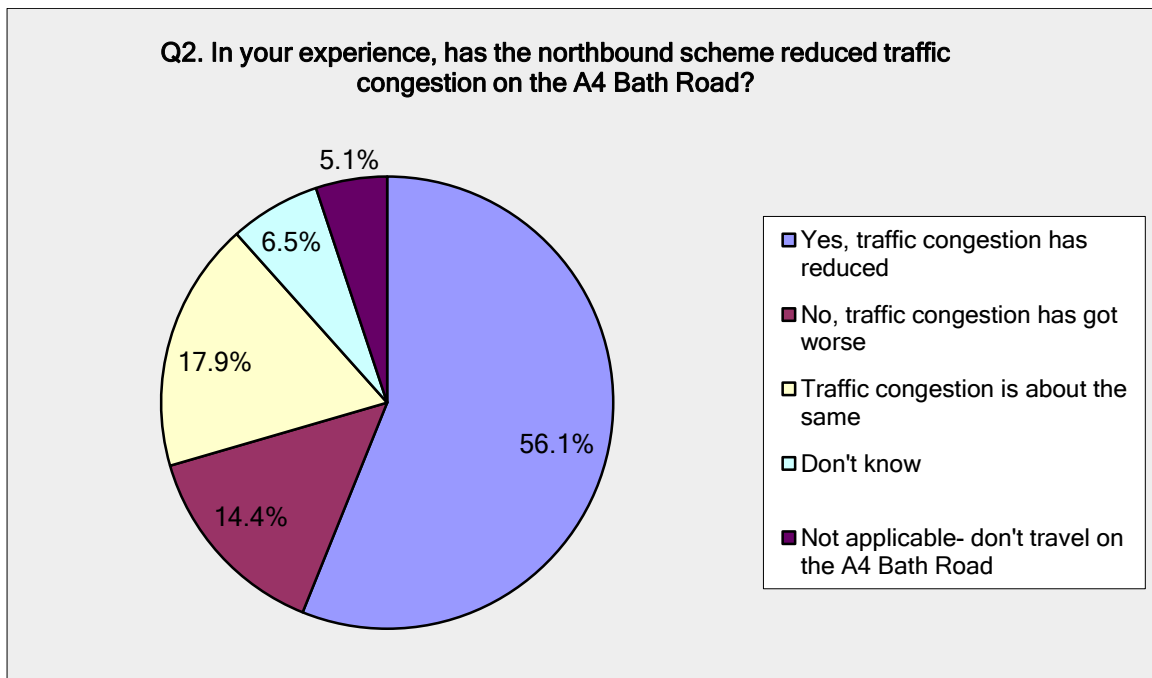
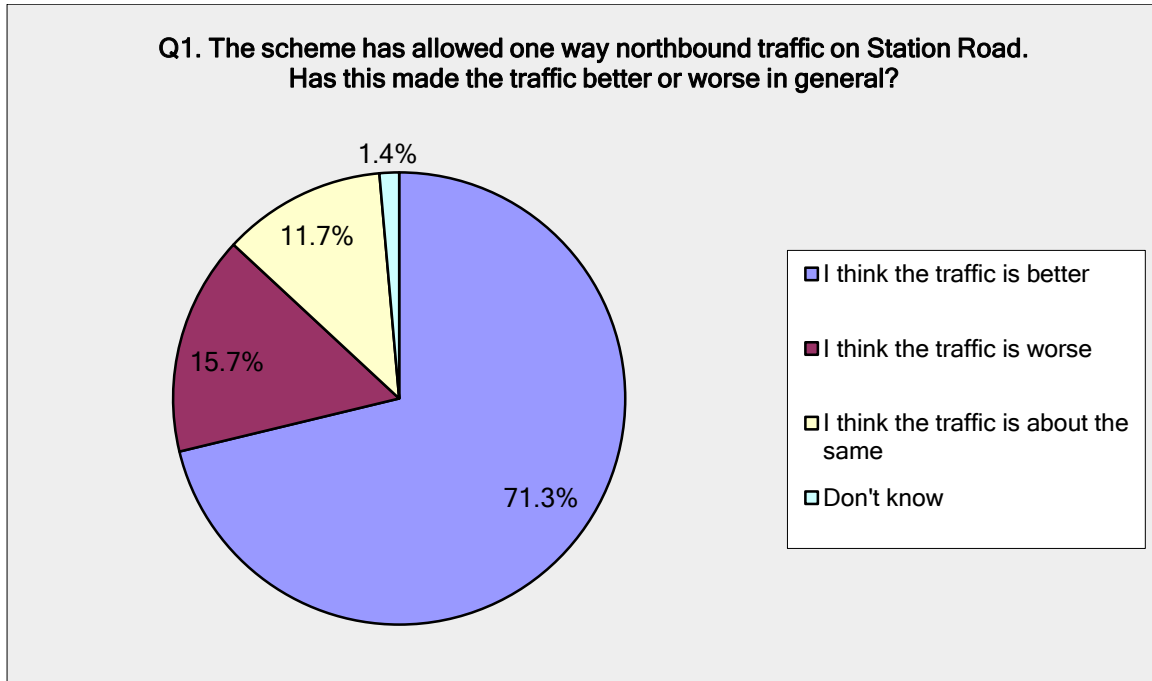


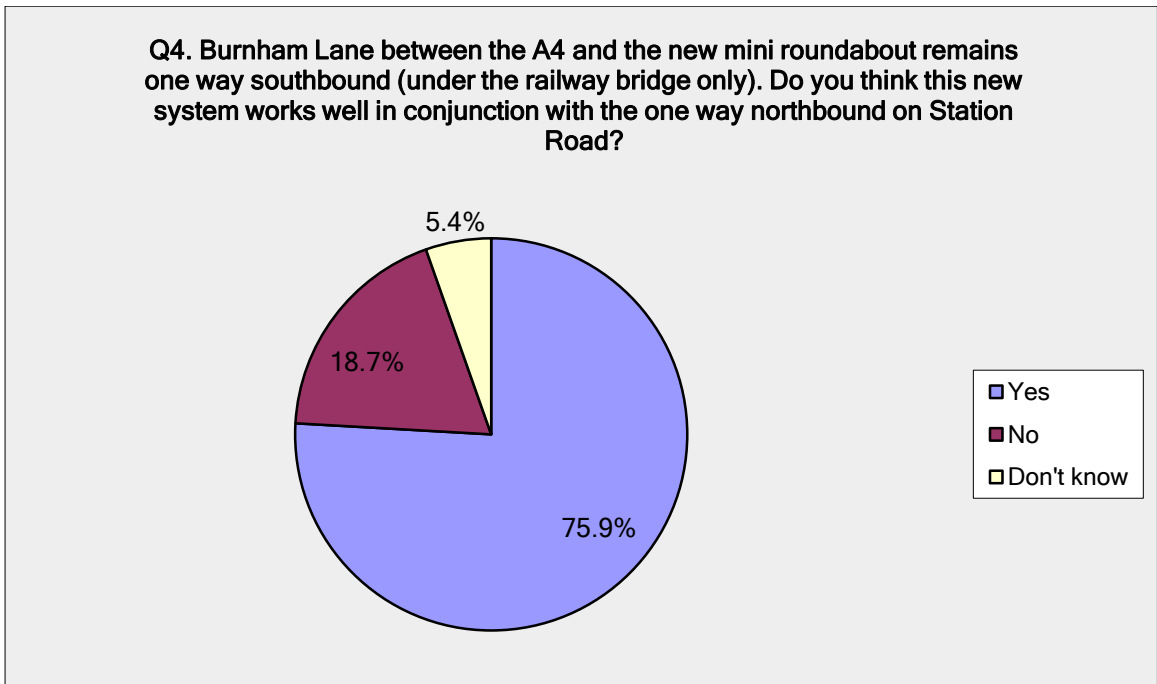
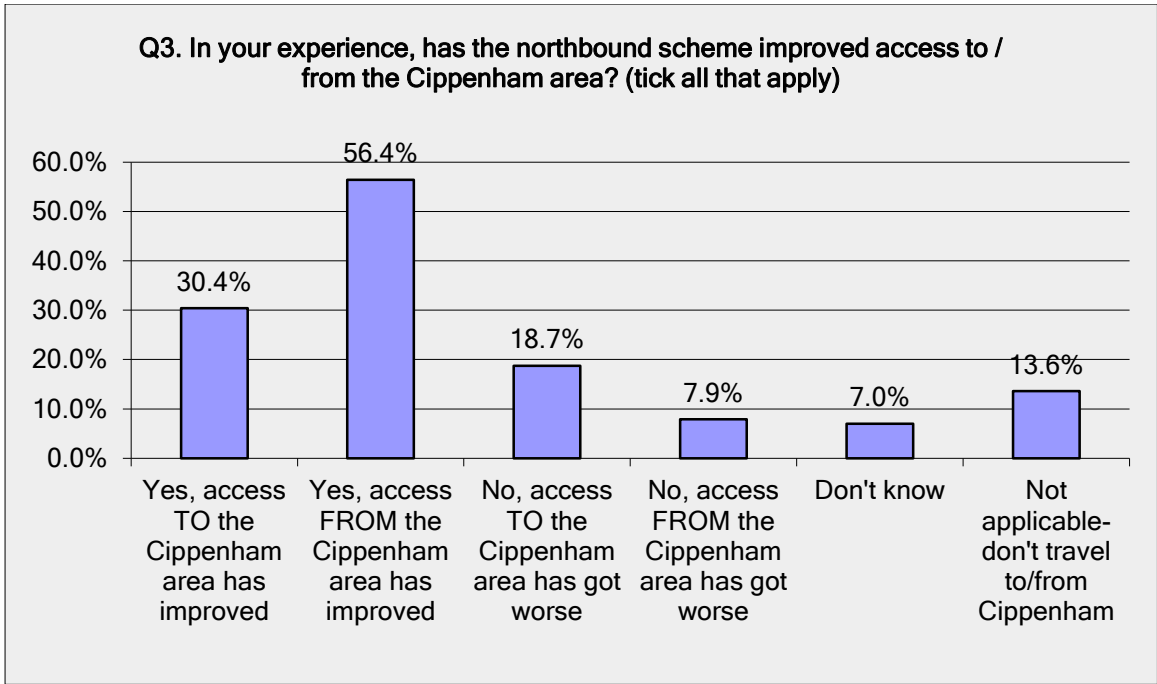
- Under 18 years old
- 18 - 29 years old
- 30 - 39 years old
- 40 - 49 years old
- 50 - 59 years old
- 60 - 69 years old
- 70 years and over
- Prefer not to say



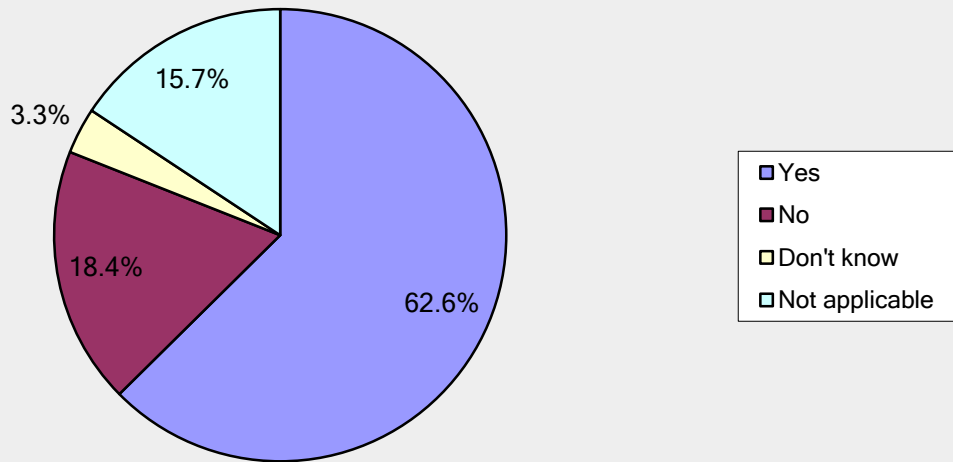
Phase 2

As for phase 1, for phase 2 respondents were again asked a series of questions in relation to various scheme elements as well as the impact of the scheme overall. The results for each question are presented below.

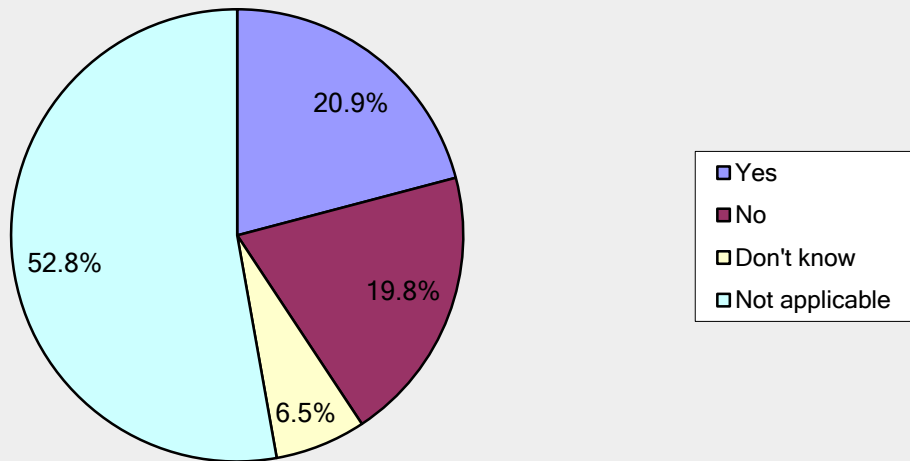




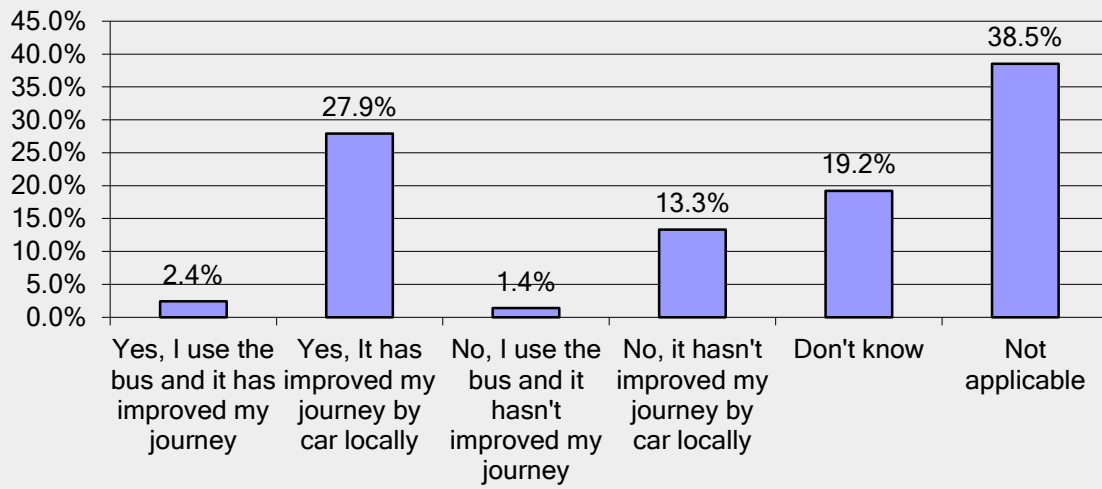
Q5. As a driver, has the northbound scheme improved your access to / from Burnham train station?



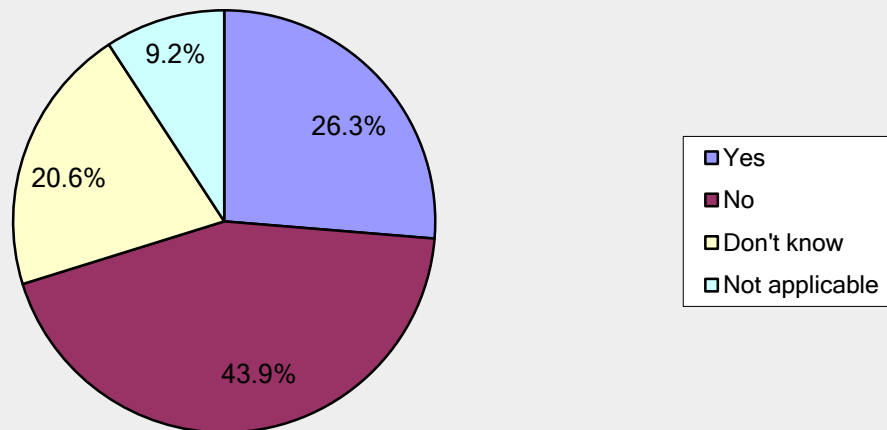
Q6. As a pedestrian / cyclist has the northbound scheme improved your access to / from Burnham railway station?



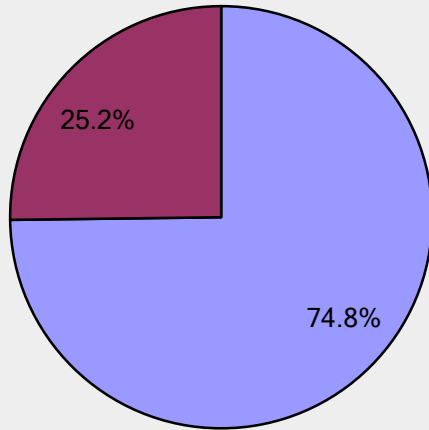
Q7. Has the relocation of the bus stops (service 1B) to the railway triangle (Station Road) improved access / reduced delays?



Q8. Do you think the area around Burnham train station has been made safer for those on foot / bike since the scheme has been in place?



Q9. Has the experimental scheme (northbound option) made your journey better or worse overall compared to the area prior to both experimental schemes (before October 2015)?



■ Better - please use the comment box to let us know where you have seen the most improvement in terms of traffic queues and accessibility

■ Worse - please use the comment box to let us know where you have experienced the most delay

Question 9 Summary

As with phase 1, question 9 in the phase 2 survey also asked respondents to state where the traffic has been better / worse since the scheme was introduced. The results of this open comment box have been analysed and are presented by theme below. Data has been presented as absolute numbers rather than percentages due to the nature of the qualitative analysis (many respondents provided several comments on the scheme).

General comments	Number of comments Q9
General comments - negative	
Increased journey times	4
More traffic in general	3
General comments - positive	
Quicker journey times	16
Less congestion in general	16
Access from Cippenham to Burnham is better	15
Pleased it is open / scheme is working well	7
Reduction in journey length	5
Easier access to Burnham	2
Area-specific comments	
Area-specific comments - Traffic congestion - worse	
A4 Bath Road	18
Burnham Lane south	14
Bottlenecks at new mini roundabout / dangerous	3
Lights at Five Points	3
Difficult to exit the trading estate	3
Lent Rise	2
Traffic flow southbound in general is worse	2
Huntercombe Lane north	2
Lower Britwell Road	1
Haymill Road junction	1
Difficult to access Sandringham Court	1
Area-specific comments - Traffic congestion - better	
Burnham Lane	26
A4 Bath Road	15
Station Road	14
Cippenham area	4
Haymill Road	2
Improved traffic flow around the station	1
Easier access to the trading estate	1

Huntercombe North	2
Area-specific comments - Areas for improvement	
Drivers who are coming from Burnham Lane onto Station Road are not always giving way	14
Reinstate traffic lights on Station Road	9
Safety concerns with drivers coming too fast under the bridge at Station Road	8
Difficult for drivers at the give way point to see vehicles coming under the bridge	8
Difficult for vehicles to turn right from Station Road onto Burnham Lane	6
Junction just north of bridge at bottom of triangle is dangerous in general	4
People do not understand road markings / signage at give way junction north of bridge	3
Area-specific comments - Places / activities negatively affected	
Dangerous for pedestrians crossing Station Road	11
Dangerous for pedestrians crossing Burnham Lane north	4

Question 10 summary

As with phase 1 question 10, in the phase 2 survey was an open-response comment box which asked respondents 'Do you have any other comments on the experimental scheme?'

Overall the respondents' comments were analysed to ascertain whether they were in general for or against the scheme. The summary is presented below. Unlike with phase 1 the majority of additional comments for this scheme were regarding improvements that could be made rather than being specifically for or against the scheme.

Overall nature of comments	Number	Percentage
For scheme	33	15%
Against scheme	62	28%
Needs Improvement	123	56%
TOTAL	218	100%

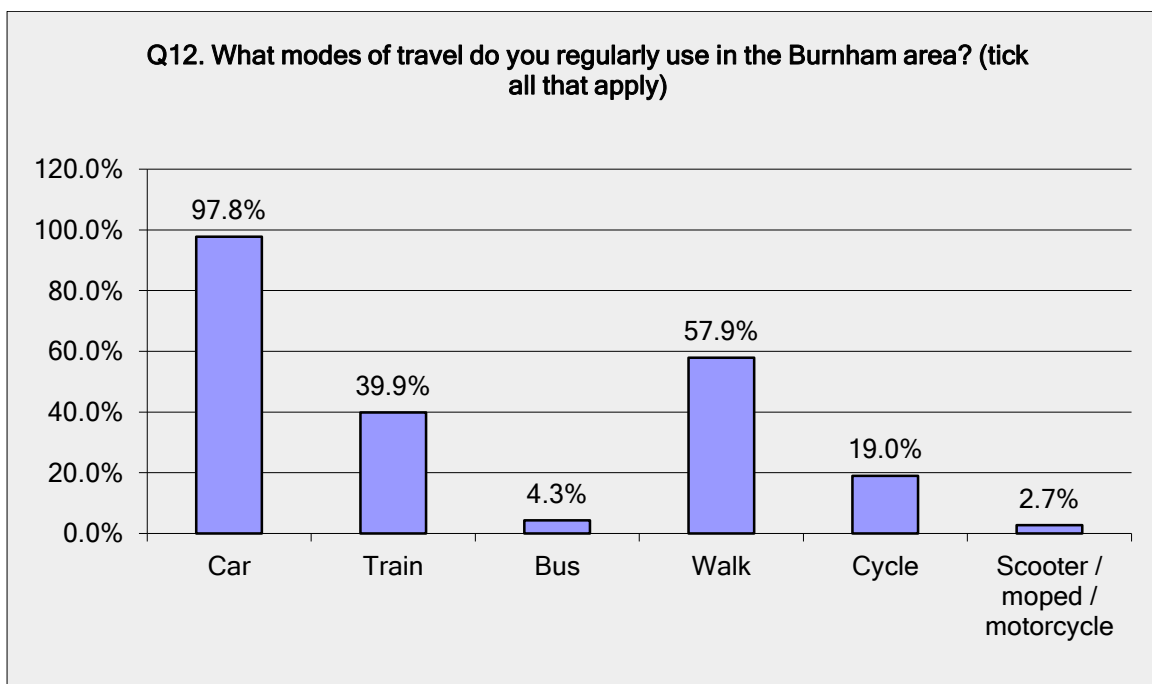
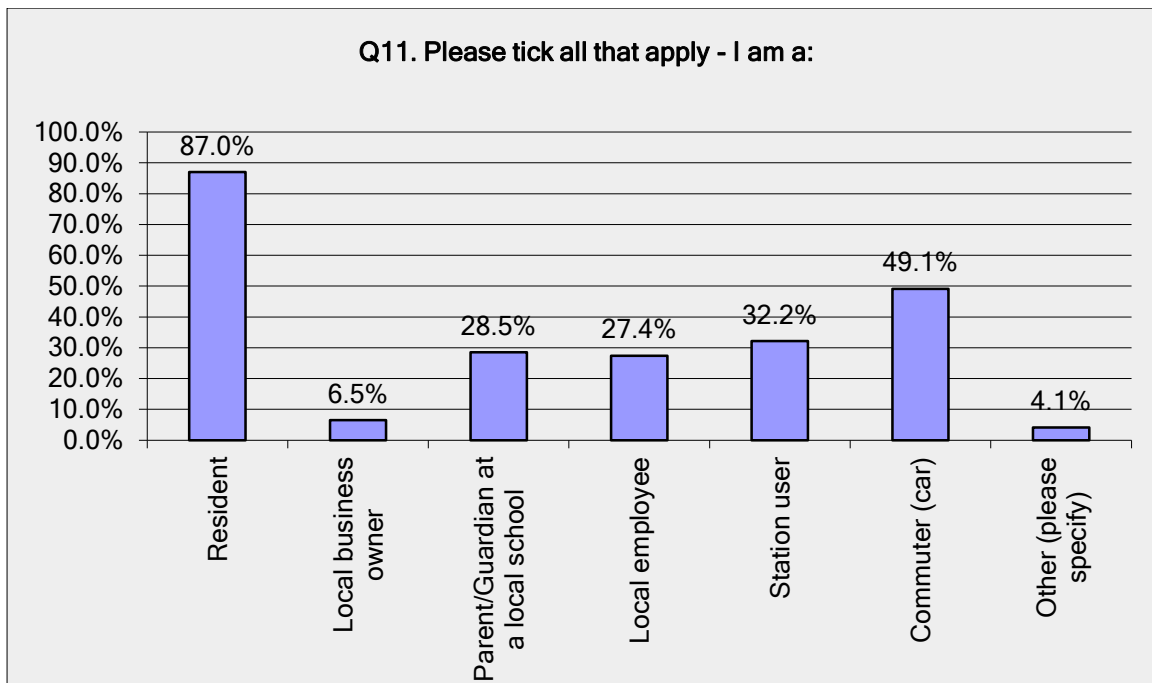
The content and themes of the responses was also noted, and are presented in the table below. Data has been presented as absolute numbers rather than percentages due to the nature of the qualitative analysis (many respondents provided several comments on the scheme).

	Number of comments Q10
General comments - negative	
Drivers were better with the original traffic situation	25
No consultation with the residents	5
Traffic congestion is worse in general	4
General comments – positive	
Scheme is working well	25
Traffic is flowing well	2
Improvement on October scheme	2
Feel safer as a cyclist in the vicinity of the station	1
Area-specific comments- Traffic congestion- better	
Burnham Lane north	2
Station Road	1
Area-specific comments - Traffic congestion - worse	
Burnham Lane south	6
A4 Bath Road	5

Junction of Dover Road and Buckingham Avenue	2
Bath Road / St Andrews Way junction	2
Huntercombe Roundabout	2
Going southbound in general	2
Five points junction	2
Difficult exiting Parkview Chase to turn right onto Burnham Lane	1
M4 J7 onto A4 Bath Road	1
Junction of Bath Road and Station Road	1
Dover Road	1
Area-specific comments - Areas for improvement	
Traffic lights at Station Road should be reinstated	18
Junction at bottom of triangle not safe for pedestrians	16
Vehicles not giving way to go through to the station	14
Pedestrian crossing needed across Station Road	10
Give way junction at Station Road bottom of triangle is dangerous in general	9
Difficult to see vehicles approaching from under the Station Road bridge when at the give way point	7
Markings / signage at junction at bottom of triangle need to be clearer	6
Unable to see cars approaching the station from Burnham Lane when coming under the bridge	5
Mini roundabout needed at Station Road / Burnham Lane junction	5
Zebra crossing needed across Burnham Lane	2
Road marking should be clearer where Station Road meets Burnham Lane	2
Area-specific comments - Places / activities negatively affected	
Difficult for vehicles to turn right from Station Road onto Burnham Lane	12
Difficult for pedestrians to cross Station Road	9
Difficult for pedestrians to cross Burnham Lane	4
Cars speeding along Station Road	4
Haymill Road affected by parking	3
Blumfield Crescent affected by parking	1
Whittaker Road affected by parking	1
Hard to exit homes onto Burnham Lane South	1

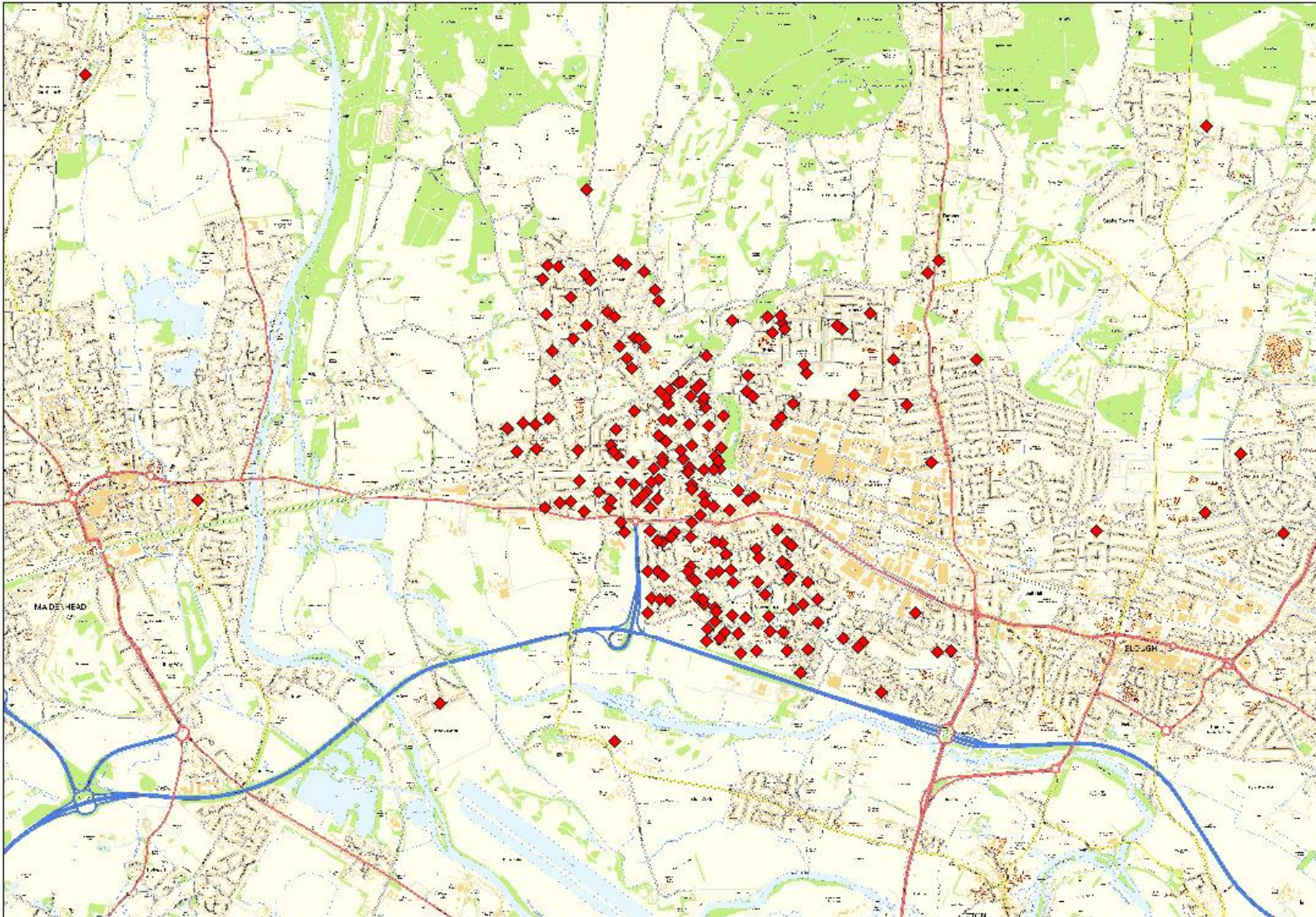
Demographic questions

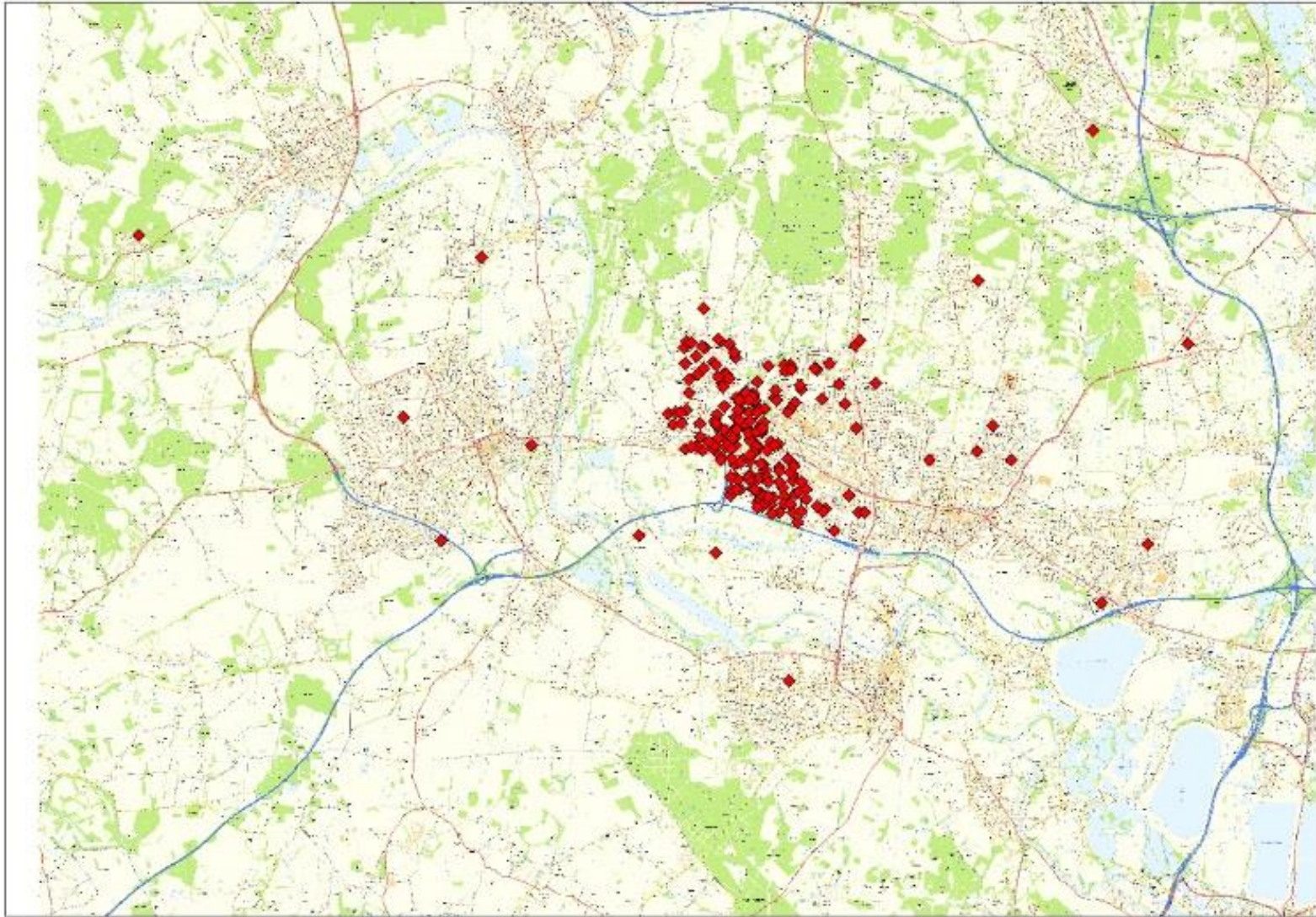
Users were asked a series of demographic questions in line with the council's guidelines. The results of these are presented below.



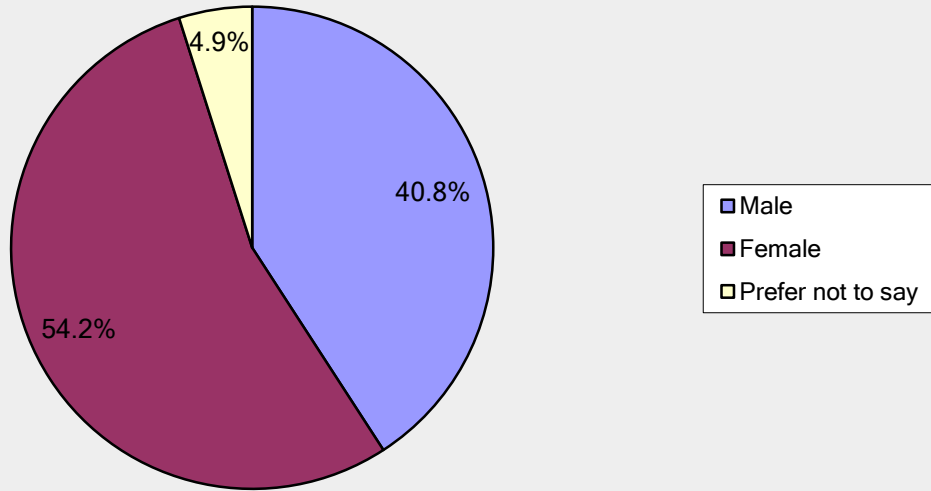
Postcode plots

Respondents were asked for their home postcode and the results have been plotted below, the maps showing the close view and the wider view of all postcodes respectively.

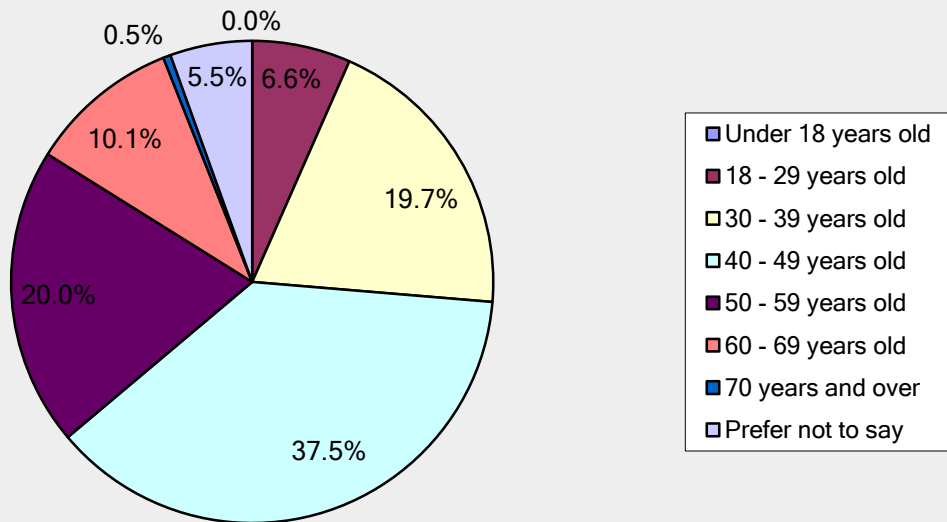


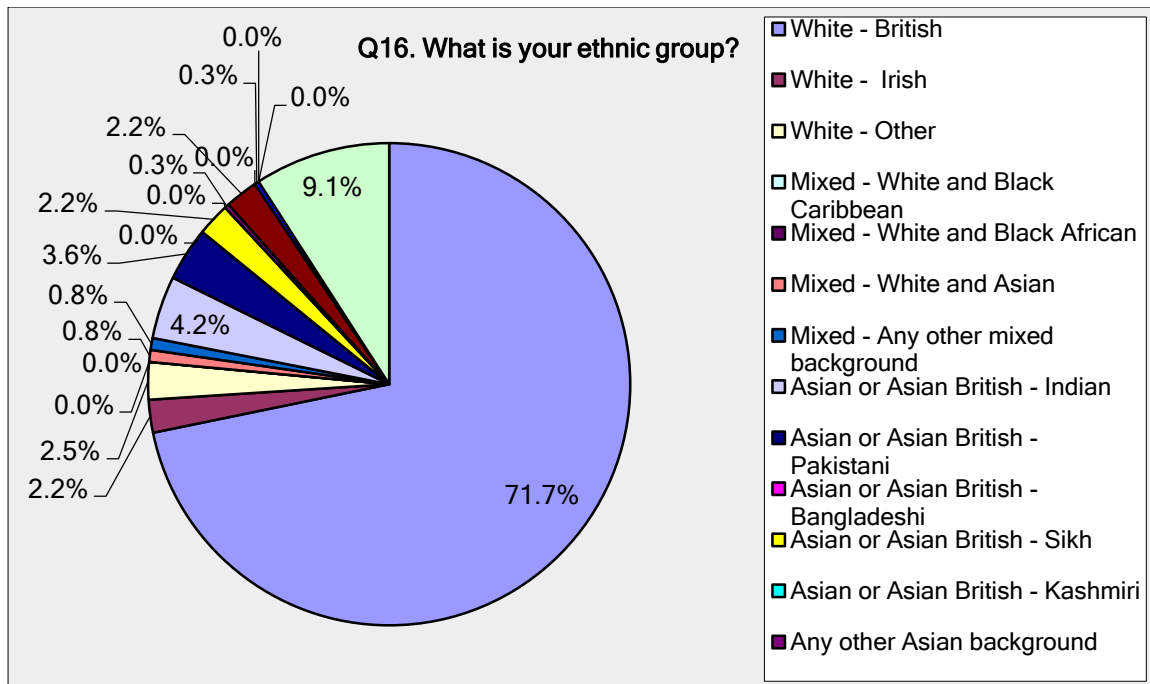


Q14. What is your gender?



Q15. What is your age?





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Appendix 3

■■■■■ – Schools feedback

Throughout both experimental schemes - Phase 1 and Phase 2, there has been regular correspondence with the schools in the area. The feedback from these schools is included below.

Phase 1

Priory School

Meetings were held with school representatives (Kathryn James, Pupil Services Manager; and Jo McGovern, School Business Manager) on 14th October 2015 and 25th November 2015 to discuss the scheme and feedback from the school.

The feedback raised by the school at the meetings was as follows

- Lack of consultation and pre-warning of the scheme occurring
- Very little positive feedback coming from staff or parents
- Burnham Lane is much more free-flowing in terms of the traffic but this is perceived as only because the problem has been pushed elsewhere
- Concern about future ability to fill school places due to traffic difficulties / lack of access routes from e.g. Cippenham putting off prospective parents
- Concern about pupil lateness / absence – which has worsened since the scheme – pupil lateness has more than doubled, the number of ill children has also more than doubled. Non-compulsory attendance (e.g. early years) has also been affected negatively
- Concern about staff recruitment and retention in terms of ability to access the school in a reasonable time
- Concern that the northbound routes to Burnham have been cut off – meaning longer trips round to access the school
- Whilst the school were happy to promote the improved cycle and pedestrian route under the closed section of Station Road, they did not believe that this would increase the level of pupils walking / cycling, due to many parents needing to drive due to multiple pupil drop-offs / living too far away to walk / cycle, or needing to go straight on to work afterwards
- The Cippenham area has been very affected by the scheme and many pupils reside in this area so has caused problems
- Issues with emergency vehicles continuing to travel in the wrong direction at the Burnham Lane bridge. Issues with emergency vehicles and home carers etc. not being able to get where they need to quickly
- M4 slip road and Huntercombe Spur roundabout are jammed at peak times and cause tailbacks and result in many drivers making dangerous manoeuvres
- Turning right out of M&S onto the A4 Bath Road is now much more difficult due to the increase in traffic
- Concern at many vehicles continuing to travel in the wrong direction at Burnham Lane bridge
- A4 more congested, in particular from Sainsbury's / Lent Rise Road roundabout to the Huntercombe Spur roundabout
- In general the scheme has resulted in longer journey times to and from Burnham
- In general the traffic congestion is worse in the AM peak than the PM peak

A letter was received from the Headteacher, Jacqueline Laver, which is included below. A summary of a survey the school had undertaken with staff and parents is also included below.



Priory School (Foundation)

Orchard Avenue, Slough, Berkshire, SL1 6HE
Telephone: 01628 600300
office@prioryschool.com www.prioryschool.com
Headteacher: Mrs. J. Laver



To: Laura Wells
Transport for Slough

From: Jaqueline Laver – Head Teacher
Jo McGovern – Business Manager
Kathryn James – Pupil Services Manager

Date: 7th January 2016

Priory School Feedback : Station Road Closure & Local Route Changes

The temporary route and access changes implemented on 16th October 2015 were communicated to us by Atkins Global on the 14th October 2015.

Priory School and Our Lady of Peace School raised concerns about the effect that these changes would have for our existing parents and also prospective parents as 2 northbound access points have been removed.

- Removal of these northbound routes make it very difficult for any families to access our schools from the south side of the Bath Road. Our attendance reports show that families trying to access the school from a Cippenham address have a higher rate of absence and lateness than families in other areas.
- **The number of children arriving late following the Station Road closure has increased from 23 to 49.** This has increased the level of disruption in the classrooms for those children who have arrived on time and obviously has a negative impact on the children who arrive late.
- **The number of children who are absent due to “illness” has risen from 123 to 247 and even 335 in one week!** Whilst we cannot directly attribute this to the Station Road closure and Burnham Lane direction change, it cannot be co-incidental as our reports show an immediate change in the week that followed the experimental scheme introduction that is out of kilter with normal absence reports.
- **The number of children who are absent of non-compulsory attendance age has also risen from 311 to over 400 at times.** This can have a big impact on our attendance figures going forward as we try and establish the importance of 100% attendance right from the start of our pupils' school careers.
- Attendance is monitored by the SBC Education Welfare Officer in conjunction with the school. We are held accountable for attendance figures which must be above the minimum 95% requirement. This is made very difficult for us if the infrastructure in and around the school does not allow easy access to our site.
- Attendance has a massive impact on performance so if our attendance is affected, which it has been, then attainment is also affected which directly affects our pupils.

- We have surveyed our staff, parents and local community and attach the results of that survey. The results of this independent survey show that the experimental scheme has not been successful as far as the local residents, parents and staff are concerned. The new scheme has not enhanced our daily journeys and in fact has increased journey times and therefore stress levels.



- **We respectfully request that this feedback is taken into consideration and used to terminate the temporary closure and introduce one of the preferred route options as voted for by Slough residents.**

A final point to note is that it was very disappointing to be informed of the deadline for feedback during the school holidays. This gave us limited time to communicate with parents and local residents plus collate statistical information regarding the changes.

It is a testament to the strength of feeling of the local community that we received 411 responses in 7 working days with an over whelming majority of 90% of people stating that the congestion has merely been moved to another area with additional negative factors such as increased journey times on a daily basis as well as a negative impact on the emergency services, local business and an increase in the number of traffic related incidents which include 2 recent fatalities.

We look forward to feedback from Laura Wells following the meeting on the 8th and 20th as soon as possible.



Priory School (Foundation)

Orchard Avenue, Slough, Berkshire, SL1 6HE
 Telephone: 01628 600300
 office@prioryschool.com www.prioryschool.com
 Headteacher: Mrs. J. Laver



Results of Priory Online Survey regarding Burnham Lane/Station Road Traffic Changes

Q1	What is your postcode?
	The majority of respondents came from SL1, SL2, SL4 and SL6.
	This covers Burnham Lane, Cippenham, Farnham Road & Bath Road residents.
Q2	Do you have to cross the Bath Road to get to work/school?
	80% of respondents had to cross the Bath Road for their daily journeys.
Q3	What is your normal mode of transport?
	99% of respondents travelled by car.
Q4	Have you changed your mode of transport since the introduction of changes?
	89% of respondents did not change their mode of transport.
Q5	What is your new mode of transport?
	Not applicable as the 1% who changed, changed across all modes = nil effect.
Q6	How many children travel with you every day?
	33% were single journeys, 70% were with 1 or 2 passengers.
Q7	What was your journey time before the Station Road closure?
	Average journey time was 15.7 minutes
Q8	What was your journey time after the Station Road closure?
	Average journey time was 30.3 minutes
Q9	What is your preferred option for traffic flow?
	Station Road open both ways plus Burnham Lane Northbound 43.3%
	Station Road open Northbound plus Burnham Lane Southbound 41.2%

	Station Road open Southbound plus Burnham Lane Northbound 15.5%
	No other preferred choices opted for by all respondents.
Q10	Negative impact on emergency services access and journey times – 69.4%
	Negative impact on local residents' journey times – 87.8%
	Increase in the number of traffic related incidents due to flow & poor driving – 72.5%
	Negative impact on Burnham local businesses – 64.3%
	Traffic issues/congestion merely shifted to Bath Road & Huntercombe Lane North – 90.8%
	<p>POINTS TO NOTE:</p> <ul style="list-style-type: none"> • 411 RESPONSES IN 7 WORKING DAYS • NO NOTIFICATION OF DEADLINE UNTIL 21.12.15 BY SBC I.E. SCHOOLS ALREADY ON HOLIDAY • ONLY 3 RESPONDENTS NOTED AN IMPROVED JOURNEY TIME



Our Lady of Peace schools

Meetings were held with school representatives (Marcel Devereux, Governor; and Linda Shoard, Bursar) on 14th October 2015 (along with Priory School). Representatives did not attend the second joint meeting with Priory School on 25th November however were contacted by officers asking for any feedback from the school via email.

Marcel emailed the council on 21/10/15 noting that a number of pupils had been late as a result of the scheme (measured as approximately 35 children by counting the number of lunchboxes in the photo provided by Marcel). The email content and photo are noted below:

Hello

I am a governor at Our Lady of Peace schools in Derwent Drive.

The attached photo is the number of lunch boxes from children that arrived late, due to problems in children getting to the school. Normally there about 5 maximum.

Day 2 of the "trial" is having a big impact on punctuality, which the school is judged on by OFSTED.

Yours faithfully

Marcel Devereux



Cippenham Primary

A meeting was held with Nicky Willis, the school's Headteacher, on 15th December 2015, to discuss the scheme and obtain any feedback from the school.

The main feedback was as follows

- The school had limited feedback from parents and staff and was of the general view that the initial traffic problems experienced have now ironed out and the traffic generally is no worse than it used to be
- Some staff have reported that traffic congestion on the A4 seems worse since the scheme
- Burnham Lane (north section) is much more free flowing
- Staff have reported vehicles continuing to travel the wrong way through Burnham Lane bridge
- In terms of access to areas to the north of the A4, the school would support the trial of a northbound option for Station Road, as in general schools in Cippenham have pupils travelling from Burnham and vice versa, and this would help parents who have to travel straight on to work from the school drop off

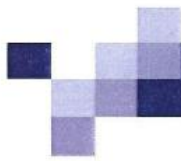
Haybrook College

A meeting was held with Wendy Andrews, Facilities/Business Manager, on 15th December 2015, to discuss the scheme and obtain any feedback from the school.

In terms of general comments on behalf of the school, the feedback at the meeting was as follows:

- Traffic is much more free-flowing on Burnham Lane (north section)
- The school now provides its own home-school transport via minibuses (previously, taxis were used) and two routes have been affected by the scheme:
 - The minibus coming from the Langley area (along the A4) is consistently late since the scheme was introduced
 - The closure has also had a negative effect on minibus 3, as it travels back to the college through Cippenham and have no choice but to travel back along the Bath Road. Drivers have reported an additional 10-15 minute compared to the normal journey; this happens most days
- Some staff have had better journeys along Burnham Lane although others have had long-winded journeys as a result (e.g. from Cippenham and the south of the school)
- Would support the trial of Station Road one way northbound

A letter was also received from the Executive Headteacher, Helen Huntley, which is included below.



HAYBROOK COLLEGE



6th January 2016

Laura Wells
Senior Transport Planner,
Slough Borough Council
St Martins Place,
51 Bath Road, Slough,
Berks SL1 3UF

Dear Laura

Re: Burnham Station Traffic Scheme

I know that you have been liaising with Wendy Andrews, our Facilities and Business Manager with regard to the Burnham Station Traffic Scheme and I believe that our staff have been feeding back their comments to Wendy for your 3 month review, which she will forward to you in readiness for your meeting.

From a staffing perspective, the closure of Burnham Lane is having a negative effect for some of our staff based at the Burnham Lane site who come off of the M4 at Junction 7 and are having to come a long distance to get to work. Staff who live in Cippenham are also being affected as the traffic is really building up in this area and it is making the journey longer in length and adding stress to staff at the beginning of the day.

Haybrook College operates its own Home to School Transport service since 1st September, 2015 and the closure of bridge at the Station is having an effect on a couple of the routes due to volume of traffic in the Cippenham area and/or the need to come from the M4 to Dover Road bridge to get to the old Haymill site or to wait in traffic to try to turn left off the Huntercombe roundabout to go right onto Huntercombe Road north to come through Burnham to get to the site.

There is a worry about any pedestrians, be it staff, students or visitors to the site, who are trying to cross the road outside the school at certain times of the day as the traffic can be very heavy. With only a crossing further down the road past the school gates where the bus stop used to be. It may be prudent for the Council to consider a crossing area near to the school, perhaps just past the school entrance so that pedestrians trying to get to the school do not have to go too far away from the entrance, encouraging jaywalking.

I think that it would greatly help the staff and students plus our local community if the Council were to make Burnham Lane one way coming north to allow traffic to get onto the Trading Estate and into Burnham and allow for the existing traffic flow south on the old part of Burnham Lane to stay as it is to allow traffic off the estate to get down to the A4.

As stakeholders in this area, we thank you for including us in this consultation period and we look forward to hearing from you with some feedback after your 3 month review meeting with the Planning Committee.

Kind regards,

Helen Huntley
Executive Headteacher

The Specialist Education Trust - Haybrook College
Haymill Site, 112 Burnham Lane, Slough, Berkshire SL1 6LZ
www.haybrookcollege.slough.sch.uk

Tel: 01628 696076 Fax: 01628 696080
Executive Headteacher: Helen Huntley

Individual staff had also provided feedback to Wendy, which is reported below directly from emails received by Wendy, which have been annotated with the origin of that staff member's journey and the time they generally arrive at school in the AM peak:

Comments from Haybrook College staff re: Burnham Station closure

Comments provided by staff at Haybrook College to Wendy Andrews, Facilities/Business Manager, to provide to the council. Comments are listed below.

RT

starting point Spencers Wood, Reading, arriving at approx. 8 am

Yes – it's highly inconvenient coming into work in the morning via alternative routes – adding 15 minutes or more onto the journey!! Can they not make Station Road one way up to Burnham Lane from the A4?

DB

starting point Woodley, arriving at approx. 7.30 am

Not sure I have any quantitative data to give but leaving here and turning left seems better as the queue isn't building to turn right under the bridge. Obviously we have to come a longer route from the M4/J7 to come in but to be honest, I expected it to be worse than it has been.

SR

starting point Wooburn Green, arriving at approx. 8.30 am

I would like to feedback that before the trial on Burnham Lane if I didn't use the road before 7:30pm it would be consistently at a standstill taking anything from 20 to 30 minutes just to get down from the traffic lights to Burnham train station.

During the trial period I have experienced that at any time of the morning between 7.a.m to 8.30a.m. The traffic is flowing very smoothly with no hold ups. The only slight back up is at the traffic lights just after Burnham Grammar School. In the evening the traffic going back towards Burnham Grammar School can start to be at a standstill by Tesco Express.

I do feel very strongly the cars that are parked on the road either up on the pavement or just left in the cycle lane cause a lot of problems, both when I have been driving or on my bicycle.

I am put at risk when a car parks in a cycle lane as I then have to manoeuvre around into the flow of traffic. Very frustrating.

When I use Burnham Lane as the best route from my home in Bourne End onto the Trading Estate it has been a very pleasant change to have freely moving traffic in the morning rush hour with slightly slower traffic on the way home.

However, I do know from my colleagues that other roads have been severely blocked particularly on and from the A4 and journey onto the Slough Trading estate have been very slow and congested.

In this way my journey has improved significantly but at the cost of pushing traffic elsewhere that now doesn't flow freely.

Thank you for passing on my feedback if possible.

SK

starting point Crowthorne, arriving at approx. 7.30 am

My comment would be that it adds time to the journey in the morning with the road by the station being closed. Having to go left at the roundabout off the motorway and up Huntercombe lane is long winded. The evening hasn't posed any problems so far.

JC

starting point Edgware, London, arriving at approx. 7.45 am

From a school viewpoint it takes much longer for the students on the Langley bus to come in as bath road is so much more congested

MH

starting point Radlett, Herts, arriving at approx. 7.45 am

From my perspective it is now a lot easier getting to work from the Burnham direction in the mornings. The traffic is much more free flowing into Slough from this direction.

JT

starting point Taplow, arriving at approx.. 8.30 am

My feedback is that whilst the traffic on Burnham Lane and around Burnham Station has improved, for those living locally, the project has had a negative effect on the traffic flow and "community spirit" in the wider area which hasn't been taken into consideration in the SBC survey. Businesses on both sides of the divide have suffered with those on the Cippenham side no longer using the Burnham Lane and Burnham village shops and vice versa. Crossing the A4 from one side to the other takes much longer, especially from the Cippenham side and trying to turn right onto the A4 from any of the businesses on the south side of the A4 (eg Marks and Spencer, Sports Direct) is virtually impossible. The A4 travelling east is often backed up past Sainsburys and can go as far as the Bishop Centre for no reason. Vehicles are still going round the station triangle in the wrong direction, also travelling north through the Burnham Lane bridge, ignoring all the one way signs therefore putting other road users and pedestrians in danger. The area to the south of the closed Station Road bridge is used as a free car park for those picking up and dropping off at the station inconveniencing the local residents, the tunnel itself is dark and a magnet for anti-social behaviour thereby putting off pedestrians who might otherwise have walked through to go to Tummies or the other local businesses.

DR

starting point Maidenhead, arriving at approx. 8.00 am

I have found traffic in both directions travelling along Burnham Lane to be a lot more free flowing. The system is a lot better.

JR

starting point Thame, arriving at approx. 7.15 am

It is a lot better from my point of view. I have much quicker access to school as Haymill Lane seems to be less busy.

RT

starting point Windsor, arriving at approximately 7.45 am

Much better thanks Best wishes

SR

Starting point Taplow, arriving at approx. 8.00 am

As Mick says I agree it is more free flowing, for road traffic, but faster and harder to cross roads as a pedestrian. Suzanne, was it you who told me someone drove straight at you, when trying to cross as a pedestrian?

It is, in my experience, the most difficult piece of road to cross in the vicinity -if you are walking east westerly. North south pedestrians have a few options for crossing further along.

A central island/refuge close to the school entrance might assist students and staff walking or cycling. This I would think best situated just past our entrance but to the north due to the T junction immediately to the south. In this position it would also give 'head on protection' to cyclists trying to turn right into our entrance if they are cycling on the road from the south. I'm not sure if the road has sufficient width for a refuge that can protect cyclists crossing as pedestrians? But something for foot pedestrians would be really helpful.

My children go to Priory School. A central refuge on Burnham Lane would be useful half way between Orchard Avenue and the 5 points traffic lights also. But our entrance is by far the worst and more needy.

If Laura needs any more details please feel free to pass on my personal e-mail steve.roberts@cycle-wise.co.uk
I'm happy to get a few more parents viewpoint from Priory too if this does help?

I hope this helps and thanks for the opportunity to comment.

MW

starting point Cippenham, arriving at approx. 8.30 am

I think that Burnham Lane is great now, a lot more free flowing. In the morning I have to take my daughter to nursery in Burnham so I have to travel in both directions of Burnham Lane. Usually on the way back to work I would be stuck in bumper to bumper traffic from Burnham Grammar to Haybrook. That short section could easily take 15-20 mins in the morning but now it's just a straight forward drive through.

However, because I live on Cippenham Lane I have noticed a build-up of traffic. As soon as I reverse out of my drive I'm in traffic. This may be a result of Burnham Lane but I think the main problem is the timer on the traffic lights that have shortened down allowing less cars to pass through. Also if there is no one queuing to turn right onto Bath Road then the lights will witch off quicker as the turn right lights won't be activated. Overall, my journey including Cippenham Lane is better.

One thing on Burnham Lane I thought I would see would be the use of 2 one-way systems. Keep the current one-way by Shell/mini roundabout going away from Burnham Lane but introduce another one-way system coming from Bath Road up Station Road to Burnham Lane. This would possibly ease the traffic on Bath Road and Cippenham Lane?

Thanks, would be great to hear feedback on the 2 one-way systems when you see Laura.

DP

starting point Maidenhead, arriving at approx. 8.00 am

There seems to be considerably more traffic along the A4 in the mornings up until the O2 building, adding an additional 10/15mins to the journey in the morning.

CG

Starting point Cippenham, arriving at approx. 8.15 am

From my perspective it has been horrendous! Either way I am very stuck and pushing it every morning to get to school on time. I either drop my daughter at the childminders at junction 7 and sit in traffic going up Huntercombe Lane, or more usually, drop her directly at school (Cippenham primary) and end up sitting in traffic for 20 minutes along the Bath Road

and up Dover Road to come all the way back to school. It has got a lot worse over the last few weeks as I think initially, cars avoided the area. Also, the impact on Cippenham is huge. The traffic on Cippenham Lane goes all the way from the Mercedes garage back to Westgate school, regardless of whether it is the school run time or not. The traffic lights at the Mercedes garage on the Bath Road are poorly timed so the surrounding roads get grid locked. Cippenham is most definitely taking the brunt of the traffic whilst Burnham Lane runs more freely. It's just moved the traffic elsewhere! If you have not noticed, I could talk for hours on this!!

WA

Starting point Warfield, arriving approx. 7.15 am

I now choose to come down the A4 and up Huntercombe Lane North to avoid having to go all the way down to Dover Road to get back to Haybrook College on Burnham Lane as this can add up to 10 minutes on my journey. Burnham Lane is quieter in the mornings, but I cannot turn left to go the same way home without a long wait as there is more traffic using Burnham Lane in the evening. Having said that, it is easier to turn left and go down the old Burnham Lane to the A4, but that can now be a nightmare to get onto, due to volume of traffic. Plus you have to be weary of drivers who chance trying to come up old Burnham Lane and through to Buckingham Avenue when they think nobody is coming down to the A4.

I think that it work well if Station Road was re-opened to allow traffic to come up from the A4 onto the Trading Estate and Burnham and keep the old Burnham Lane as a one way flow of traffic down to the A4. As the mini roundabout is already in place there, this would not be such a change. There would need to be consideration of a roundabout or some such traffic feature where the green currently is to allow for a traffic control at the junction of Burnham Lane and Station Road, but I am sure that this would alleviate some of the pressure on the A4 and the surrounding areas of Cippenham.

PP

Starting point Gerrards Cross, arriving approx. 8.15 am

I find coming to work a lot easier now that they closed the Burnham Bridge. I can now go through the back routes. Before I had to go into Slough and then to Burnham because Burnham Lane was bumper to bumper, which added 20 minutes to my journey.

POM

Starting point Dedworth, arriving approx. 5.00 am, but had frequent trips across Slough to other Centres

I find that the problems occur when traffic is held up at the Bath Road lights at the junction with Burnham Lane and so tails back towards the bridge. If the traffic light sequence could be changed allowing extra time for traffic to clear Burnham Lane, this would help. Also, it is very annoying when vehicles still enter the bridge against the new direction of flow on Burnham Lane to get to Buckingham Avenue. This all causes a traffic problem in Buckingham Ave.

JH

Starting point Dedworth, arriving approx. 8.00 am

Station Road should be one-way under the bridge to complement Burnham Lane going the other way under the bridge. They need to adjust the traffic lights at Cippenham Lane's junction with the A4 to let more cars through as there is always a very long queue of traffic there.

TB

Starting point Burnham, arriving approx. 8.30 am

From my point of view as resident in Burnham coming from Gore Road, the traffic flow along Burnham Lane is much better and I have improved journey time. However from a personal point of view if I want to cross over to Cippenham or come back to Burnham at 5.00 pm when I take my daughter to ballet the traffic is horrendous on the A4 as all of the traffic from the trading estate now goes along the Bath Road and you have no option to filter off to Burnham until you get to Huntercombe Lane North turning after negotiating Huntercombe Spur roundabout and the traffic from the motorway. The A4 from Sainsburys to Huntercombe is also much busier as a result of the road closure.

TB

Starting point Langley, arriving approx. 6.45 am. TB is F/T Driver for Haybrook & HTS Transport

The objective of easing traffic on Burnham Lane has been positive. However, the negative impacts are manyfold:

All other routes for crossing A4 have worsened the traffic flow. The nearest two crossing routes (Lent Rise Road, Dover Road) are severely impacted - M4 J7 is gridlocked at rush hour and Dover Road is highly congested. The A4 is busy all day and at certain times of the day - rush hour/school run is horrendous to those who live/work in the adjacent area.

My main concern is H&S - I have seen on several occasions emergency vehicles unable to move through stationary traffic. I have also witnessed dangerous driving and impatience as drivers are constantly sat in non-moving traffic. H&S is further under risk as drivers seek alternative routes/rat runs and previously quiet residential roads are now busy and dangerous particularly for children/pedestrians.

Traffic needs to be kept moving - a northbound one-way only flow under Burnham Station bridge would alleviate what has become a traffic nightmare.

KB

Starting point Newell Green, arriving approx. 8.30 am

The changes to the traffic direction has made coming from Junction 7 of the M4 a longer route, both by distance and time. Coming off the Huntercombe roundabout, to turn left onto the Bath Road towards Taplow means sitting in a long queue of traffic on the M4 junction 7 slip road, which was the same as before the changes, before getting to the roundabout and also coming off the roundabout. Coming down the Bath Road towards Slough means again, sitting in another queue of traffic and having to go away from Haybrook College to come back on myself once I have crossed Dover Road bridge. When the Burnham Train Station Bridge was open, the route was much faster and I feel congestion on that part of the Bath Road was better.

I have considered driving to the M4 Junction 6 and coming through Cippenham to cross at Dover Road Bridge. From previous experience, the M4 between Junction 7 and 6 can become congested and cause delays. Similarly, Cippenham Lane becomes very congested leading up to Bath Road and at the Bath Road/Cippenham Lane junction.

At the minute, it seems that traffic is being directed away from Burnham and adding congestion to the already very busy roads through Slough.

DC

Starting point Bracknell, arriving approx. 8.00 am

There is a significant increase in the morning traffic building up coming from Windsor on Cippenham Lane at the Bath Road junction. This is reversed in the afternoon with Traffic building up on Dover Road heading towards that same junction.

GS

Drives Minibus 3 which picks pupils up from Cippenham.

The closure certainly has a negative effect on minibus 3, as we come through Cippenham and have no choice but to travel back along the bath road. I'd say it can add approximately 10/15 minutes to our journey when traffic is bad, which is most days.

MW

I come from Twyford, leaving at 0715 and if the new traffic system adds 15 minutes to my journey.

I can actually cycle here the 13 miles, quicker than I can drive it in rush hour.

Phase 2

Priory School

The following feedback was received from the school via email:

Hi Laura and Alexandra

I have posted the link on our Facebook and Twitter plus our website and emailed to staff and parents – hopefully this will provide more data for the survey.

This is a summary of what we have learned:

Feedback gained already is that the current access routes of Northbound Station Road and Southbound Burnham lane are unsafe.

There has been an increase in the number of accidents and near misses, a roundabout on a bend of what can be quite a fast road doesn't work and collisions/potential collisions coming under Station Road bridge are much higher than previous making this area extremely unsafe for pedestrians, cyclists and motorists.

If anything access for a one way system would work better and be safer the other way around or a return to 2 way access in Station Road plus Northbound Burnham Lane.

Cippenham access is still difficult, queues have just shifted to the Bath Road so this hasn't really solved anything.

The only thing that does work better is the traffic light changes in Huntercombe Lane North.

Thanks and regards

Kathryn

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Appendix 4 – Email feedback

Phase 1

Email correspondence was received from a total of 179 respondents, some of which emailed several or multiple times. Repeated issues raised by individuals were only recorded once for that person.

Qualitative analysis has been undertaken on the content of the emails in order to ascertain the general and area-specific themes and comments.

In terms of the general nature of the comments, the overall feedback from the emails is as follows, this shows that the vast majority of people contacting the council via email regarding the scheme are against the scheme in general:

Overall nature of comments	Number	Percentage
For scheme	6	3%
Against scheme	176	96%
Not stated	1	<1%
TOTAL	183	100%

Further analysis on the content and themes of the emails has also been undertaken (akin to the survey responses) and is presented below in the table and figure.

Email responses summary	Number of comments (emails)
General themes	
Negative	
Journey times have increased since scheme	55
Difficulty dropping children off at school since scheme	45
Insufficient consultation	39
Traffic in the area generally worse	26
Scheme has been bad for local businesses and the Trading Estate	24
Scheme not in the interest of local residents	18
Poor signage	17
Have had to change / extend journey since scheme; increase in fuel costs	15
Negative air quality / environmental impacts	15
Antisocial behaviour under bridge / need for more lighting	14
Scheme has made it more dangerous for pedestrians and cyclists	11
Issues with traffic light signal timings	11
Road users ignoring signage	9
Roads are more dangerous	8

Now using shops & services in High Wycombe rather than Slough	3
Extra work for the police to enforce the changes	1
Positive	
Journey time decrease; less congestion	2
Should keep the scheme permanently	1
General comments	
Seems more permanent than experimental	8
Wanted double yellow lines / parking restrictions	4
Area-specific issues	
Traffic congestion - worse	
M4 Junction 7 / Huntercombe Spur Roundabout	78
Bath Road (general)	64
Cippenham Lane	42
Dover Road	30
Huntercombe Lane North	26
Lent Rise Road / Sainsbury's roundabout	22
Cippenham (general)	15
Huntercombe Lane North / Bath Road	14
St Andrews Way	11
Bower Way	5
Stomp Road	5
Cippenham Lane / Bath Road	4
Twinches Lane	4
Buckingham Avenue	4
Turning left out of Bath Road Retail Park	3
M4 J6	2
More traffic on way to Beaconsfield	1
Traffic congestion - better	
Burnham Lane (north section)	4
Trading Estate to Burnham	1
Areas for improvement (traffic lights, suggested on-street improvements etc)	
Make Station Road one way	61
Better lighting needed under bridge	14
Mini roundabout being used dangerously	13
Left filter Huntercombe / A4 - can't see signal	12
Improvements to Bath Road traffic lights needed	12
Huntercombe Lane road markings need repainting	1
Widen Huntercombe & Burnham bridges to two lanes	1
Places / activities negatively affected	
Vehicles driving north under Burnham Lane Bridge	28
Burnham Lane dangerous at bridge	14
Picking up from Burnham Station dangerous	13
Antisocial behaviour under Station Road bridge	12

Higher traffic speeds / more difficult to cross as pedestrian - Burnham Lane	10
Stanhope Road becoming a racetrack	6
Abuse of one way system at station triangle	6
Station triangle being used for pickup / drop offs	6
Leaves and litter under Station Road bridge	4
Increased parking on Haymill Road	3
More difficult to access Burnham station	1
Against relocation of the bus stops	1
Buses struggling to make turn from triangle onto Burnham Lane	1
Scheme is cutting off Sandringham Court	1
Parking issues on Masons Road	1
Places / activities positively affected	
Bus stop repositioning successful	2

Phase 2

Far fewer emails were received in regards to this phase, email correspondence was received from a total of just 19 respondents.

As above, qualitative analysis has been undertaken on the content of the emails in order to ascertain the general and area specific themes and comments.

In terms of the general nature of the comments, the overall feedback from the emails is as follows, this shows that the majority of people contacting the council are not stating whether they are for or against the scheme, instead these people are generally commenting on the safety aspects of the scheme.

Overall nature of comments	Number	Percentage
For scheme	5	26%
Against scheme	6	32%
Not stated / safety related	8	42%
TOTAL	19	100%

Further analysis on the content and themes of the emails has also been undertaken (akin to the survey responses) and is presented below in the table.

	Number of comments (emails)
Email responses summary	
General Comments	
Negative	
Whole junction is unsafe	6
Against the scheme	1
Positive	
Pleased that bridge has been reopened	7
Has improved journey times	3
Bridge being reopened in necessary to community	1
Area-specific issues	
Vehicles finding it difficult to turn right out of the triangle onto Burnham Lane	5
Giveaway junction immediately north of the bridge (bottom of the triangle) on Station Road is unsafe for pedestrians	4
Vehicles at the new give way junction cannot see oncoming vehicles from Station Road	3
Giveaway junction immediately north of the bridge (bottom of the triangle) on Station Road is unsafe for vehicles	1
Exit from the bridge is confusing	1
Cars consistently exceeding speed limit along Station Road	1
Traffic congestion - worse	
Traffic congestion on Bath Road	3
Difficult to get into the station car park / Sandringham Court	2

Traffic congestion on Burnham Lane South	2
More congestion in Station Road area	1
Traffic congestion on Lent Rise	1
Traffic congestion on Huntercombe Lane	1
Areas for improvement (traffic lights, suggested on-street improvements etc.)	
Traffic lights at triangle need to be reinstated	8
Re-design bank wall so easier to see oncoming cars from under the bridge	1
Zebra crossing needed over Station Road	1
Zebra crossing needed over Burnham Lane (by Littlebrook Avenue)	1
Re-phasing on Burnham Lane south / A4 junction lights	1
Places / activities positively affected	
Traffic improvement on Station Road south of Bridge	1
Traffic improvement around Cippenham	1

As shown in the above tables the response to Phase 1 was in general negative, with 96% of email respondents being against the scheme and the comments received being mainly based around increases in congestion and journey time and the negative effect the scheme will have on the area. Phase 2 however is more positive with email responses mainly around improvements that could be made to the scheme whilst stating that they are happy that the road has been reopened.

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Appendix 5 – Other stakeholder feedback

Phase 1

First Berkshire – bus company

Feedback on the scheme was received from Mohammed Sarfraz, On Street Inspector for First Berkshire, and is noted below:

Hi Laura,

Thanks for contacting us regarding feedback on the Burnham traffic scheme. Some of the issues are as follows;

- Staff are concerned about the lack of information to other road users about bus movements exiting from Station Road onto Burnham Lane, especially when buses require extra time/space when turning right from Station Road onto Burnham Lane.
- Staff have encountered cars using the Station Road bus stop as a waiting area when picking up commuters from Burnham Station.
- Bus journey times on routes 75 & 76, which run on the busy A4 Bath Road corridor between Maidenhead - Cippenham - Slough - Langley - Heathrow Central have increased due to high traffic levels between the Dover Road junction and Huntercombe Lane junction, especially at peak times. The traffic light phasing on the one way Burnham Lane exiting on the A4 is also a contributing factor. The knock on effect is that customers waiting for buses in Maidenhead, Slough, Langley and Heathrow are unaware why services are running behind schedule. Where possible, we try to provide additional resources to cover any late running of services but sometimes services will need to be terminated short of their final destination. This puts off customers travelling on buses.

I would like to point out that there are merits to the scheme in that buses don't block the main Burnham Lane when stopping as before and also customers using buses are dropped off/picked up in a safer environment.

I have also copied in First Berkshire General Manager (Simon Goff) and First Berkshire Operations Manager (Simon Newport) into this email.

Many thanks

Mohammed Sarfraz

On Street Inspector
First Berkshire
07894588801

Local businesses

Two emails were received specifically on behalf of a business, they are noted below:

Sarah Jordan, Muttins, 29/10/2015:

Hello

I thought I would share with you the fact that due to the increase in traffic since the road closure I now have clients looking for alternative creche/boarding facilities for their dogs.

Some of these clients I have had for over 6 years but they are not prepared to sit in an hour of traffic when it used to take 5 minutes. The loss will start in 2 weeks time and will be, from the 1st client, £500+ a month! This will have a HUGE impact on my business and expenditure to the extent that I may be forced to move - money that I just don't have.

The business has been running for over 12 years and due to the vast amount of people offering creche/boarding for dogs in a home environment the loss will not be gained overnight.

This loss is only due to the road closure as my clients now a minimum of 1.5 miles to get to me and both directions are at a standstill between 4-6.30pm.

Maybe you could advise as how I can claim from SBC for the loss(es) caused by shutting the only direct route to/from my home.

Regards

Sarah

Sarah Jordan

Jacqueline Slater, Vape Smart, 08/12/2015:

To whom it may concern,

The closure of the above road is causing us a great deal of concern as a relatively new business. We have seen a huge decrease in our sales here due to the road being closed as most of our customers used that road. We have seen drop in turnover of approximately £2000.00 per week which is not sustainable for any business, let alone a new one.

It is imperative that this road is re-opened as we believe that apart from damaging our business it has had a negative impact on others also and indeed on the surrounding area which has lost a huge sense of connection to Burnham as it now takes at least an additional 20 minutes to get there.

We look forward to your response at your earliest convenience regarding the above.

For and on behalf of

Vape Smart Ltd

Phase 2

No emails have been received from local businesses regarding the phase 2 scheme.

First Berkshire – bus company

Email feedback from first was sought on the 17/05/16. The below response was provided from Mohammed Sarfraz.

Hi Laura,

I have listed below a few concerns;

-When buses are turning right from Station Road and heading towards Slough, we are experiencing issues with cars and cyclists attempting to overtake the bus, even though the bus is indicating to turn right.

-Customers waiting for buses are still using the bus stops on Burnham Lane. Safety is then a concern when passengers run towards the stops on Station Road in moving traffic.

-Some motorists still driving in the opposite direction to the one way system.

-Bus stop on Station road has sometimes been occupied by taxis and other vehicles.

Many thanks

Mohammed Sarfraz

On Street Inspector
First Berkshire

Social Media Feedback

Social media feedback was not available during the phase 1 scheme as the Transport for Slough Facebook page was not up and running at this point. It was however during phase 2 and comments regarding the scheme were sought both on this page and on the Council's Twitter feed and social networking site Streetlife. The following is a summary of the general feedback received:

'In general the response to the Phase 2 northbound scheme has been positive, with lots of comments thanking the council for re-opening Station Road and far fewer negative comments than during phase 1. Early on, some issues were raised with the lack of traffic lights in the scheme compared to before the closure - particularly on Station Road – and the new 'give way' line onto Station Road from the triangle. There was also a perception from a relatively small number of facebook users that the lack of traffic light control contributed to two or three collisions. A small number of people said they felt pedestrian safety was being compromised due to a lack of appropriate crossings, and a few still think Station Road should be fully re-opened in both directions. As the consultation progressed, the number of comments – both positive and negative – reduced significantly.'

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Appendix 6 - Journey Time Survey Analysis

Journey time data was collected by identifying a number of key routes and destinations in the Burnham area and recording the time taken to travel between set points along this route and how long to complete the route as a whole. This was undertaken for a number of days before any scheme took place, after the closure of Station Road (phase 1) and during the northbound scheme (phase 2), in the AM peak (07.30-09.30) and the PM Peak (16.00-19.00). Some of the main journeys have been analysed below:

Station Road / A4 junction to Five Points Junction

Station Road / A4 to Five Points

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
10:06	13:03	12:07	14:39	11:22	11:50	02:01	01:36	01:16	-1:13
						20%	12%	13%	-9%

Five Points to Station Road / A4

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
09:20	10:59	14:57	15:21	15:13	19:28	05:37	04:22	05:53	08:29
						60%	40%	63%	77%

**Journey times expressed and minutes and seconds*

As can be seen from the above tables when comparing the route before any scheme to that during phase 1 (full closure) there was an increase in journey times. This varies from an additional 01:36 minutes in the PM peak travelling from the Station Road / A4 junction to Five points, to an additional 05:37 minutes in the AM peak when travelling from 5 points to the Station Road / A4 junction.

When comparing the before data to that of phase 2 (northbound opening) it can be again be seen that generally there is an increase in journey times with the exception of the Station Road to Five Points route in the PM, where journey times on average fell by 9%. Journey times were significantly longer in both the AM and PM peak in the opposite direction.

Huntercombe Roundabout to Burnham Station

Burnham Station to Huntercombe Roundabout (via Dover Road (phase 1) or Burnham Lane (phase 2))

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
07:38	08:28	14:50	15:09	08:43	08:08	07:12	06:41	01:05	-0:20
						94%	79%	14%	-4%

Huntercombe Roundabout to Burnham Station (via Dover Road (phase 1) or Station Road (phase 2))

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
05:38	06:04	12:12	11:06	07:17	04:04	06:34	05:02	01:39	-02:00
						117%	83%	29%	-33%

Burnham Station to Huntercombe Roundabout (via Huntercombe Lane)

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
07:38	08:28	10:36	10:53	15:10	10:00	02:58	02:25	07:32	01:32
						39%	29%	99%	18%

Huntercombe Roundabout to Burnham Station (via Huntercombe Lane)

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
05:38	06:04	10:32	10:14	14:12	10:34	04:54	04:10	08:34	04:30
						87%	69%	152%	74%

*Journey times expressed in minutes and seconds

For the Burnham Station to Huntercombe Roundabout route, there was only one possible route before the closure of Station Road, but two possible routes after the closure (during phase 1). One of these was via Dover Road and one was via Huntercombe Lane North. Therefore, journey times for both of these possible routes have been recorded and compared against the before route.

As can be seen from the above tables during phase 1 there was an increase in journey times in both the AM and PM peaks, in both directions and using both routes. The largest increase in journey times has occurred in the Station to roundabout direction, in the AM peak when using the after route via Dover Road- an additional 07:12 minutes has been recorded. The smallest increases were observed in the station to roundabout direction using the after route via Huntercombe Lane, here only an additional 2-3 minutes were observed.

For phase 2 Station Road was opened northbound which opened up another option to motorists travelling from Huntercombe roundabout to Burnham Station. This has therefore been considered in the journey time analysis. During this phase there has been an increase in journey times along the majority of routes in both directions in the AM and PM peak, in particular Huntercombe Roundabout to the Station via Huntercombe Lane in the AM peak, where journey times increased by 155%. Only the route from Huntercombe Roundabout to the Station via Station Road saw a decrease in times as would be expected with the decrease in distance.

Dover Road / A4 junction to Burnham Station

Burnham Station to Dover Road / A4

Before		Phase 1		Phase 2		Difference (phase 1-before)		Difference (phase 2-before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
07:16	07:46	10:31	08:32	06:50	09:55	03:15	00:46	-00:26	02:09
						45%	10%	-6%	28%

Dover Road / A4 to Burnham Station

Before		Phase 1		Phase 2		Difference (phase 1-before)		Difference (phase 2-before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
06:34	07:14	09:40	09:04	06:27	08:40	03:06	01:50	-00:07	01:26
						47%	25%	-2%	20%

**Journey times expressed and minutes and seconds*

There has been an increase in journey times between the Dover Road / A4 junction and Burnham Station since the closure of Station Road (phase 1). Increases vary from 03:15 minutes in the AM peak in the station to junction direction, to only 45 seconds in the PM in this direction. For this route the larger increases in journey time take place in the AM peak.

During phase 2 (northbound scheme) the increases in journey times have on average been less than that in phase 1, and in the station to Dover Road direction, in the AM peak there was a drop in average journey times of 4%. The largest increase in times was along that route in the PM peak with an average increase of 02:09 minutes.

Slough Trading Estate to Burnham Station

Burnham Station to Trading Estate

Before		Phase 1		Phase 2		Difference (phase 1-before)		Difference (phase 2-before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
03:36	08:33		06:04	06:05			-2:29	02:29	
							-29%	69%	

Trading Estate to Burnham Station

Before		Phase 1		Phase 2		Difference (phase 1-before)		Difference (phase 2-before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
08:10	10:30		06:15	06:35			-4:15	-1:35	
							-40%	-19%	

**Journey times expressed and minutes and seconds*

During phase 1 a decrease in the journey times between the trading estate and the station was observed. As just PM data was collected after the road closure only this time can be compared. A decrease of -2:29 minutes has been recorded in the station to trading estate direction, and a larger decrease of -4:15 minutes was recorded in the opposite direction.

Only AM data was collected during phase 2, this has shown an increase in journey times in the station to Trading Estate direction but a decrease in times in the opposite direction.

Five Points Junction to O2 Building (A4 Bath Road)

Five Points to O2 Building

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
08:40	11:51	10:00	12:51	13:00	12:42	01:20	01:00	04:20	00:51
						15%	8%	50%	7%

O2 Building to Five Points

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
07:53	10:40	14:00	08:07	10:20	13:22	06:07	-2:33	02:27	02:42
						78%	-24%	31%	25%

*Journey times expressed and minutes and seconds

In general there was an increase in journey times along this route during the closure of Station Road (phase 1). This increase has occurred in the AM and PM peak in a Five Points to O2 direction and in the AM peak of the opposite direction, the largest increase (6.07 minutes) occurred in the AM peak of the O2 to Five Points direction. However a decrease in journey time of -2:33 minutes has been recorded in the PM peak in the O2 to Five Points direction.

During phase 2 there has been an increase in journey times across this route in both direction in the AM and PM peaks. The largest increase is in the Five Points to O2 direction in the AM where times increased on average by 04:20 minutes or 50%. The smallest increase was in this direction in the PM peak.

Huntercombe Spur to Dover Road / A4 Junction

Dover Road / A4 to Huntercombe Spur

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
07:22	06:22	08:35	10:24	04:22	08:21	01:13	04:02	-03:00	01:59
						17%	63%	-41%	31%

Huntercombe Spur to Dover Road / A4

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
07:26	06:05	09:03	07:24	09:20	08:01	01:37	01:19	01:54	01:56
						22%	22%	26%	32%

*Journey times expressed and minutes and seconds

As can be seen from the above tables, during phase 1 there was an increase in journey times in both the AM and PM peaks, in both directions along this route since the closure of

Station Road. Generally the increase is in the region of 1 minute, however, in the PM peak in the Dover Road / A4 to Motorway direction the increase reached 4.02 minutes.

During phase 2 (northbound opening), with the exception of the AM peak in the Dover Road to Huntercombe Spur direction where there was a decrease in journey times of 3 minutes, there is again an increase in journey times, these are slightly higher than the increases observed during phase 1.

Slough Trading Estate to Huntercombe Spur roundabout

Trading Estate to Huntercombe Spur

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
13:52	13:48		13:08	06:46			-0.40	-7.06	
							-5%	-51%	

Huntercombe Spur to Trading Estate

Before		Phase 1		Phase 2		Difference (phase 1- before)		Difference (phase 2- before)	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
	18:54		13:20	13:21			-5.34		
							-29%		

**Journey times expressed and minutes and seconds*

As just PM data was collected for this route during phase 1 only this time can be analysed and compared. From the results a decrease in journey time can be seen. This is only very slight at 40 seconds in the trading estate to Motorway direction, however in the opposite direction it is more significant at 5.34 minutes.

During phase 2 only data for the AM peak was collected. In the Trading Estate to Huntercombe Spur direction a significant decrease in journey times can be seen. For the opposite direction no AM data was available from the time before any scheme was introduced therefore there is nothing to compare the phase 2 data to.

Summary

The below table summarises the results for each route in each direction for phase 1 and phase 2.

Origin and destination	AM or PM	Phase 1		Phase 2	
		Time increase / decrease	Journey time difference before & after scheme (%)	Time increase / decrease	Journey time difference before & after scheme (%)
Station Road / A4 junction to Five Points	AM	+2.01	+20%	+1.16	13%
	PM	+1.36	+12%	-1.13	-9%
Five Points to Station Road / A4 junction	AM	+5.37	+60%	+5:53	+63%
	PM	+4.22	+40%	+8:29	+77%

Burnham station to Huntercombe Spur roundabout (via Dover Road)	AM	+7.12	+94%	+1:03	+14%
	PM	+6.41	+79%	-0:20	-4%
Huntercombe Spur roundabout to Burnham Station (via Dover Road)	AM	+6.34	+117%	+1:39	+29%
	PM	+5.02	+83%	-2:00	-33%
Burnham station to Huntercombe Spur roundabout (via Huntercombe Lane North)	AM	+2.58	+39%	+07:32	+99%
	PM	+2.25	+29%	+01:32	+18%
Huntercombe Spur roundabout to Burnham Station (via Huntercombe Lane North)	AM	+4.54	+87%	+08:34	+152%
	PM	+4.10	+69%	+04:30	+74%
Burnham station to Dover Road / A4 junction	AM	+3.15	+45%	-00:26	-6%
	PM	+0.46	+10%	+02:09	+28%
Dover Road / A4 junction to Burnham station	AM	+3.06	+47%	-00:07	-2%
	PM	+1.50	+25%	+01:25	+20%
Burnham station to Slough Trading Estate (Edinburgh Avenue)	AM			+02:29	+69%
	PM	-2.29	-29%		
Slough Trading Estate (Edinburgh Avenue) to Burnham station	AM			-1.35	-19%
	PM	-4.15	-40%		
Five Points to A4 Bath Road (O2 building)	AM	+1.20	+15%	+04:20	+50%
	PM	+1.00	+8%	+00:51	+7%
A4 Bath Road (O2 building) to Five Points	AM	+6.07	+78%	+02:27	31%
	PM	-2.33	-24%	+02:42	25%
Dover Road / A4 junction to Huntercombe Spur roundabout	AM	+1.12	+17%	-03:00	-41%
	PM	+4.02	+63%	+01:59	+31%
Huntercombe Spur roundabout to Dover Road / A4 junction	AM	+1.37	+22%	+01:54	+26%
	PM	+1.19	+22%	+01:55	+32%
Slough Trading Estate (Edinburgh Avenue) to Huntercombe Spur roundabout	AM			-7:06	-51%
	PM	-0.40	-5%		
Huntercombe Spur roundabout to Slough Trading Estate (Edinburgh Avenue)	PM	-5.34	-29%		

*Journey times expressed in minutes and seconds

Appendix 7 – Automatic Traffic Counts (ATCs) analysis

Permanent ATCs - speed and volume data analysis

The speed and volume data from permanent ATCs located in the Burnham area has been analysed for both phase 1 and phase 2 of the Burnham experimental scheme. Phase 1 compares data from before any scheme to data collected during the full closure of Station Road. Phase 2 compares the data collected before any scheme to that during the northbound opening of Station Road.

Summary

A summary table setting out the key speed and volume trends for each permanent ATC location was presented in the main report however, since then an additional two weeks data has been collected for phase 2 therefore, an updated summary table for the permanent ATCs is presented below.

Location of ATC	Traffic volume trends		Traffic speed trends	
	'Before / Phase 1'	'Before / Phase 2'	'Before / Phase 1'	'Before / Phase 2'
Dover Road (at bridge)	Overall there has been a rise in traffic levels since the week of the closure, in the region of +10%. As expected there is a dip in traffic levels over the Christmas period.	There has been a very slight decrease in traffic volumes along Dover Road since the introduction of the northbound scheme.	There are slight fluctuations in speed throughout the time before the full closure of Station Road and during the closure however, overall speeds have stayed relatively consistent with a rise over Christmas correlating with the reduction in traffic volume.	Speeds have stayed similar before any scheme and during the northbound only scheme.
A4 Bath Road (to the east of Huntercombe Spur roundabout)	Traffic levels before any scheme was introduced were approximately 7% higher than traffic levels at the time when Station Road was fully closed.	When comparing traffic levels before the closure of Station Road and during the northbound scheme it can be seen that levels have remained very similar with just a 1% average increase recorded.	Traffic speeds have fluctuated during this period, especially the AM peak speeds. Over the Christmas period there was a large decrease in the mean weekly speeds but an increase in the AM and PM peak speeds.	When comparing speeds along the road before Station Road was closed and during the northbound only scheme it can be seen that speeds are very similar, with only a very slight decrease noted.
A4 Bath Road (to the west of Stowe Road)	Traffic levels along this section of the Bath Road had risen by approximately 8%	When the full closure of Station Road moved to the northbound only scheme traffic levels	Mean speeds have fluctuated considerably over this time. An increase in speeds over the Christmas period	When comparing speeds before any scheme and during the northbound only scheme it has been noted that they have

	after the full closure of Station Road.	rose further so that they were 10% higher than levels before any scheme was in place.	was noted but overall there was a slight decrease in speeds.	stayed relatively consistent, although overall there has been a small decrease which is most obvious in the PM peak speeds.
Burnham Lane (to the south of the Buckingham Avenue junction, near the railway bridge)	Changes along Burnham Lane have been quite marked. There was a significant rise in traffic levels after the closure of Station Road. This increase is in the region of 31%. A large decrease in traffic levels however is observed in the week of and following the closure of the road.	The increase in traffic levels is even more apparent when comparing the levels before any scheme and during the northbound only scheme. Here the increase is in the region of 68%. This can be correlated with the reversal of Burnham Lane to southbound at the railway bridge, and the closure of Station Road to southbound traffic, increasing traffic on this new southbound section.	Speeds have stayed relatively consistent apart from a large decrease along the road the week that the full closure was implemented. Overall however there has been a slight rise in speeds.	The northbound scheme did not result in a significant change in speeds on Burnham Lane. A slight rise in the mean AM and PM peak speed is noted.
Buckingham Avenue (to the east of Henley Road)	Traffic levels along Buckingham Avenue have stayed relatively consistent. Overall there was a 1% decrease in traffic levels after the closure of Station Road, probably due to the effect of Christmas.	The increase in traffic levels after the re-opening of Station Road northbound compared to before any scheme was around 3%.	Traffic speeds along this road decreased slightly during the full closure of Station Road, this was most apparent in the PM mean speeds.	Speeds along this road during the northbound only scheme were almost identical to the time before any scheme was implemented.
Station Road (south of railway bridge)	After the full closure of Station Road, as would be expected traffic levels dropped off dramatically. An 87% decrease in levels was calculated.	Since the road has been re-opened northbound traffic levels have started to rise again, the decrease is now approximately 51%.	Traffic speeds along Station Road rose just after it was closed. During the closure speeds stayed consistent.	Since the re-opening of the road in a northbound direction speeds have risen. They are now around 5 mph faster than they were.

The below graphs illustrate the trends in vehicle volume and speed during both Phase 1 and Phase 2 at each ATC location.

**1. Dover Road
Phase 1**

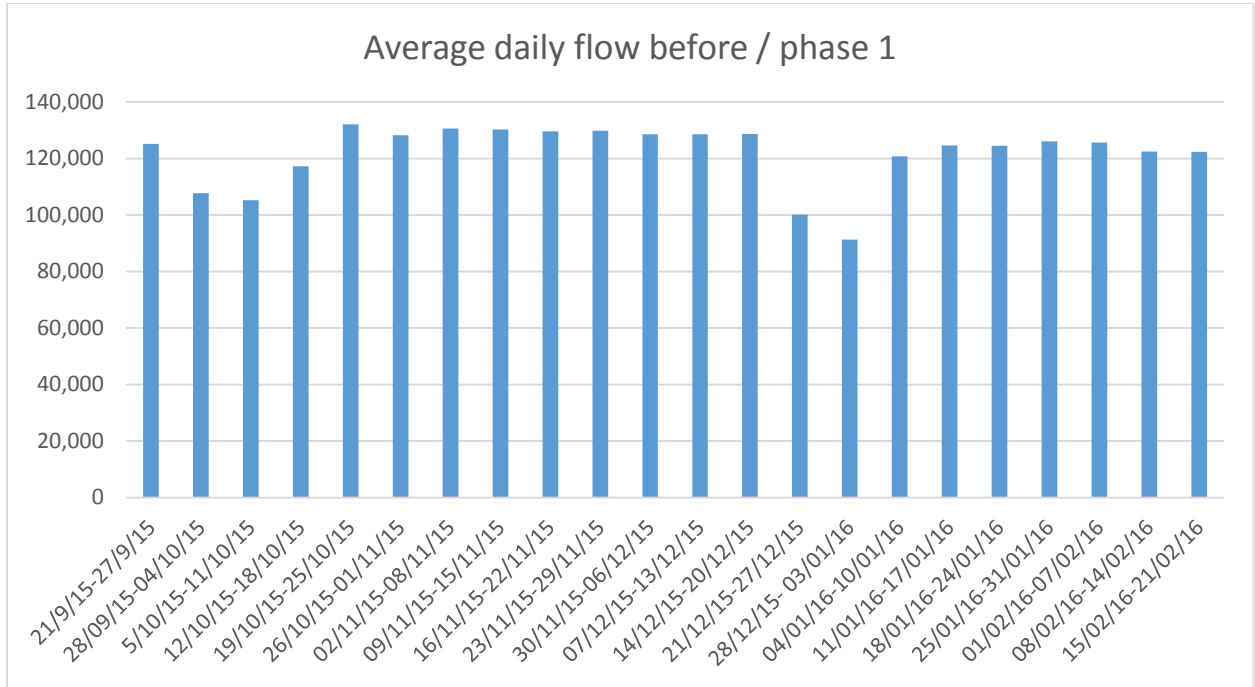


Figure 1: Average daily traffic flow data for Dover Road phase 1

The above graph shows that generally traffic volume levels have stayed at the same levels, although a small increase has been seen on the road since the week of the closure (12/10/15-18/10/15). This increase is in the region of 10%. At the end of December traffic levels are lower due to school and Christmas holidays etc. Since then traffic levels have risen again.

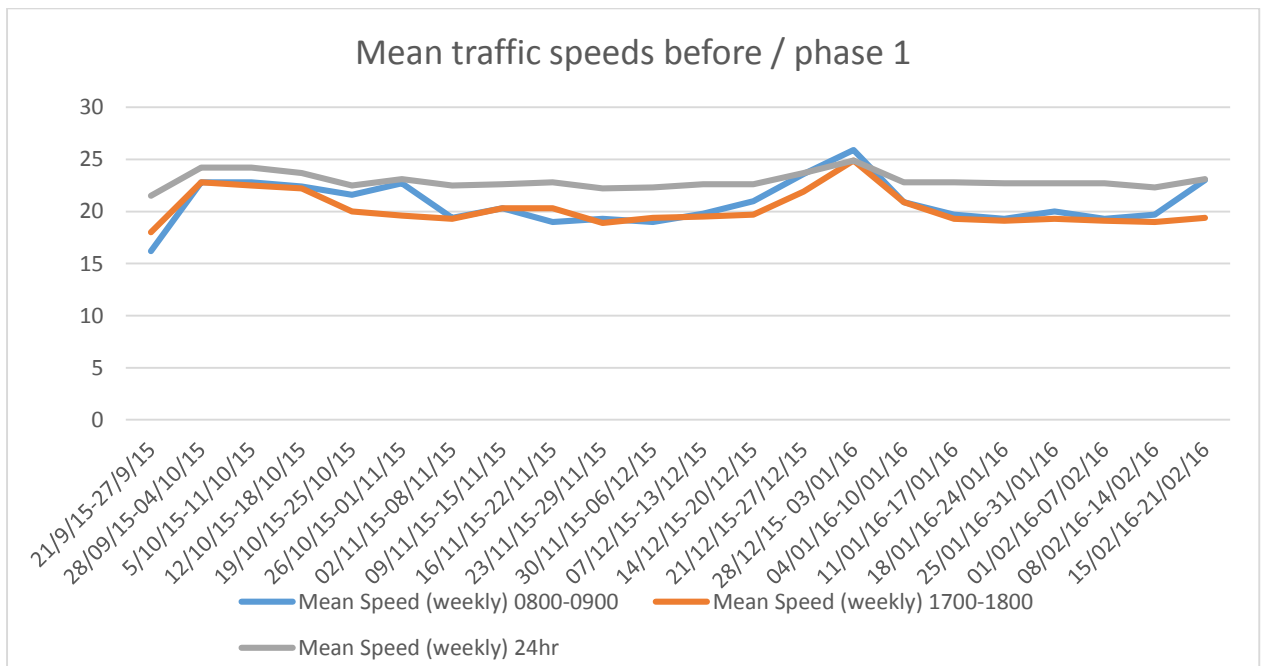


Figure 2: Mean traffic speed data for Dover Road phase 1

In the AM and PM peaks a small decrease in speeds has been observed since the introduction of phase 1 (increasing again towards the end of December due to the general drop in traffic volumes). The weekly mean speed has stayed approximately the same over the period.

Phase 2

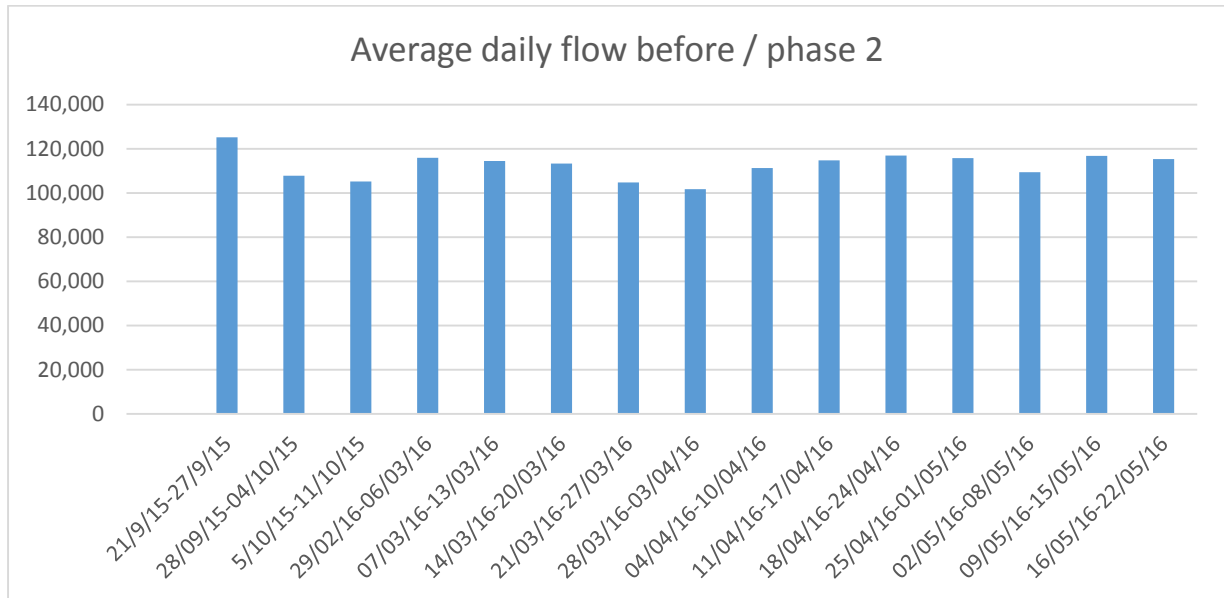


Figure 3: Average daily traffic flow data for Dover Road phase 2

When comparing the phase 2 data with that before any scheme was introduced a very slight decrease in traffic volumes has been observed.

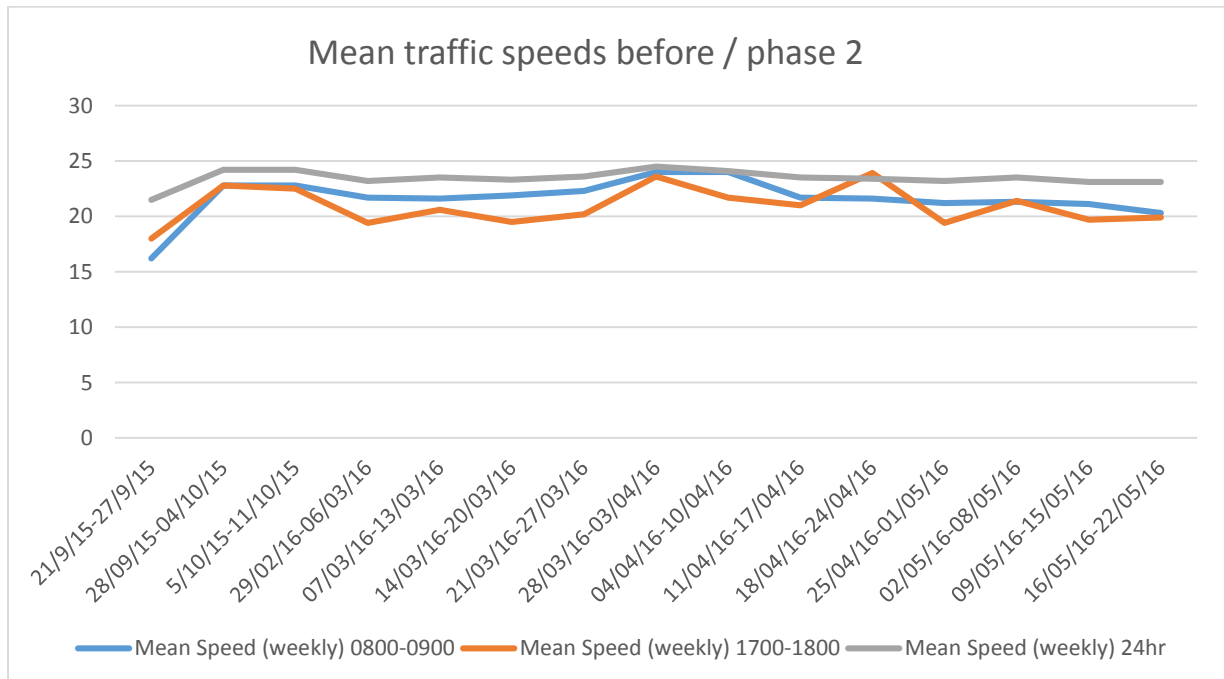


Figure 4: Mean traffic speed data for Dover Road phase 2

It can be seen when comparing the phase 2 northbound scheme data and the data before any scheme was introduced that speeds have stayed very similar overall with some fluctuation.

2. A4 Bath Road (to the east of Huntercombe Spur roundabout) Phase 1

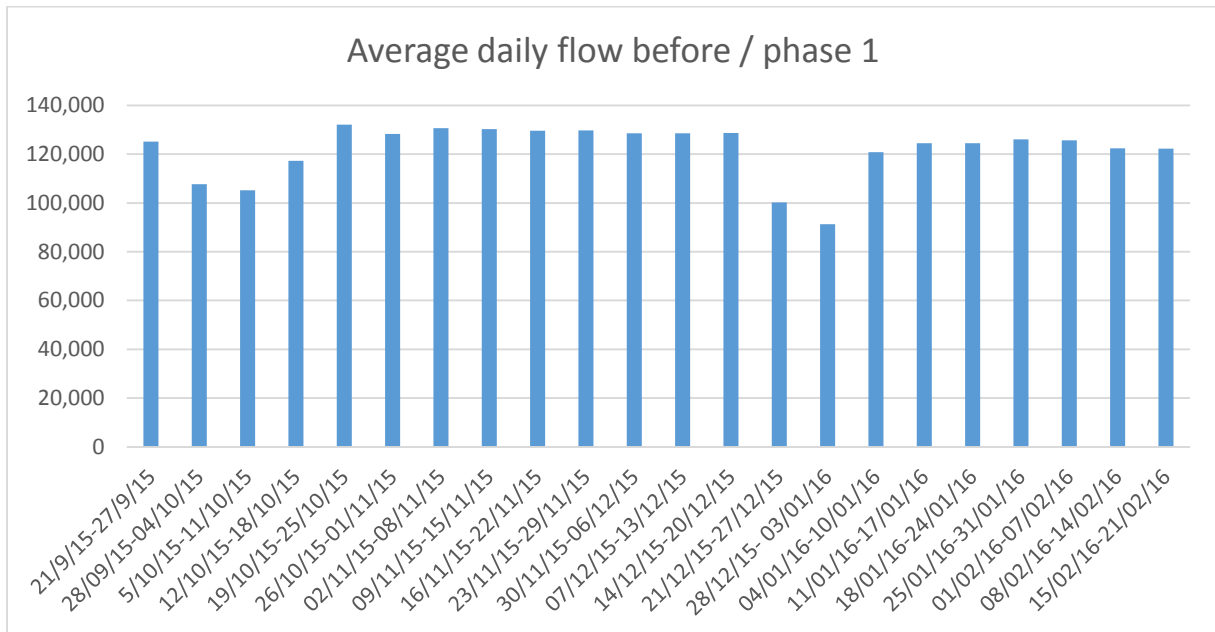


Figure 5: Average daily traffic flow data for A4 Bath Road (to the east of Huntercombe Spur roundabout) phase 1

The above graph shows relatively even levels of traffic over the period before and after the phase 1 introduction. There was a drop in the week that the closure was implemented but levels returned to almost the same levels as previously recorded. Again there has been a dip in traffic over the Christmas period. The average decrease in traffic since the scheme implementation is in the region of -7%.

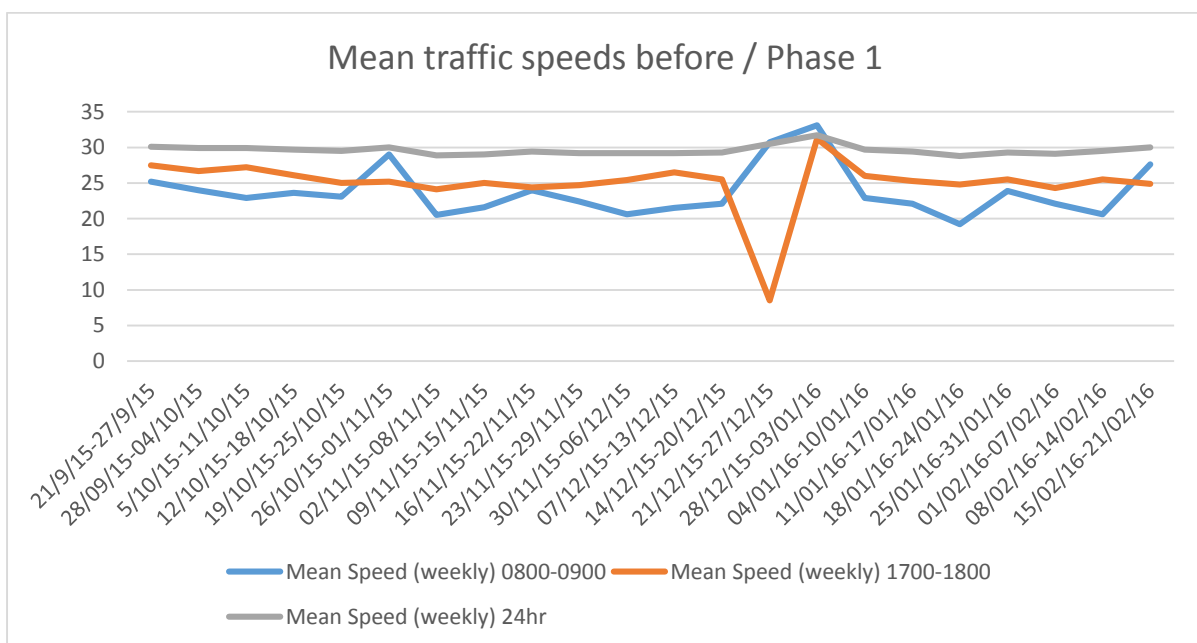


Figure 6: Mean traffic speed data for A4 Bath Road (to the east of Huntercombe Spur roundabout) phase 1

The mean weekly speed has fluctuated throughout this period, especially the AM peak mean speeds. Overall there has been a decrease in the PM peak mean speed but AM peak speeds and the 24h mean speed have stayed very similar.

Phase 2

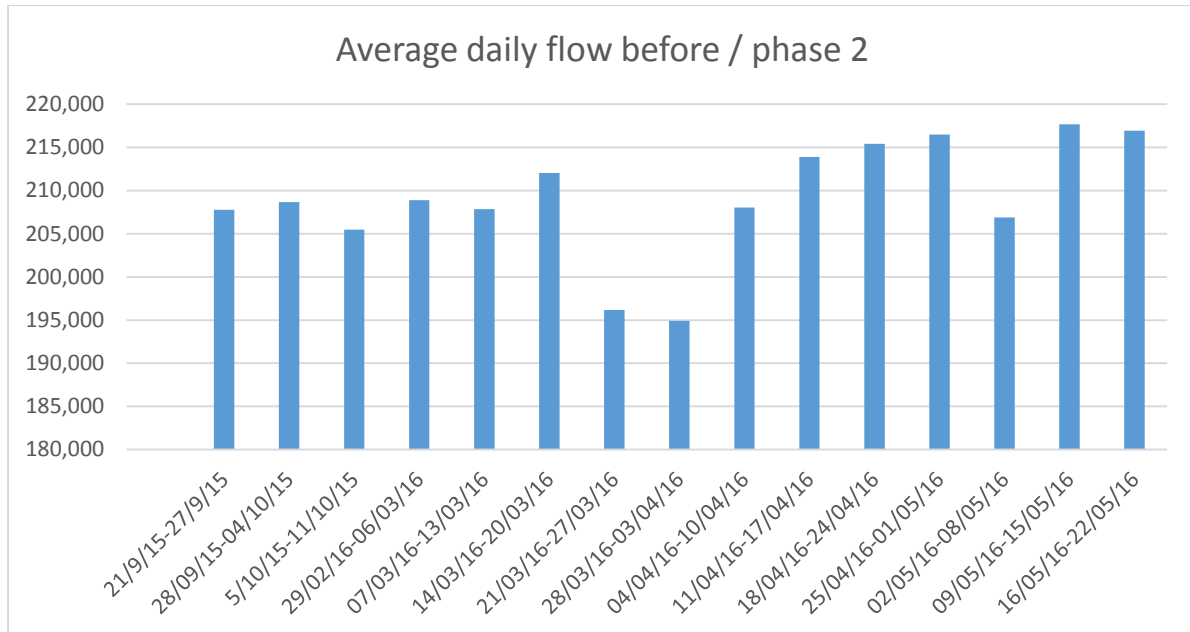


Figure 7: Average daily traffic flow data for A4 Bath Road (to the east of Huntercombe Spur roundabout) phase 2

Traffic levels before any scheme and the implementation of phase 2 have remained similar with just a 1% increase in traffic levels recorded.

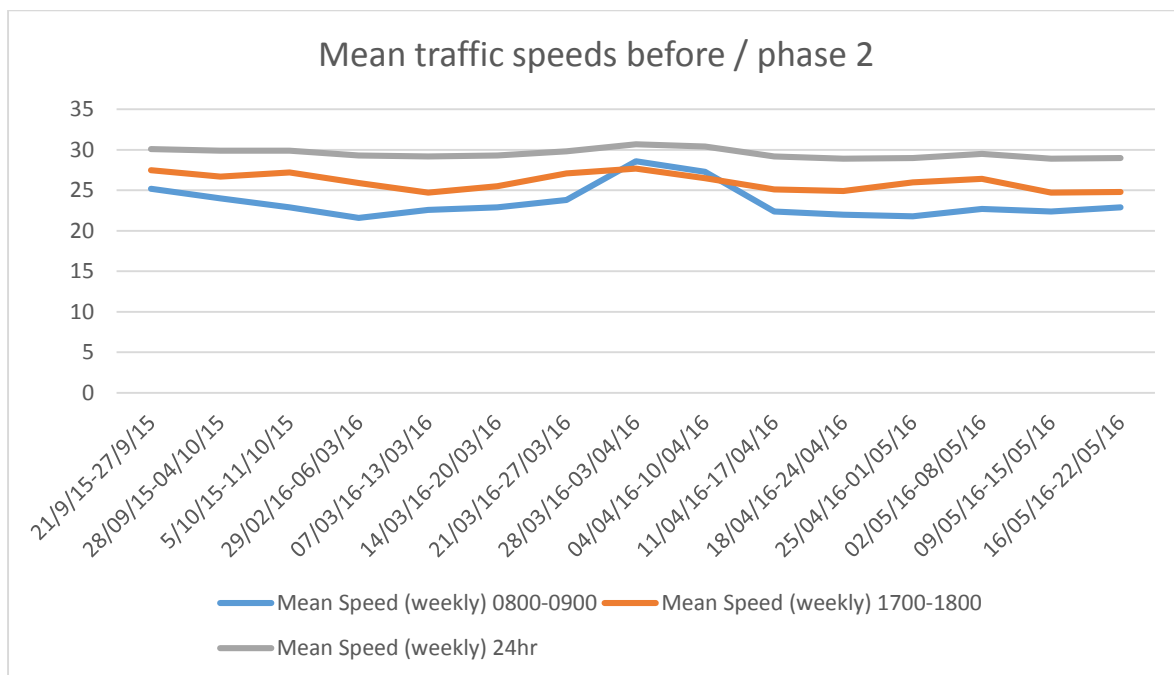


Figure 8: Mean traffic speed data for A4 Bath Road (to the east of Huntercombe Spur roundabout) phase 2

Speeds have stayed relatively consistent over time apart from a rise that coincides with the Easter holidays. Overall there has been a slight decrease in speeds.

3. A4 Bath Road (to the west of Stowe Road) Phase 1

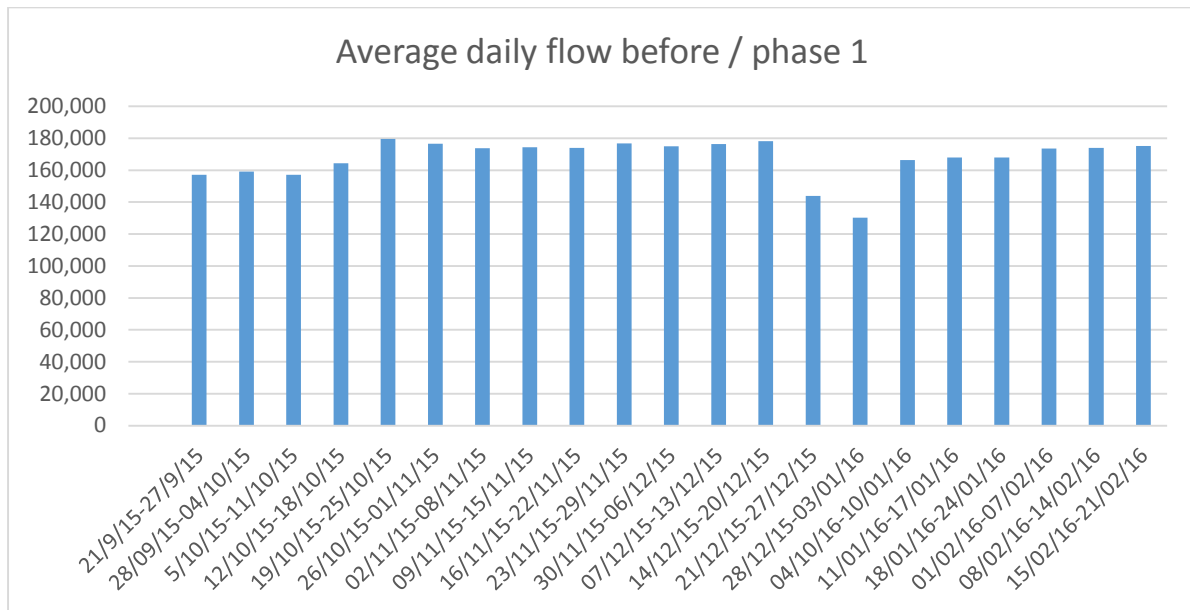


Figure 9: Average daily traffic flow data for A4 Bath Road (to the west of Stowe Road) phase 1

There has been an increase in traffic recorded along this section of the Bath Road since the week of the closure of Station Road. The volumes have fluctuated however the increase is in the region of 8% extra traffic.

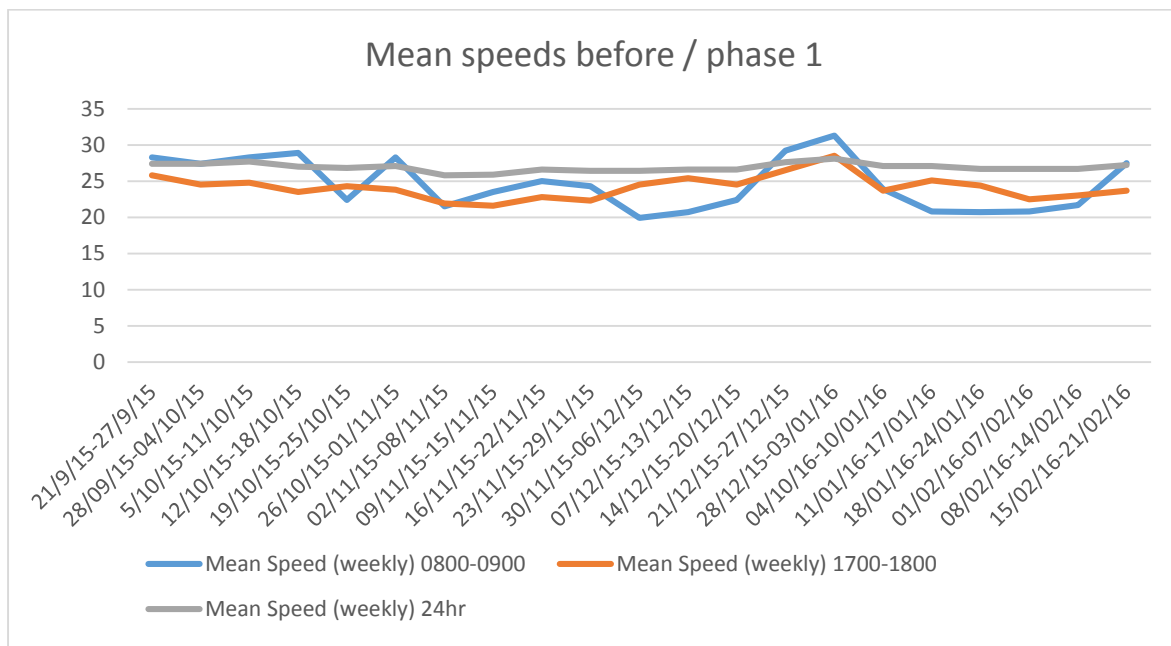


Figure 10: Mean traffic speed data for A4 Bath Road (to the west of Stowe Road) phase 1

There has been noticeable fluctuations in the mean speeds recorded along this section of the Bath Road. There has been a slight dip in the weekly mean speed and a noticeable dip in the AM and PM peak hour speeds.

Phase 2

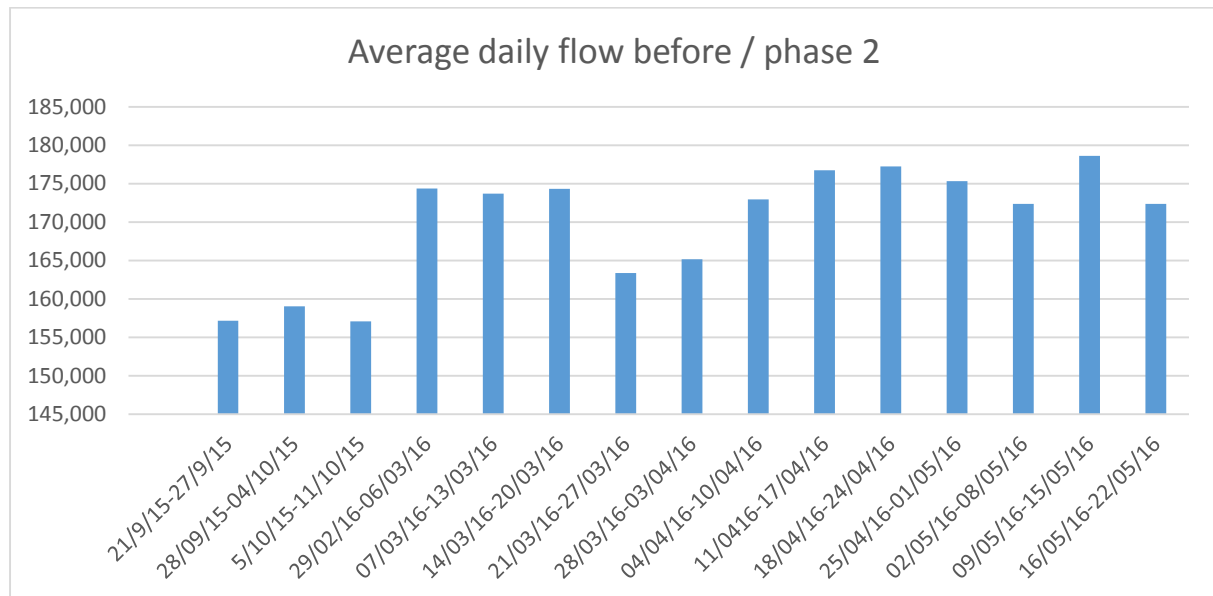


Figure 11: Average daily traffic flow data for A4 Bath Road (to the west of Stowe Road) phase 2

There has been a 10% rise in traffic along this road since the introduction of the northbound scheme.

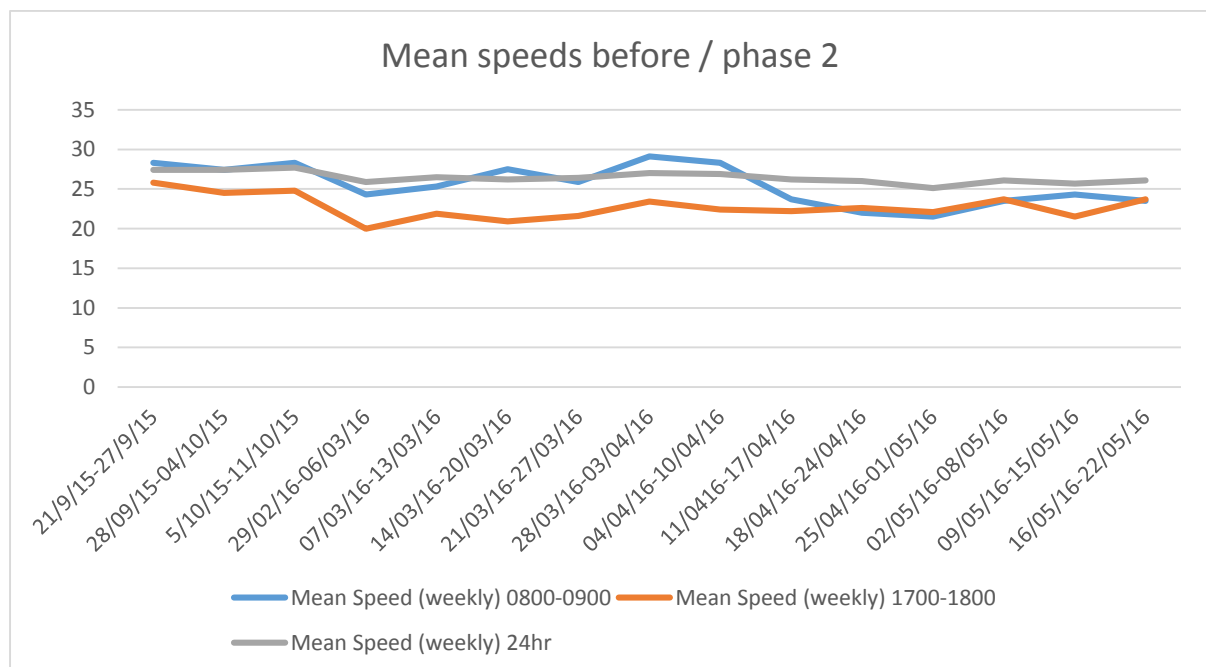


Figure 12: Mean traffic speed data for A4 Bath Road (to the west of Stowe Road) phase 2

A slight decrease in speeds has been observed when comparing the area before any scheme to the area after the introduction of the northbound scheme.

**4. Burnham Lane (to the south of the Buckingham Avenue junction, near the railway bridge)
Phase 1**

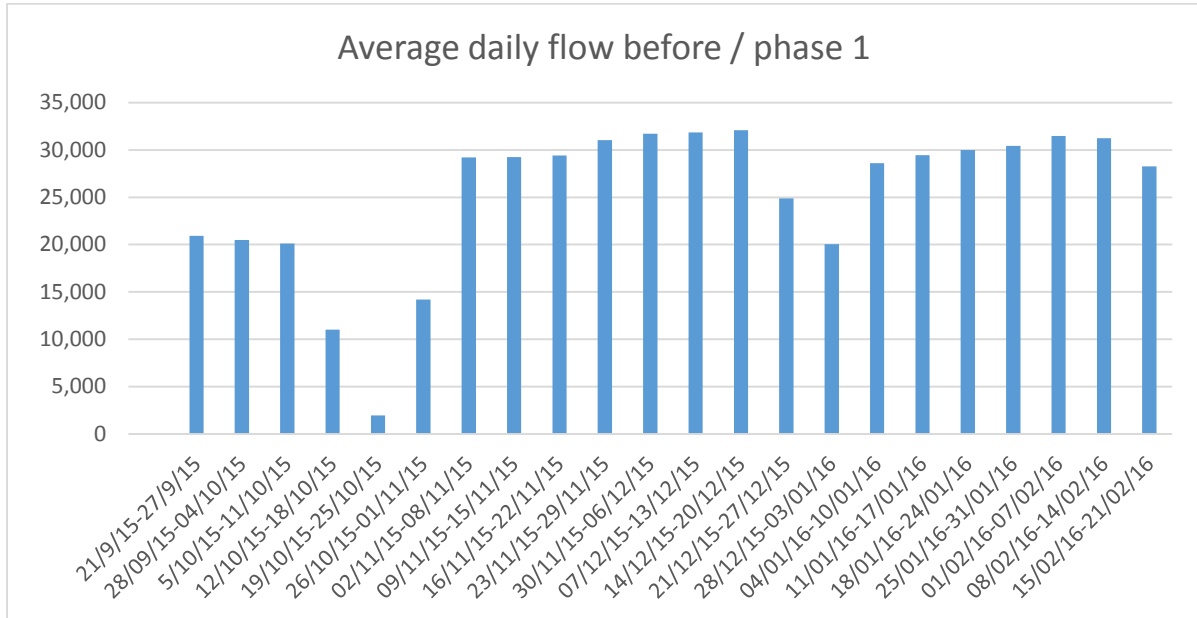


Figure 13: Average daily traffic flow data for Burnham Lane phase 1

As can be seen from the above graph, traffic volumes along Burnham Lane (under the railway bridge) have noticeably increased since the closure of Station Road. The week preceding the closure, the week of and the week after the closure saw a large decrease in traffic, however the following weeks had more traffic. The overall increase since the scheme is approximately 31%.

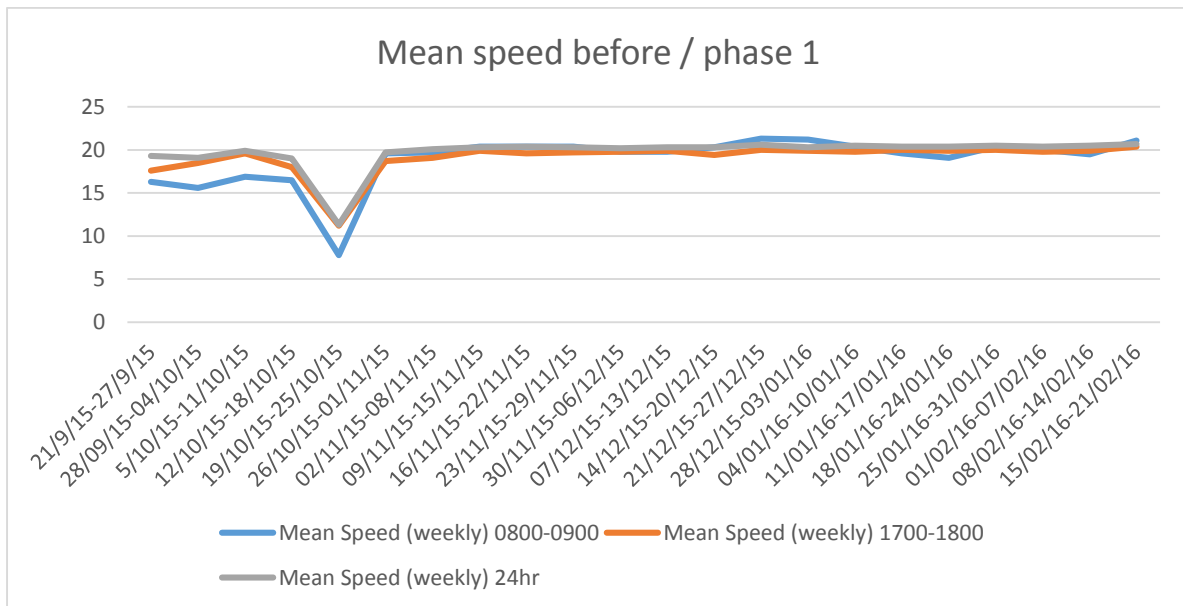


Figure 14: Mean traffic speed data for Burnham Lane phase 1

Apart from the week immediately following the road closure (in which there was a large drop in speeds), the speeds along Burnham Lane have stayed approximately the same both before and after the scheme.

Phase 2

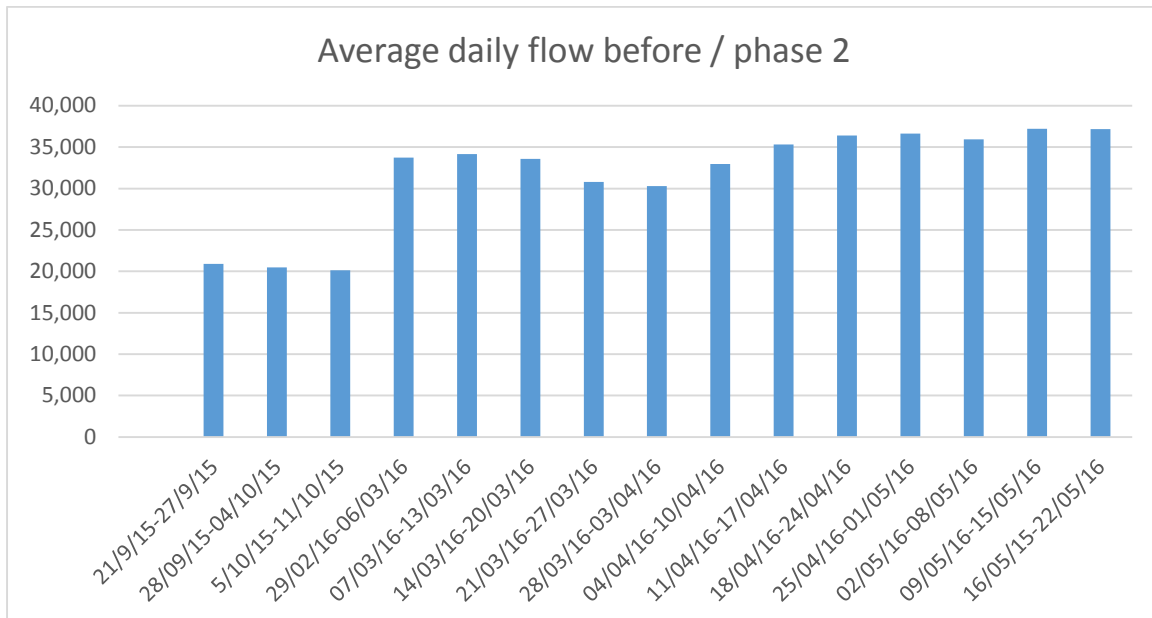


Figure 15: Average daily traffic flow data for Burnham Lane phase 2

The increase in traffic levels along this road is apparent. It is in the region of 66% additional traffic. This can be correlated with the reversal of Burnham Lane to southbound at the railway bridge and the closure of Station Road to southbound traffic.

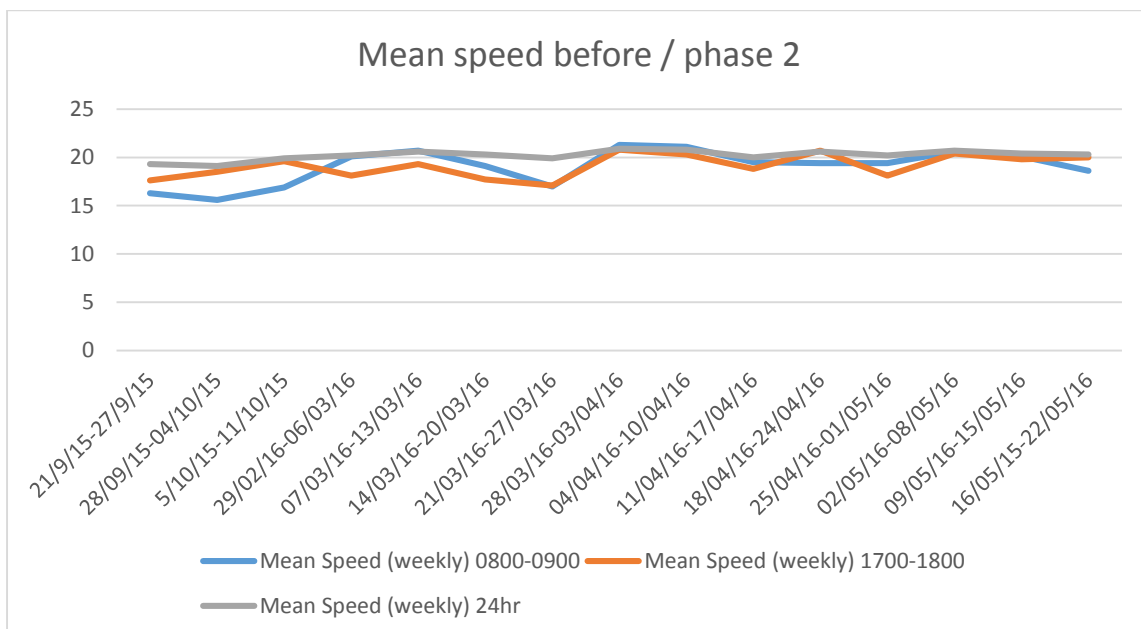


Figure 16: Mean traffic speed data for Burnham Lane phase 2

The northbound scheme has not resulted in a significant change in speeds along Burnham Lane. There has been a very slight increase in the mean AM and PM peak speeds.

5. Buckingham Avenue (to the east of Henley Road) Phase 1

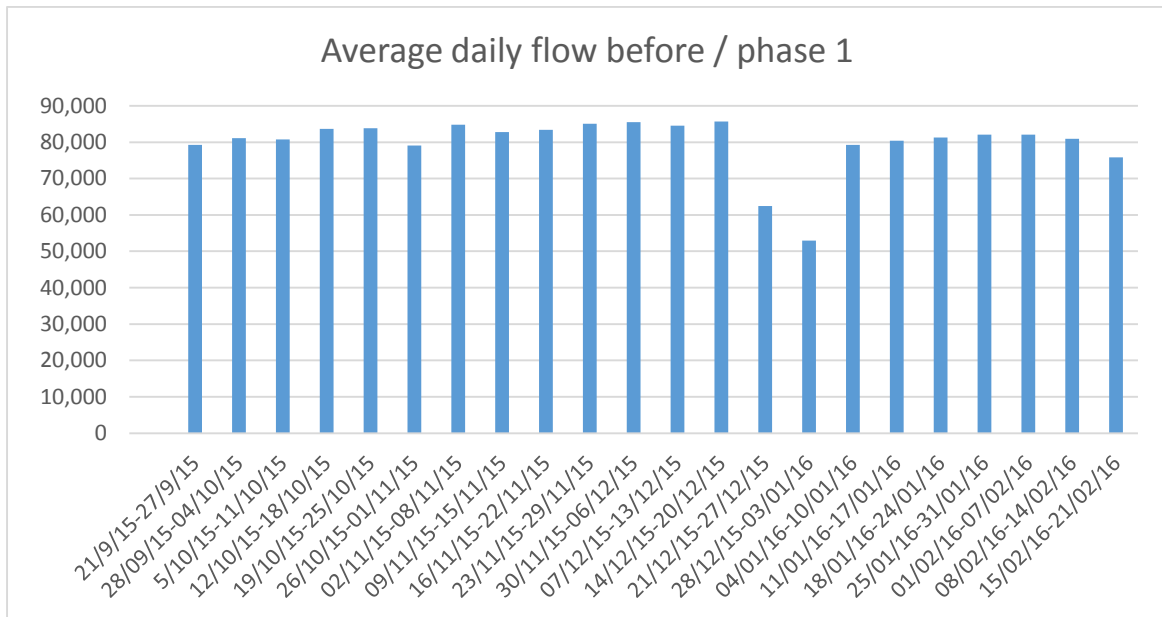


Figure 17: Average daily traffic flow data for Buckingham Avenue phase 1

Traffic volumes along Buckingham Avenue after the road closure have stayed very similar to those occurring before the closure. From the results a very slight decrease in traffic volume can be seen, around -1%.

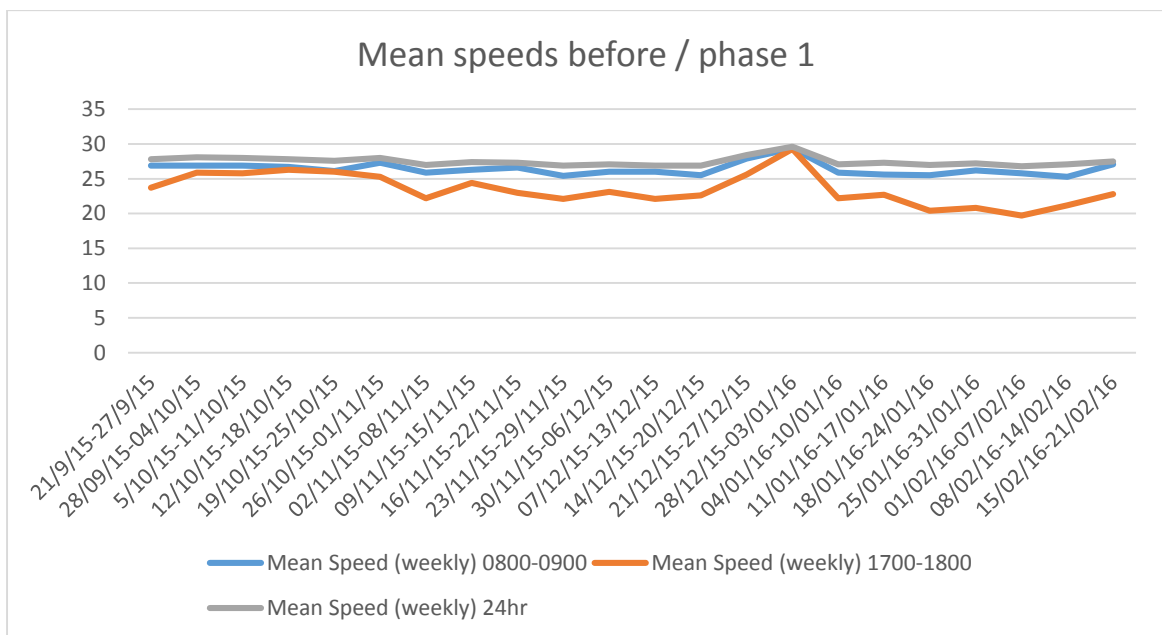


Figure 18: Mean traffic speed data for Buckingham Avenue phase 1

Traffic speeds have seen a very slight decrease since the closure of Station Road, apart from the most recent two weeks which due to the decrease in traffic because of Christmas have seen an increase in speeds. The decrease in traffic speed is most apparent in the PM peak hour, while the mean weekly speed and the AM peak hour have stayed more constant.

Phase 2

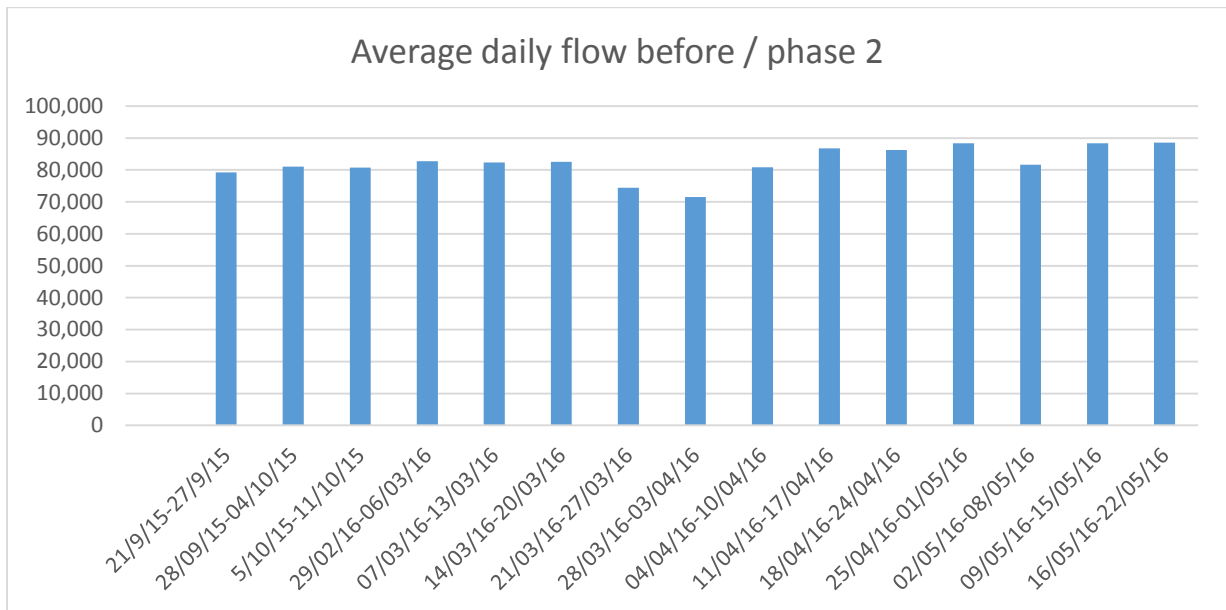


Figure 19: Average daily traffic flow data for Buckingham Avenue phase 2

Traffic volumes along Buckingham Avenue have stayed relatively consistent, there has been a slight increase in traffic volumes since the introduction of phase 2, but only in the region of 3%.

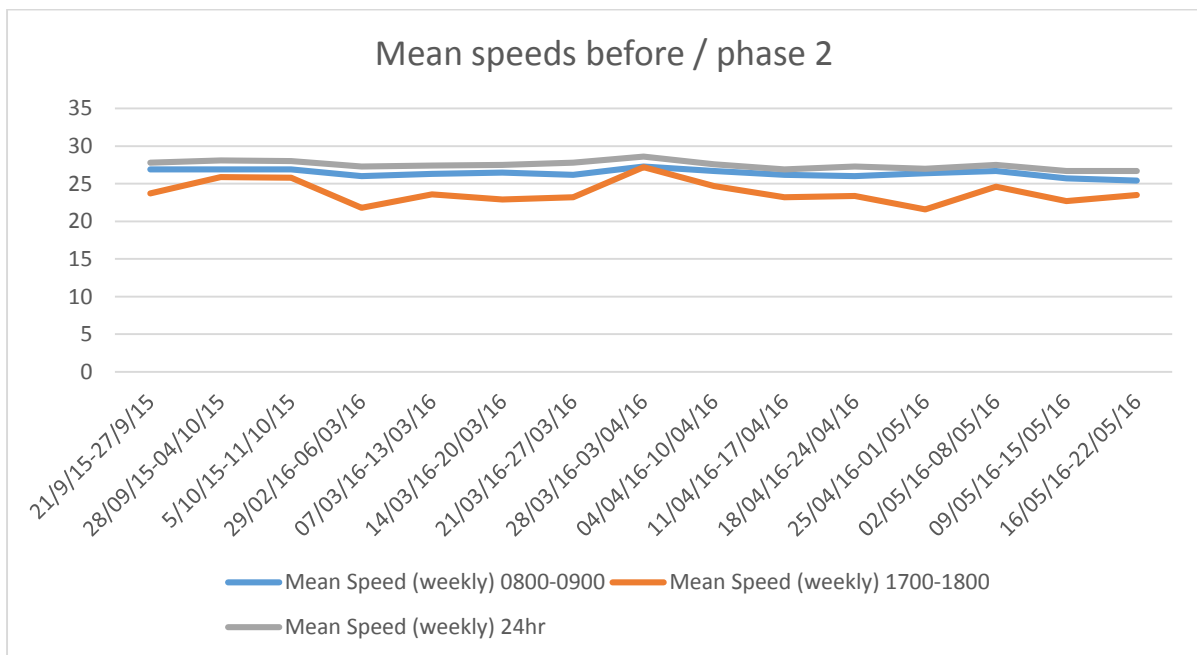


Figure 20: Mean traffic speed data for Buckingham Avenue phase 2

Traffic speeds are very similar during the phase 2 experiment to what they were before any scheme was introduced, with only a very slight decrease in the mean AM peak and mean 24 hour speeds observed.

6. Station Road (south of the railway bridge) Phase 1

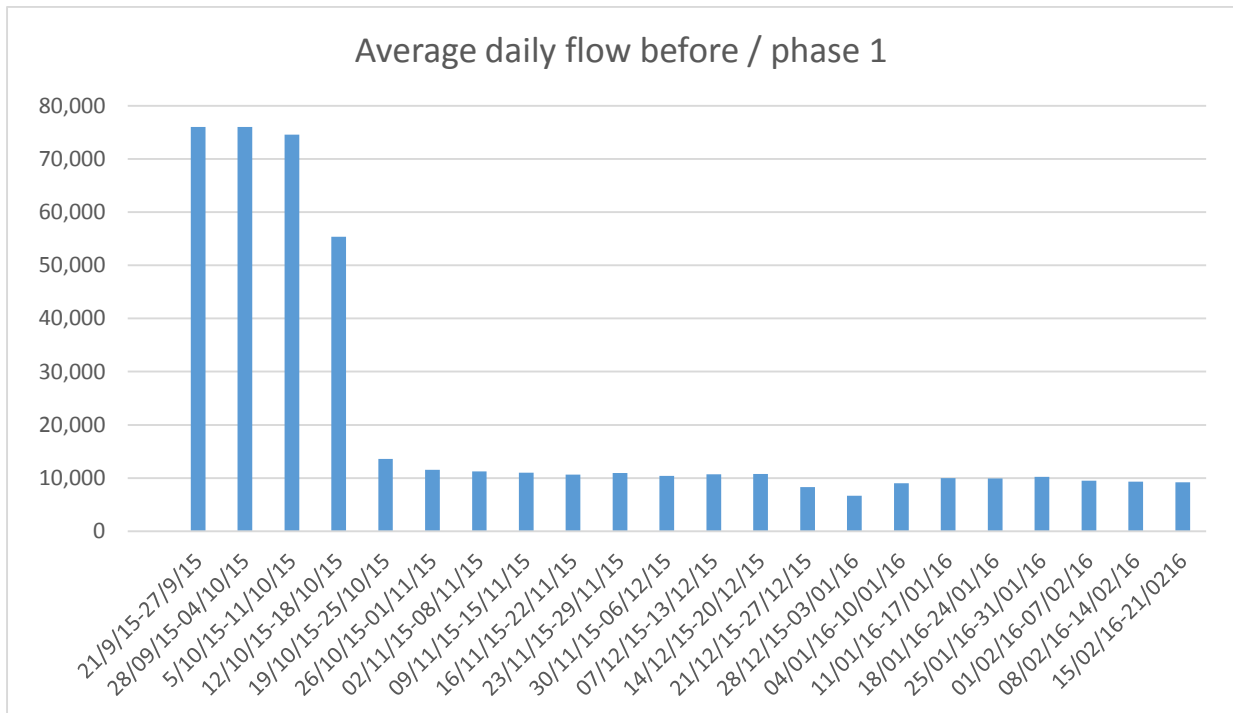


Figure 21: Average daily traffic flow data for Station Road Phase 1

It is clear from the graph that there was a huge drop in traffic volume along this road once phase 1 was implemented as would be expected. The drop in traffic volume was approximately 87%.

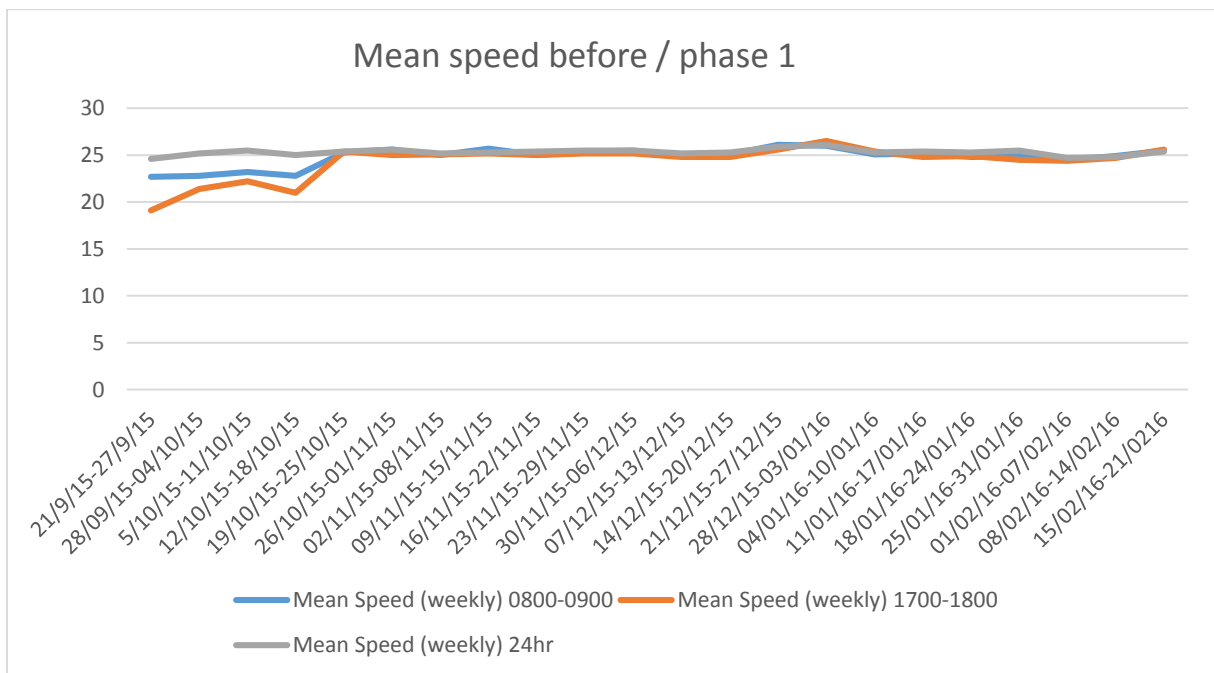


Figure 22: Mean traffic speed data for Station Road phase 1

Traffic speeds increased after the road was closed. After that, they stayed very consistent.

Phase 2

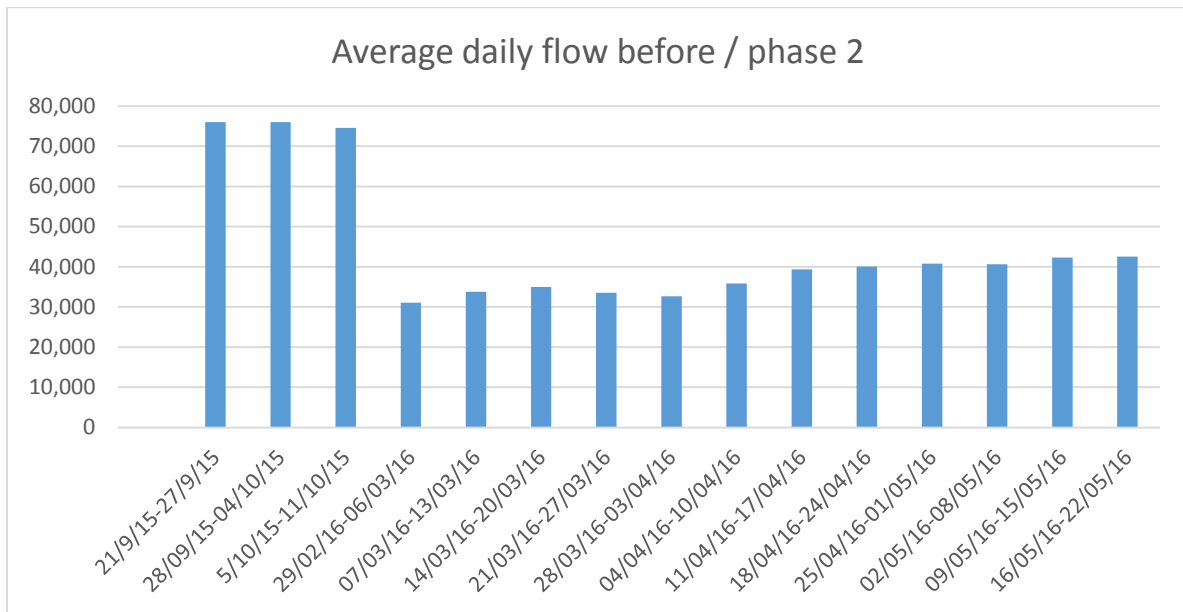


Figure 23: Average daily traffic flow data for Station Road Phase 2

There is a marked decrease in traffic flow along the road after the introduction of the northbound scheme. The decrease is in the region of 51% which is what would be expected when converting a road to one way.

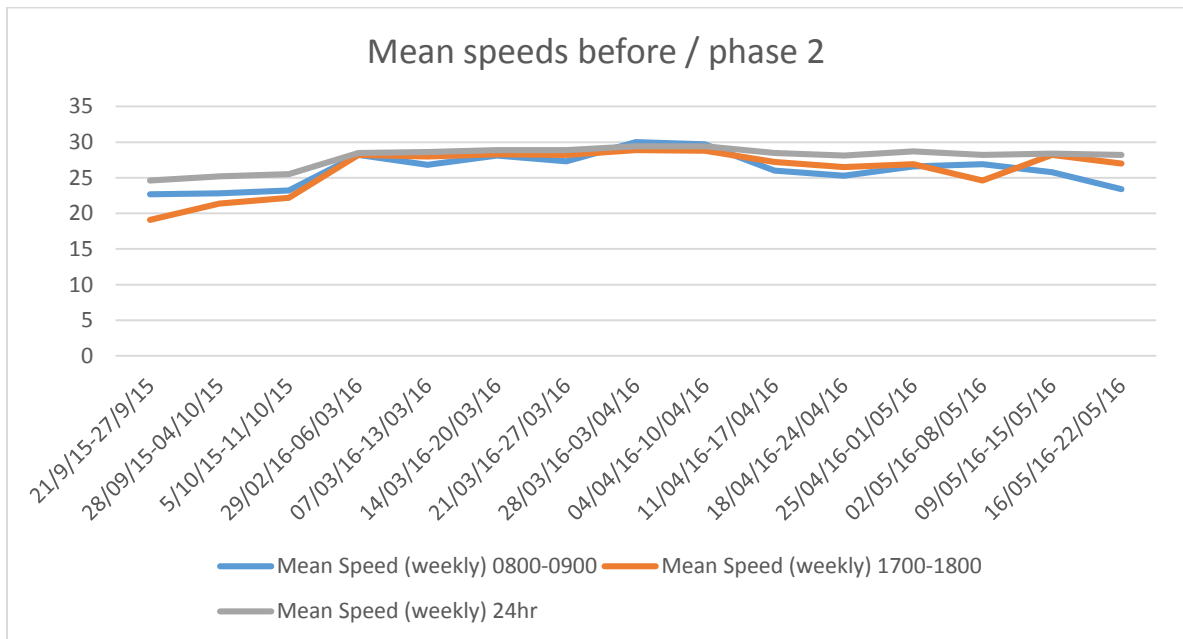


Figure 22: Mean traffic speed data for Station Road phase 2

Traffic speeds, when compared to the road before any closure took place, have risen with the introduction of the northbound only scheme. Since the change they have stayed relatively consistent.

Temporary ATCs - speed and volume data analysis

As with the permanent ATCs, speed and volume data has also been taken from temporary ATCs located around the Burnham area. Data was collected for two weeks before the closure (26/09/15 – 09/10/15), for four weeks after the full closure (16/11/15 – 13/12/15), and for one week during the northbound scheme (17/05/16-23/05/16). The data collected during phases 1 (full closure) and 2 (northbound) has then been compared to the data collected before any closure took place.

7. Huntercombe Lane North (north of railway bridge) Phase 1

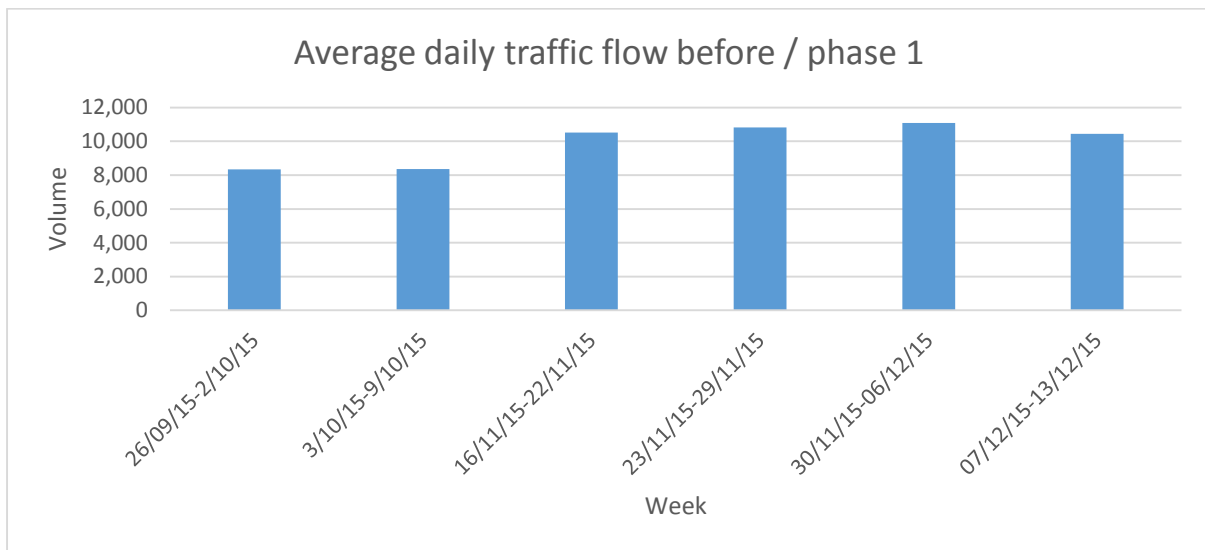


Figure 23: Average daily traffic flow data for Huntercombe Lane North phase 1

An increase in the average daily traffic flow along Huntercombe Lane North can be seen. The average increase since the scheme is approximately 29%.

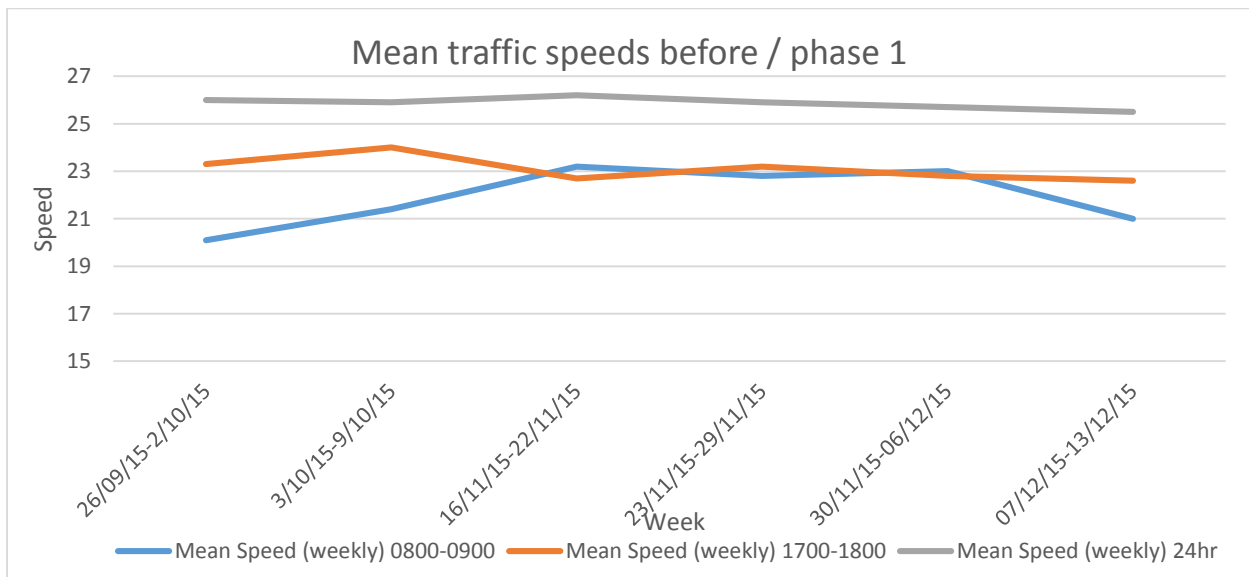


Figure 24: Mean speed data for Huntercombe Lane North phase 1

Mean weekly traffic speeds have stayed relatively constant over the surveyed period. Speeds in the AM peak hour have seen a slight decrease while speeds in the PM peak hour increased in the two weeks following the closure and fell again during December.

Phase 2

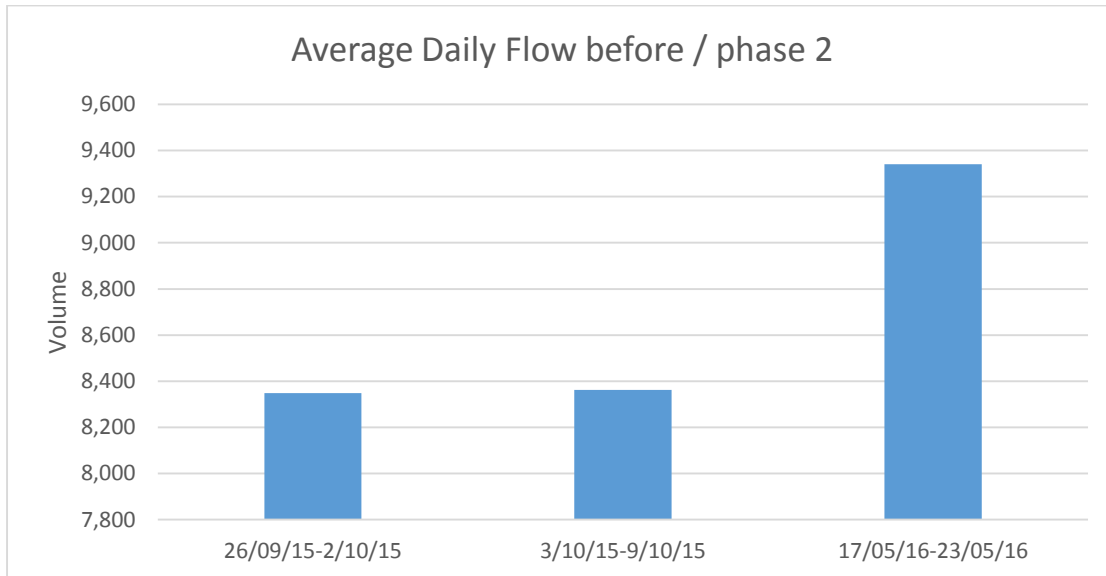


Figure 25: Average daily traffic flow data for Huntercombe Lane North phase 2

There has been an increase in the volume of traffic using Huntercombe Lane north since the introduction of phase 2. This increase is in the region of 12%.

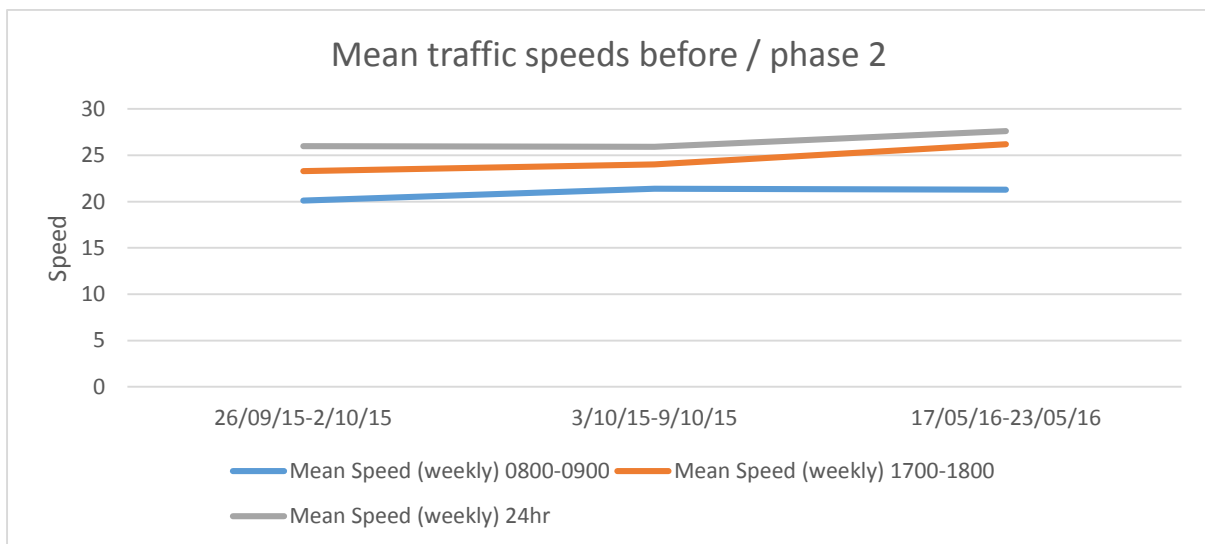


Figure 26: Mean speed data for Huntercombe Lane North phase 2

Speeds have risen slightly during phase 2 but only by approximately 2mph in the AM peak and 24 hour average. The PM peak speed has stayed consistent.

8. Priory Road (east of Derwent Drive) Phase 1

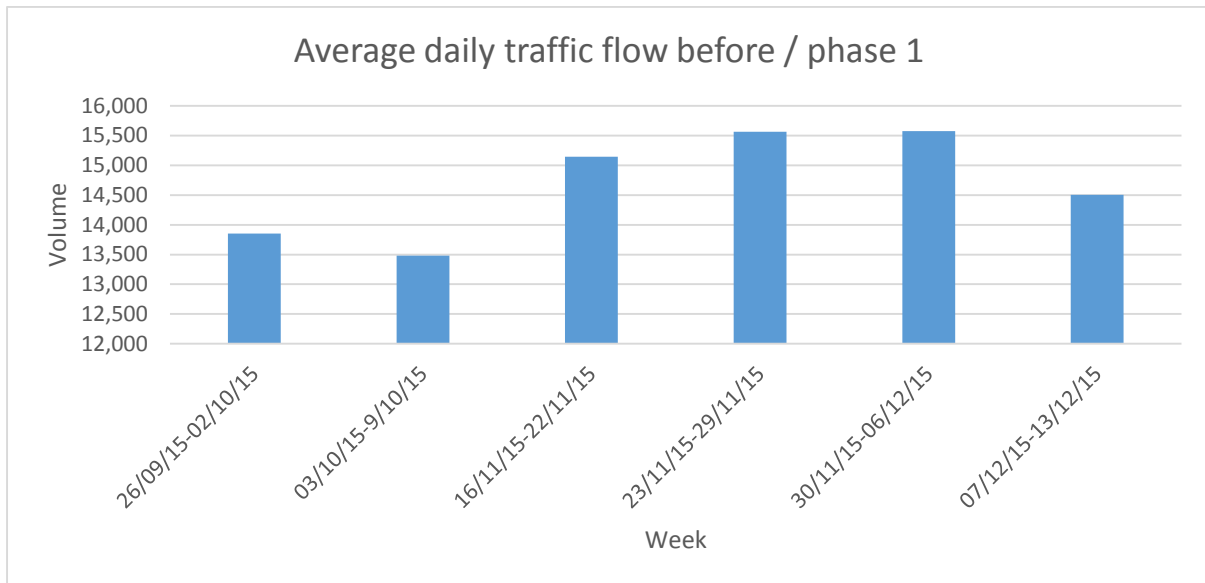


Figure 27: Average daily traffic flow for Priory Road phase 1

From the above table it can be seen that the average daily traffic flow along Priory Road has seen a noticeable increase since the closure of Station Road. This increase has been in the region of 11%.

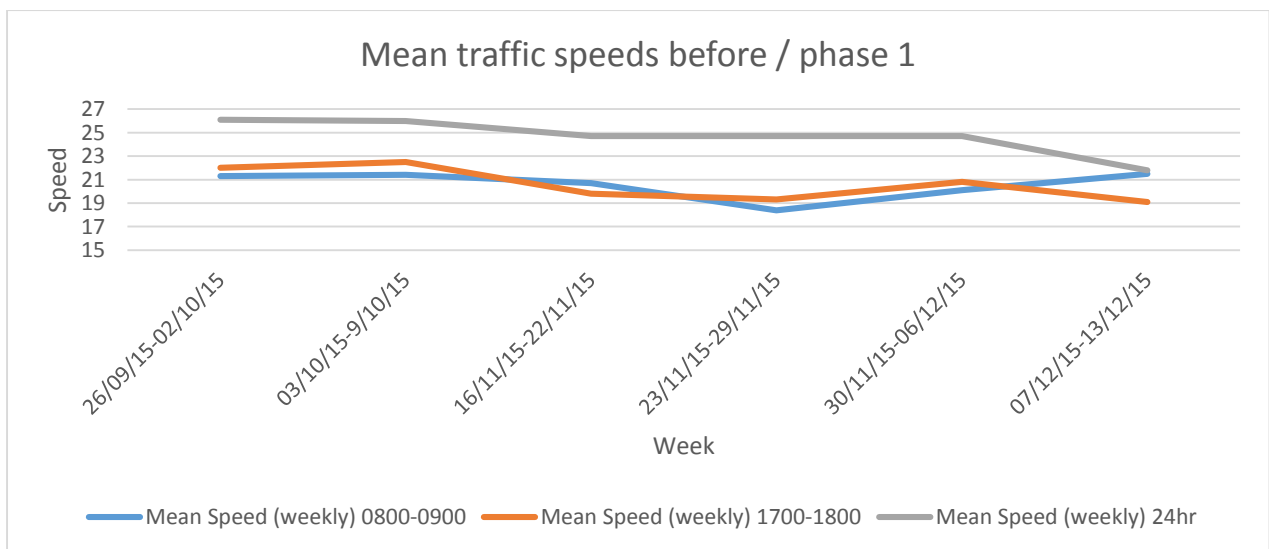


Figure 28: Mean traffic speeds along Priory Road phase 1

Since the closure of Station Road there has been a decrease in traffic speeds along Priory Road. This is particularly apparent in the PM peak hour and from the mean weekly speed. In the AM peak hour speeds dropped just after the closure but increased again in the following weeks.

Phase 2

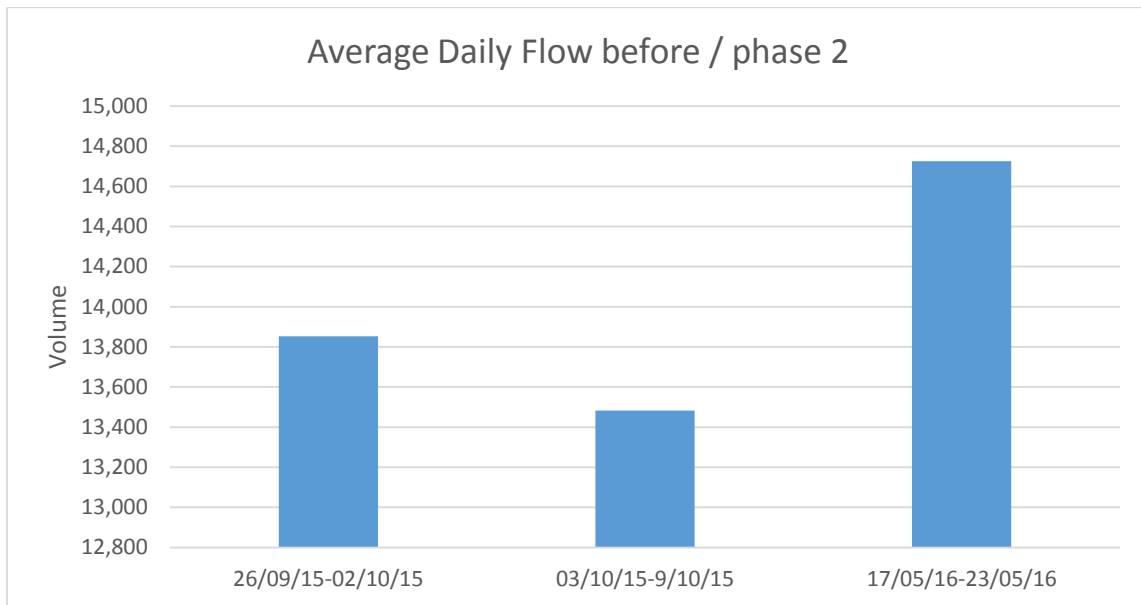


Figure 29: Average daily traffic flow for Priory Road phase 2

The volume of traffic travelling along Priory Road during phase 2 is approximately 8% higher than it was before any scheme was introduced.

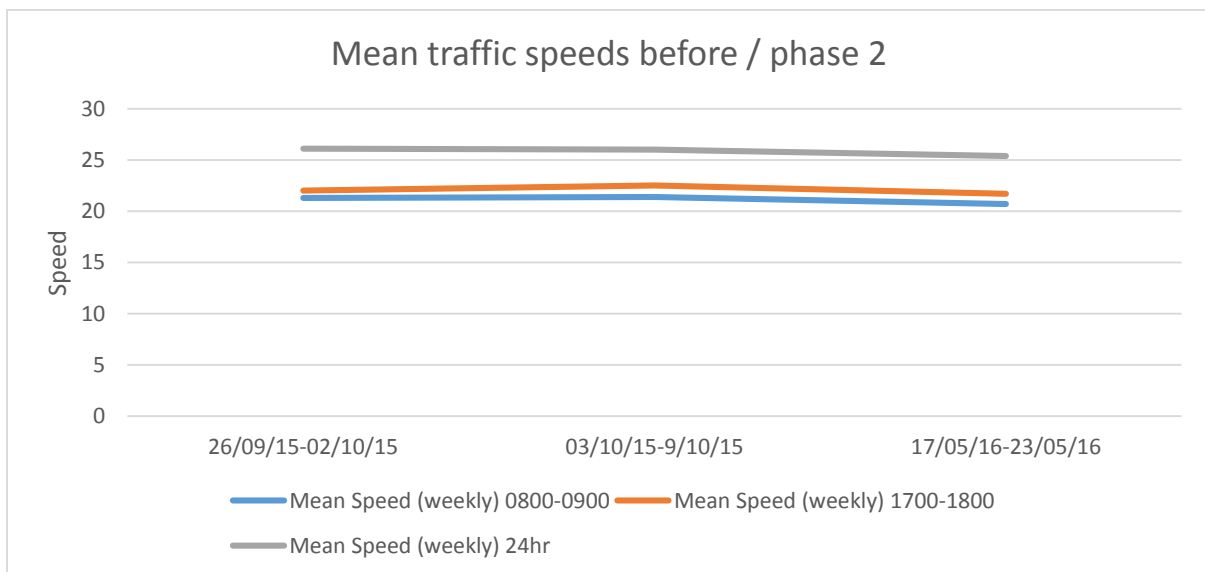


Figure 30: Mean traffic speeds along Priory Road phase 2

Average traffic speeds along this road have fallen slightly during phase 2, but only by around 1 mph.

9. Whittaker Road (west of Littlebrook Avenue) Phase 1

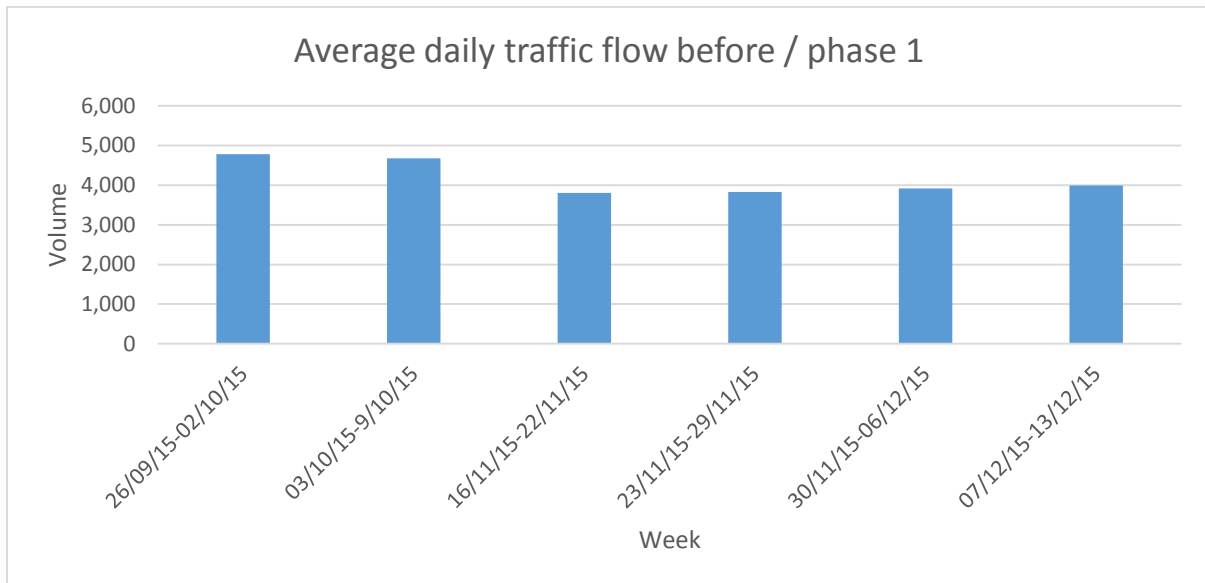


Figure 31: Average daily traffic flow for Whittaker Road phase 1

From the temporary ATC data it can be concluded that Whittaker Road has seen approximately a 17% decrease in average daily traffic flow since the introduction of the scheme.

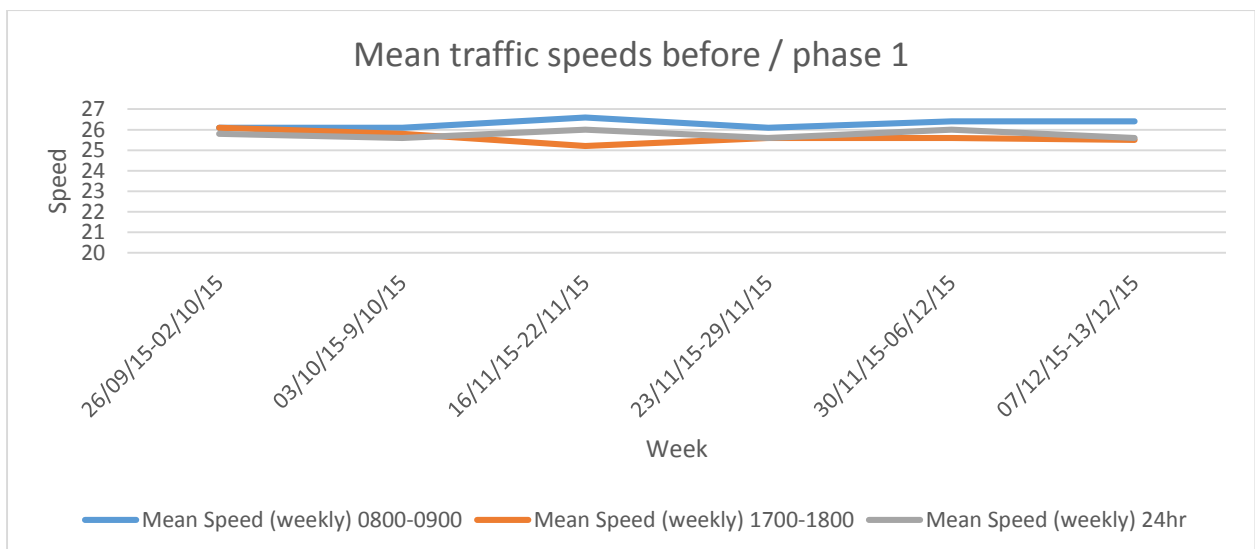


Figure 32: Mean traffic speeds along Whittaker Road phase 1

Mean traffic speeds have stayed very similar both before and after the closure of Station Road. During the week of the closure there was a small rise in speeds in the AM peak hour, but a decrease in the PM peak hour, since then they have returned to approximately the same levels.

Phase 2

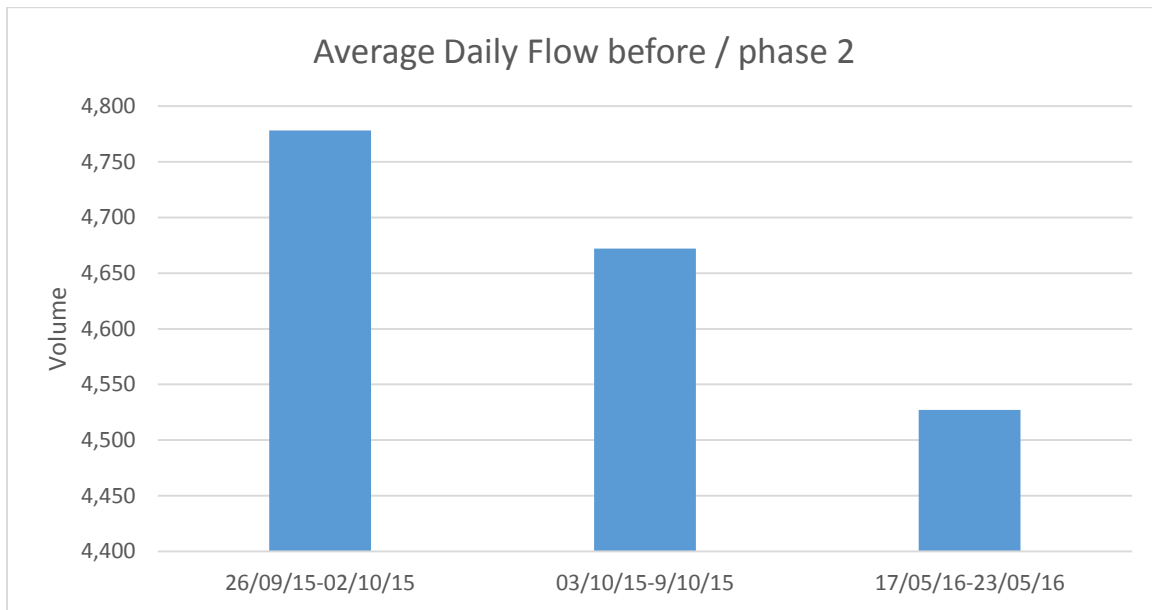


Figure 33: Average daily traffic flow for Whittaker Road phase 2

The volume of traffic travelling along this road has fallen by about 4% when compared to the volume before any scheme was introduced.

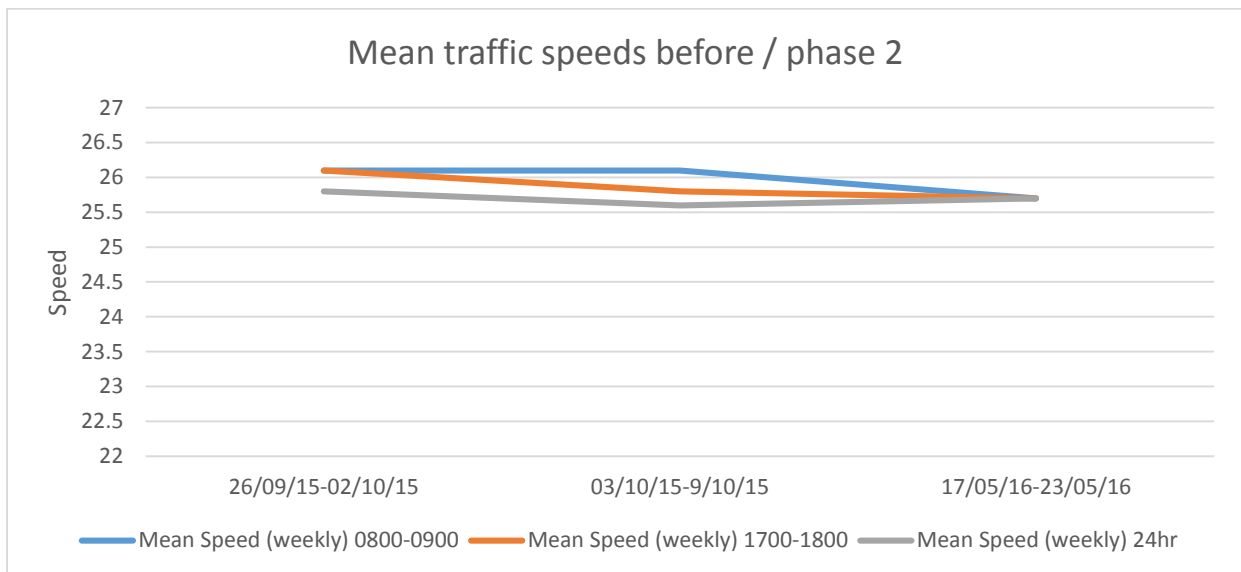


Figure 34: Mean traffic speeds along Whittaker Road phase 2

Like traffic volume, speeds in the AM and PM peak hours along this road have also fallen during phase 2 though only very slightly. The mean weekly speed however has seen a very slight rise.

10. Pevensey Road (east of Pennine Road) Phase 1

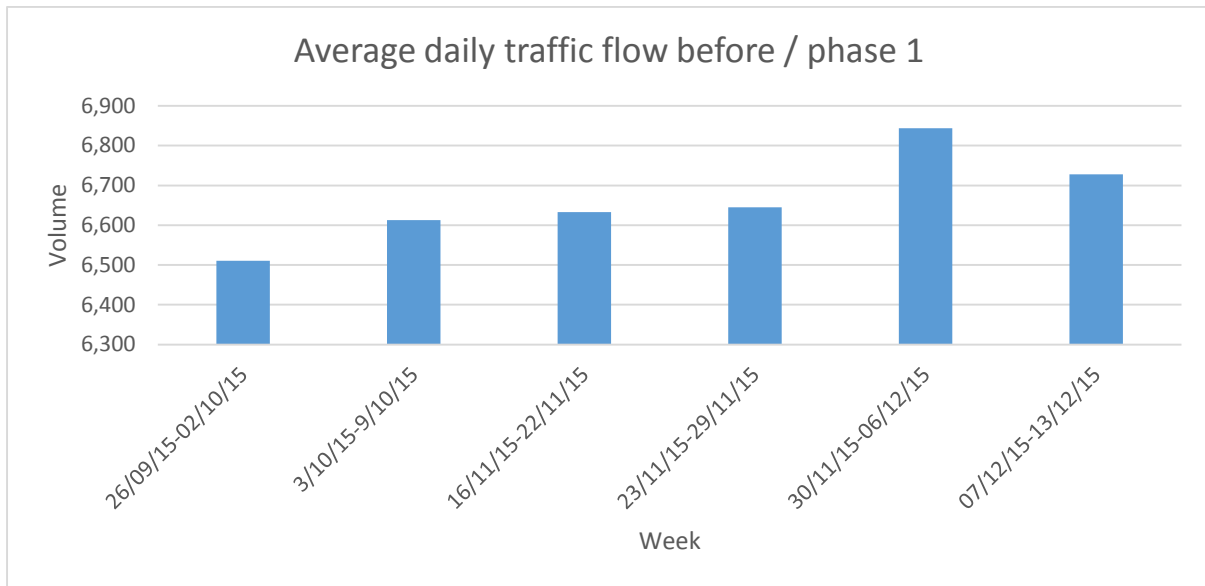


Figure 35: Average daily traffic flow for Pevensey Road phase 1

A small increase of approximately 3% in the average daily traffic flow along Pevensey Road has been recorded since the introduction of the scheme.

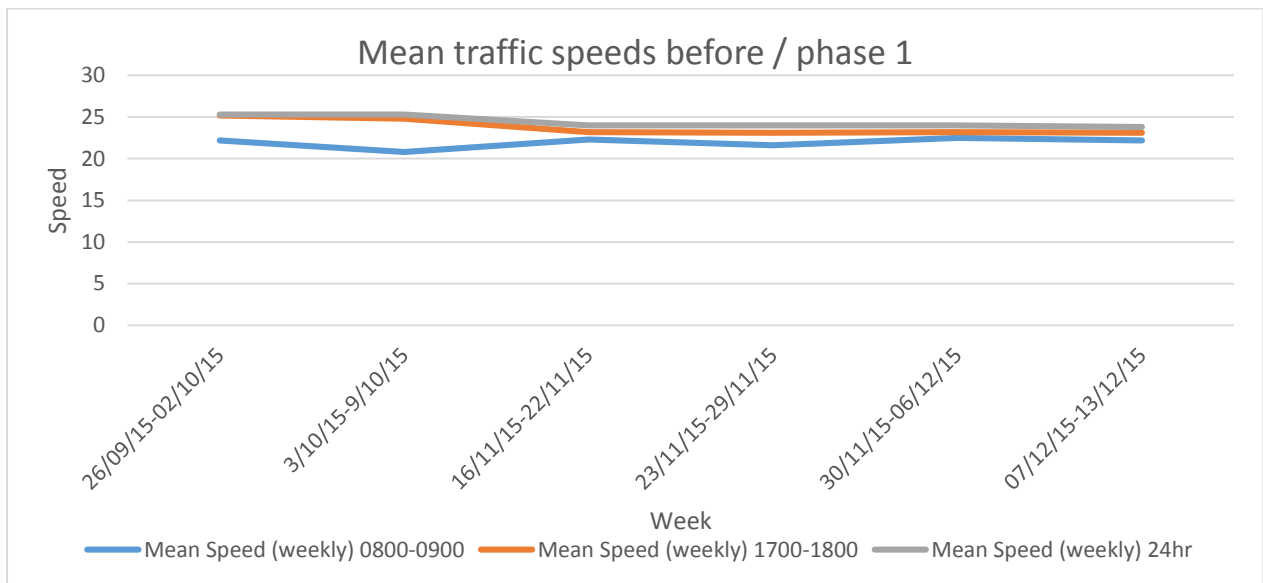


Figure 36: Mean traffic speeds along Pevensey Road phase 1

Traffic speeds in the PM peak hour, and the weekly mean speed have slightly decreased along Pevensey Road since the introduction of the scheme. Speeds in the AM peak hour however did dip slightly and fluctuate but have since returned to pre-closure levels.

Phase 2

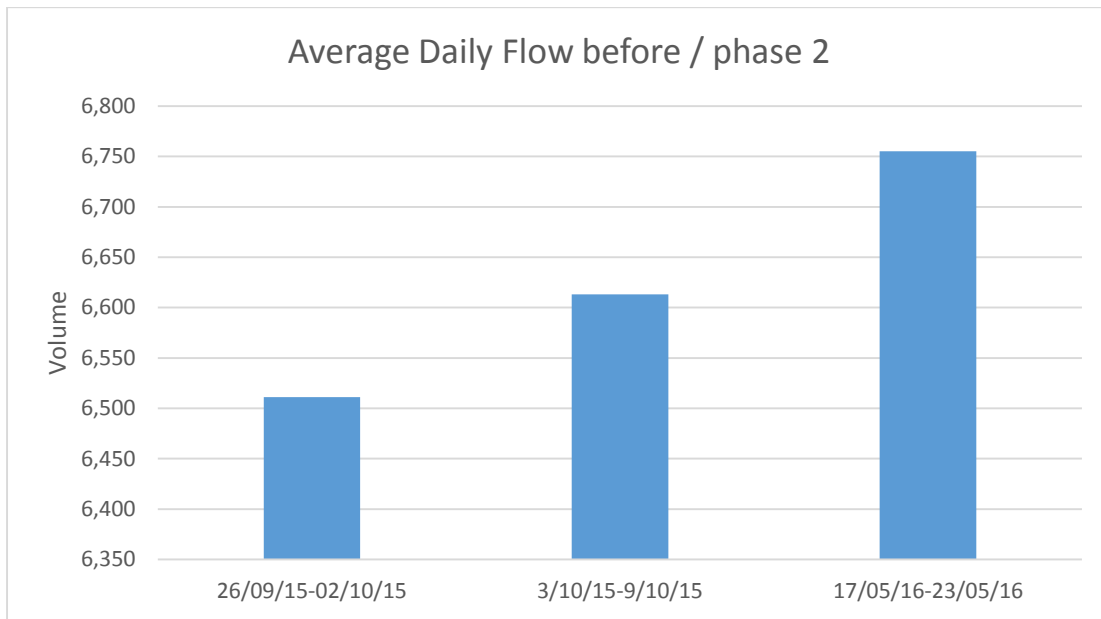


Figure 37: Average daily traffic flow for Pevensey Road phase 2

An increase in traffic volumes of 3% has been observed on Pevensey Road when comparing the data collected during the phase 2 scheme with that before any scheme.

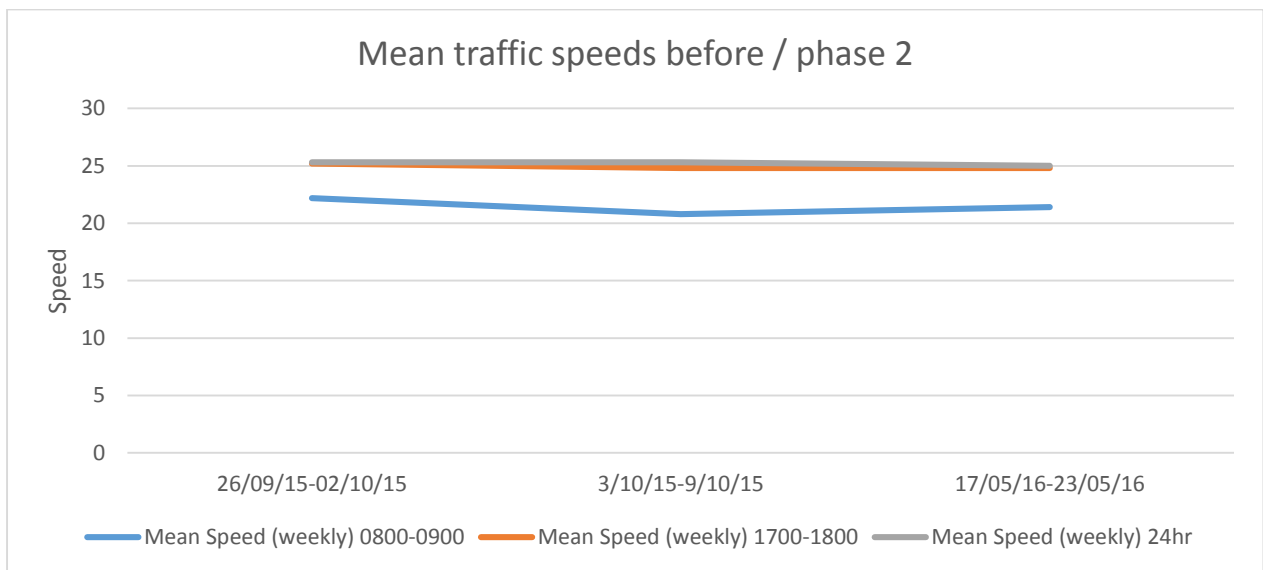


Figure 38: Mean traffic speeds along Pevensey Road phase 2

Traffic speeds have stayed relatively constant throughout, especially the PM peak hour and mean weekly speeds. AM peak hour speeds have seen a very slight decrease.

11. Burnham Lane (north of Station Road) Phase 1

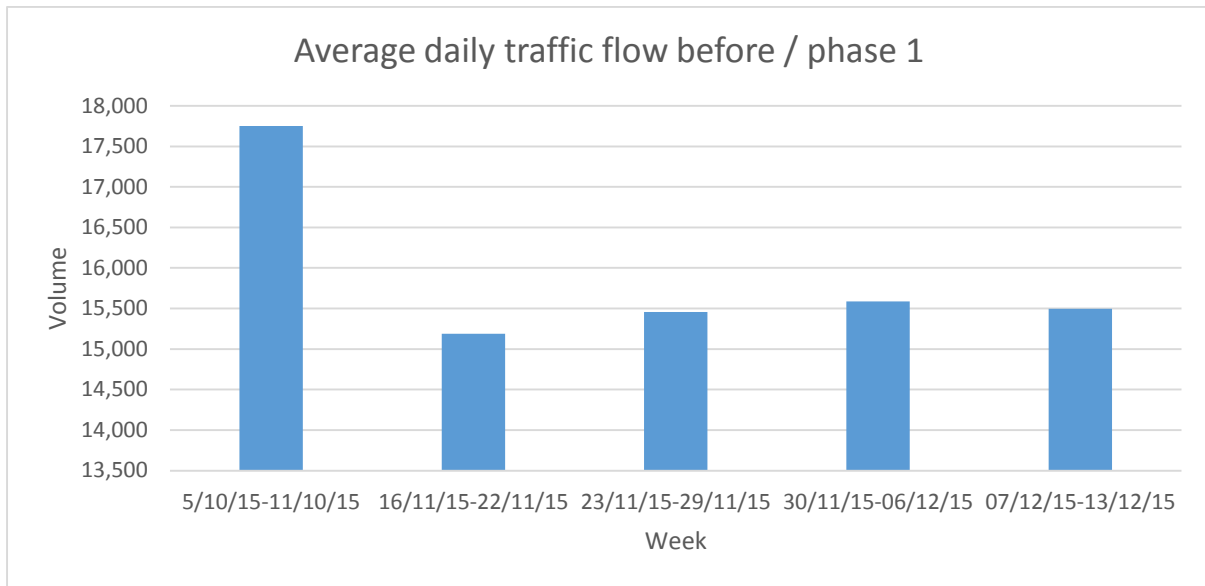


Figure 39: Average daily traffic flow for Burnham Lane phase 1

Burnham Lane north of Station Road has seen a reasonably large decrease in the average daily traffic flow since the closure of Station Road, as would be expected. The decrease in traffic is in the region of 13%.

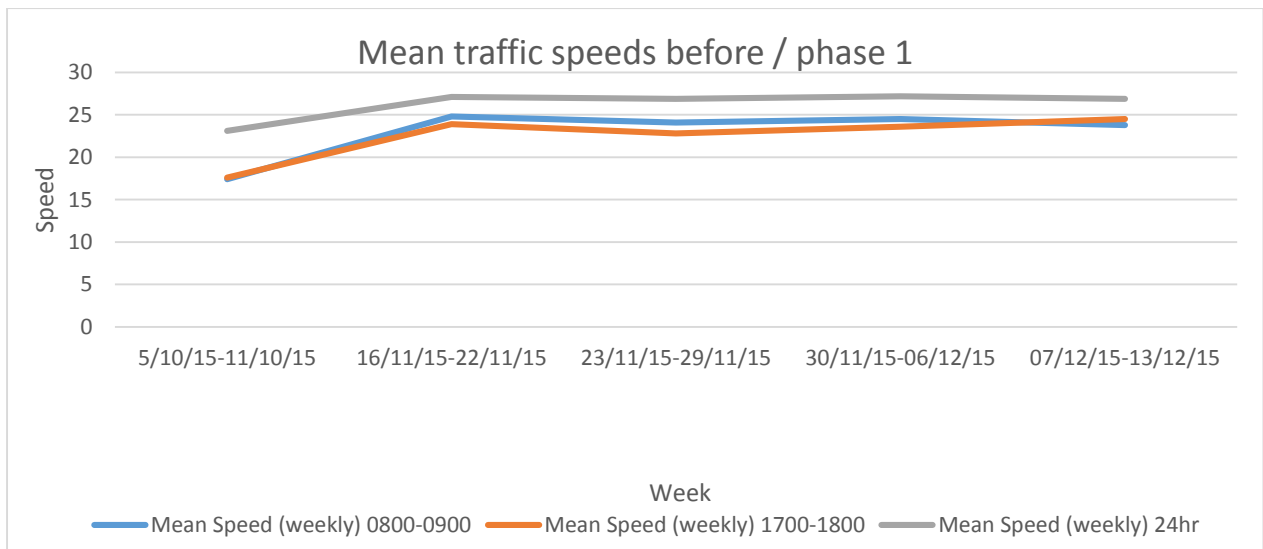


Figure 40: Mean traffic speeds along Burnham Lane phase 1

There was a rise in traffic speeds along Burnham Lane north up to and including the week of the closure of Station Road. Since then speeds have stayed relatively constant and above pre-closure levels as would be expected along this road.

Phase 2

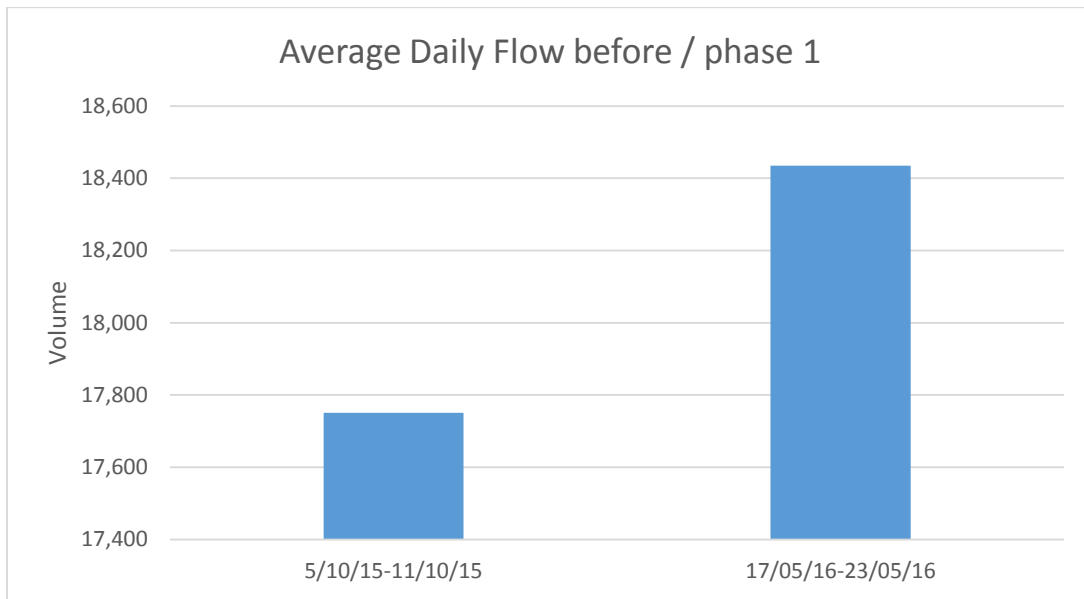


Figure 41: Average daily traffic flow for Burnham Lane phase 2

Just one week of data was collected before any scheme on Burnham Lane, to compare to one week of data collected during phase 2. The data shows that there has been an increase of approximately 4% in traffic travelling along this road during the phase 2 scheme when compared to that before any scheme.

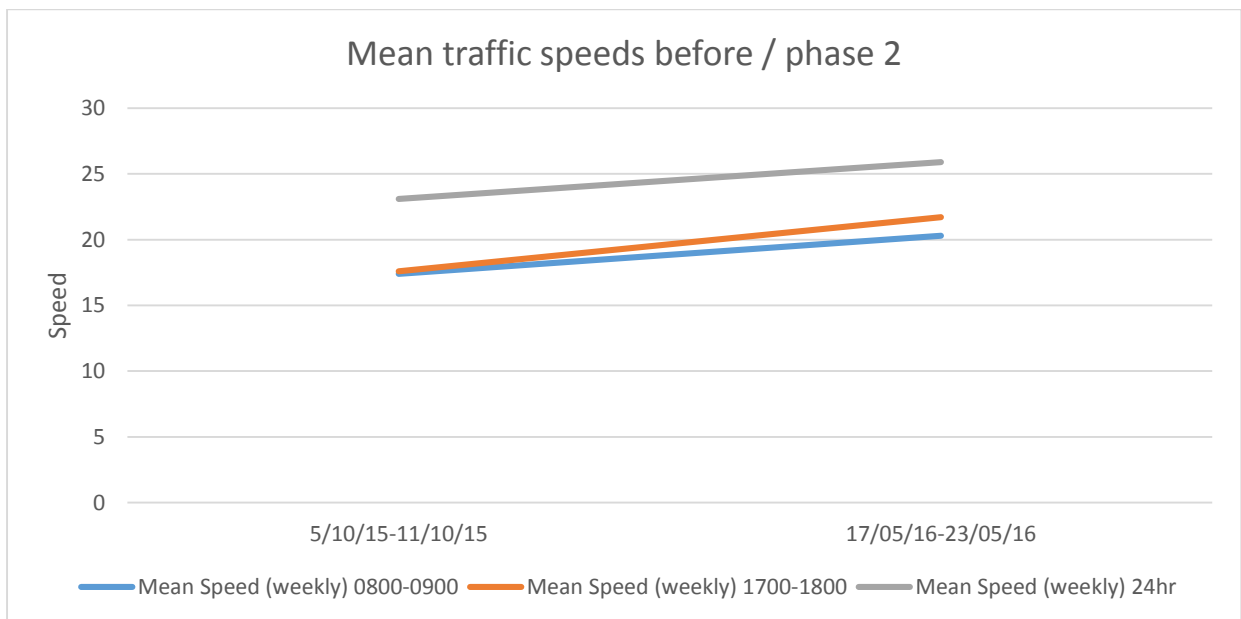


Figure 42: Mean traffic speeds along Burnham Lane phase 2

Phase 2 has seen a slight rise in average traffic speeds along Burnham Lane. This is in the region of 3-4 mph, with the PM peak mean speed seeing the largest increase.

12. Buckingham Avenue (west of junction with Farnham Road) Phase 1

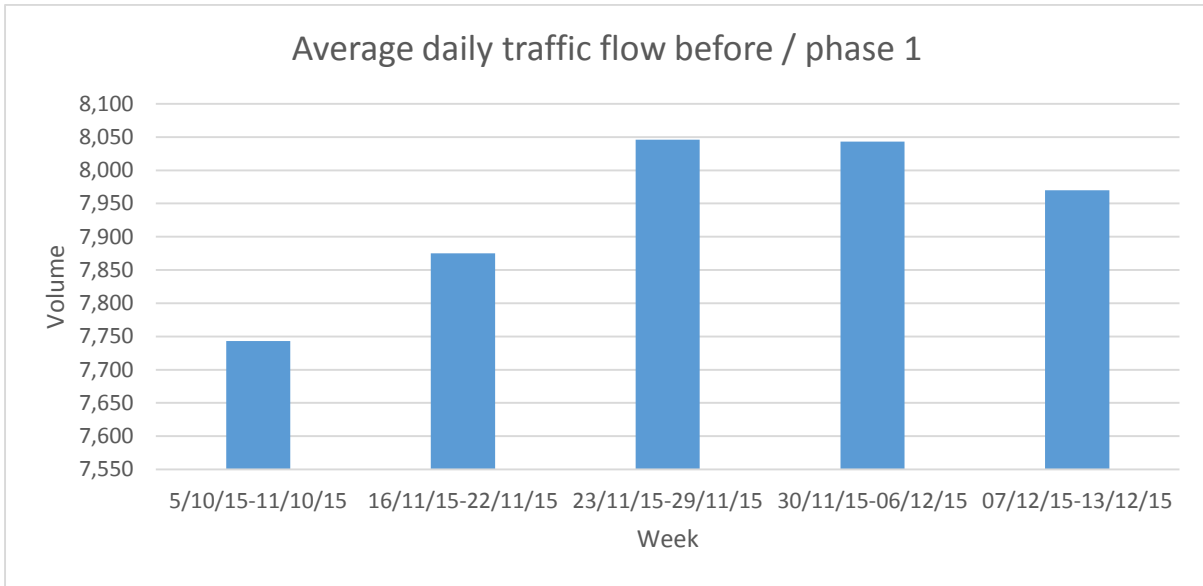


Figure 43: Average daily traffic flow for Buckingham Avenue phase 1

An increase in the average daily traffic flow along Buckingham Avenue of 4% has been recorded. This is particularly apparent in the two weeks that immediately followed the road closure.

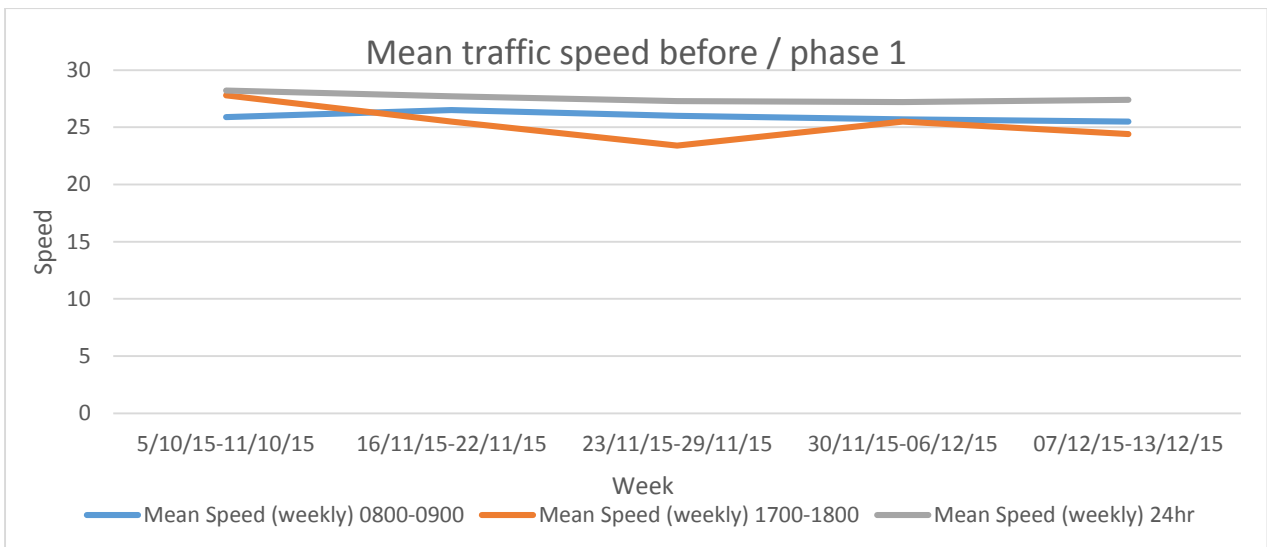


Figure 44: Mean traffic speeds along Buckingham Avenue phase 1

Speeds along Buckingham Avenue have stayed relatively consistent throughout the changes. In the PM peak hour there was a slight dip in speed in the week following the closure of Station Road and it remains just slightly lower than pre-closure levels. However, speeds in the AM peak hour and mean weekly speeds remain at approximately the same level.

Phase 2

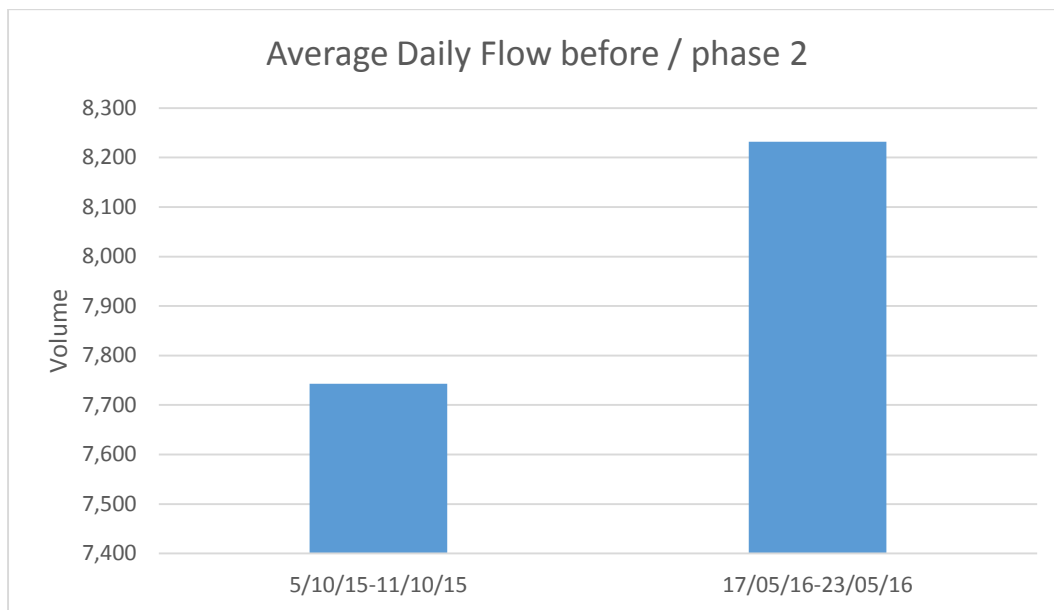


Figure 45: Average daily traffic flow for Buckingham Avenue phase 2

The volume of traffic along Buckingham Avenue has risen as a result of the phase 2 scheme. This rise is in the region of 6% additional traffic.

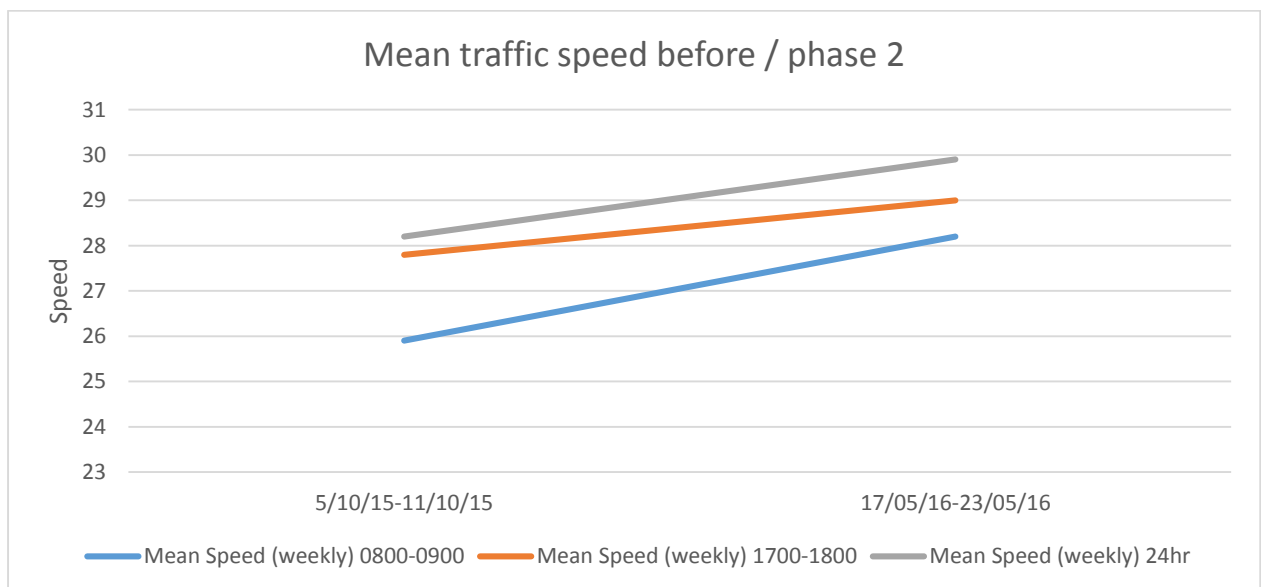


Figure 46: Mean traffic speeds along Buckingham Avenue phase 2

Traffic speeds along Buckingham Avenue have also risen during phase 2. An increase of approximately 1mph can be seen in the PM peak while the AM peak sees an increase closer to 2mph.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 27 June 2016

CONTACT OFFICER: Joe Carter; Assistant Director Assets, Infrastructure & Regeneration (01753 – 875653)
Joseph Holmes; Assistant Director, Finance & Audit (01753 – 875358)
Stephen Gibson; Head of Asset Management (01753 – 875852)

WARD(S): Central Ward

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

PART I
KEY DECISION**OLD LIBRARY SITE DEVELOPMENT OPTIONS****1 Purpose of Report**

Having bought back the Old Library Site in 2015, Cabinet considered a report in March 2016 which set out how it could be used as a catalyst for the regeneration of the town centre.

The purpose of this report is to seek approval for the Council to provide funding for Slough Urban Renewal (“SUR”) to develop two high quality hotels and a restaurant as part of a mixed use development.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the Old Library Site is no longer required for the purposes for which it is presently held.
- (b) To appropriate the Old Library Site for other purposes for the benefit, improvement or development of the Council's area.
- (c) To recommend to Full Council that the Council develops two hotels and a restaurant on the Old Library site, at an estimated cost of £30.5m (borrowing cost £55m) for the hotels and £1.7m (borrowing cost £3m) for the restaurant.
- (d) To approve that the Council enters into an Agreement for Lease with Landlord's Works for a 25-year term with a hotel operator for part of the Old Library Site and note that this could be extended to 45 years to match the offer from the hotel operator.
- (e) To note that a follow-up report will be presented to Cabinet in September 2016 to present complementary development options and recommendations for the remainder of the site.

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

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

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

3b Five Year Plan Outcomes

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

Changing, retaining and growing

- **OUTCOME 1:** Introducing a new hotel offering in the town centre will contribute to Slough being the premier location in the south east for businesses of all sizes to locate, start, grow, and stay. By committing at this juncture the Council will secure exclusivity and prevent another operator within the same brand from coming forward with a proposal within the franchisors area of operation, which could be outside Slough.
- **OUTCOME 3:** Providing centrally based hotel accommodation and a restaurant, will increase demand, footfall and activity in the town centre, thus contributing to the centre of Slough being vibrant, providing business, living, and cultural opportunities

Using resources wisely

- **OUTCOME 7:** The Council's income and the value of its assets will be maximised through the receipt of long term income revenue stream.

4 Other Implications

(a) Financial

A detailed financial summary for the hotels is included in Appendix 1

[REDACTED]. The Council would be lending into the scheme at the prevailing Public Works Loan Board ("PWLB") rate of **3.3%** which compares to the prevailing private sector borrowing rate over 40 years of **4.3%**. The overall annual income the Council will receive in the first 10 years is up to [REDACTED] which, at [REDACTED], is substantially above the borrowing costs from the PWLB.

It is important to consider the risks identified below and the likelihood of these occurring. The largest area of risk on an ongoing basis is if trading conditions deteriorate. There is a Base Rent of [REDACTED] index linked with a further guarantee of [REDACTED] from the franchisor of the hotel operator to fund any shortfall in lease payments to the Council, though this is a one-off sum and not an ongoing amount, i.e. any draw-down will not be topped up. The proposed operator would provide a further [REDACTED] of Parent Company guarantee. The proposed scheme is however backed by one of the largest worldwide hotel operator and they will seamlessly step in to the operation of the hotel if the proposed operator ceases to trade. This provides assurance that there will continue to be a hotel offer on this site. If there was an event which was so catastrophic to cease the viability of the hotel the Council, as owner of this building, would then seek to terminate the lease agreement and then convert the site into another housing related use. However, this scenario is deemed highly unlikely.

The Council has recently been informed that the operator requires up to a [REDACTED] of technical fees and pre-opening fees. These are currently being negotiated and may reduce, however to ensure that the business case is robust; it is assumed this amount will be paid in Year 1.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal – State Aid	Lease income is increased by 70% of CPI from £1.4m whilst the borrowing costs are fixed. These borrowing costs have been tested against the market rates for 40 year borrowing to ensure that the over income that the Council receives passes the EU State Aid test i.e. that the Council is not receiving an income which is below a market rent on this scheme.	
Finance – SBC exposure to a cyclical business sector.	Constant and appropriate asset management and control where occupancy, average room rates and costs are monitored against agreed levels/industry norms. A guarantee is in place to protect the Councils interest should there be a sustained period of underperformance from the hotel operator. This is backed by the largest worldwide hotel operator with a very strong reputation and covenant.	Increase in business rates.

Finance – the hotel operator fails to perform and fails to pay the base/turnover rent.	A rent guarantee is in place from both the proposed hotel operator and an international branded hotel group.	The covenant risk is covered by a guarantee from a worldwide hotel operator with a desire to protect their brand integrity.
Finance (Hotel) – the hotel operator ceases to trade due to adverse trading conditions / administration.	The Franchisor will step into the operation of the hotel and ensure that it continues to operate There is a guarantee of £1.2m from the hotel franchisor to protect the Council against any shortfalls in lease contributions. However, this is a one off sum and will not be topped-up.	Ensure that the design and construction is 'flexible' and can be re-configured for sale as dwellings, or converted to office/retail/residential mix.
Demand risk – there is an oversupply of rooms.	A report from an independent hotel market expert has confirmed that the proposal matches current and future market opportunities within Slough. Anecdotal evidence confirms high occupancy rates in Slough.	Creates a new supply for Slough with modern, innovative and defined accommodation offering. Development of a landmark site with a highly visible and attractive project.
Property/ Development Control – the construction and design process will need to be precise to avoid over runs, over specification and/or additional costs.	Construction costs will be market tested via SUR and verified through a jointly appointed Quantity Surveyor to ensure costs are appropriate. The Council will seek a fixed-price construction cost to avoid unforeseen expenditure and secure protection from build cost inflation.	A faster procurement route and a VfM tested route.
Human Rights	No risks identified	
Health and Safety	No risks identified	
Employment Issues	No risks identified	The introduction of the proposed hotel and restaurant will create new short and long term employment opportunities for local people.
Equalities Issues	No risks identified	
Community Support	No risks identified	
Communications	No risks identified	

Community Safety	No risks identified	
Financial – Best Value	It is very difficult to assess best value for this site. As can be seen from the table in the main paper there are a range of options for members to consider. The proposal for a hotel does provide an ongoing revenue stream which in the current financial context is more beneficial than a one- off capital sum. However, this is at greater risk than the option of building housing on this site.	An opportunity to introduce a Council-owned income generating asset that enhances the town centre.
Timetable for delivery	No risks identified	
Project Capacity	Whilst project managed on behalf of the Council by SUR, this and other key strategic projects will place increased pressure on business as usual for Asset Management, Legal Services and Planning. A growth bid for additional resources will be made.	The developer will be sympathetic to the use of a Planning Performance Agreement whereby an additional Planning Officer post is funded directly.
Other	No risks identified	

(c) Human Rights Act and Other Legal Implications

Under Section 122 of the Local Government Act 1972 the Council may appropriate any land which they own and which is no longer required for the purposes for which it is presently held for any other purposes for which they are permitted by the Local Government Act 1972 or any other enactment to acquire land by agreement.

Under Section 120 of the Local Government Act 1972 the Council are permitted to acquire by agreement any land for the benefit, improvement, or development of their area.

Accordingly, if the Council resolve that that the Old Library Site is no longer required for the purposes for which it is presently held, they may appropriate that site to any other purpose provided that this is for the benefit, improvement or development of their area.

Under The Treaty of the Functioning of the European Union, the Council is subject to the European Union rules which regulate the granting of State Aid which might distort the operation of open markets. The Council would, therefore need to ensure that no advantage is given to any particular economic operator by the manner in which the Council use their funds or assets. In connection with any arrangements that the Council make, therefore, for the use of its funds or assets in connection with the development of the Old ,Library Site, they must ensure that no particular economic operator is given an advantage which that operator could not obtain on the open market generally.

(d) Equalities Impact Assessment

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

(e) Property

See Section 5 below.

(f) Carbon Emissions and Energy Costs cost implications)

The proposal to remain and consolidate within SMP will allow the Council to implement initiatives that will reduce carbon emission and reduce energy costs.

5 Supporting Information

- 5.1 The Council bought back the Old Library Site (“OLS”) from the Homes and Communities Agency (“HCA”) in 2015. With the impending opening of the Curve and the transfer of library services into the new facility later this year, the OLS has already been identified as a surplus asset.
- 5.2 The site is owned by Slough Borough Council (“SBC”) and is subject to an option in favour of SUR which will need to be negotiated as part of a detailed development proposal. A site plan is attached in Appendix 2. The site is a landmark in the heart of the town and is highly visible at the Wellington Road/ William Street junction. The site was selected as a preferred location by the proposed hotel operator as a consequence of its proximity to the town centre, major road transport routes, car parking and the railway station.
- 5.3 It is anticipated that the existing building will be demolished by December 2016.
- 5.4 The site was identified for hotel use within the Heart of Slough Strategy and was granted outline consent for a 120 bed hotel along with 91 residential units and retail/leisure use in 2009.
- 5.5 In reviewing the most appropriate use of the OLS and working on the basis that doing nothing is not an option, five potential options have emerged. These are summarised in the table below. The table provides a comparison to how each option contributes to delivering outcomes agreed within the 5 Year Plan 2016/21 and contributes to the financial resilience of the Council. As follows:

Option	5 Year Plan Fit	Financial Considerations
<p>Option 1</p> <p>Build a hotel on the OLS</p>	<p>This option would assist Outcomes 1 and 3 by providing high quality hotel space in the centre of town. It supports Outcome 7 as the financial return to the Council would exceed costs and would provide an ongoing revenue stream to the Council.</p>	<p>No capital receipt</p> <p>Ongoing revenue stream above borrowing costs: [REDACTED]. I.e. the total lease income is [REDACTED] over [REDACTED] years and borrowing costs are [REDACTED].</p> <p>The Council will continue to own a mature income producing asset after repayment of the loan.</p> <p>Annual revenue surplus of up to [REDACTED] per annum by year [REDACTED] then increasing by [REDACTED] of CPI</p> <p>SBC funds capital cost A one off sum of [REDACTED] payable to the operator at the beginning of the lease.</p> <p>Net Revenue surplus over [REDACTED] years: [REDACTED]</p>
<p>Option 2</p> <p>Build a hotel, office and restaurant on the OLS Relocate SMP to new Office and convert SMP into residential accommodation.</p>	<p>This option would assist Outcome 1 and 3 by providing more good quality hotel space in the centre of town and consolidating the Council into a visible and accessible town centre location. It also addresses Outcome 2 by creating new homes. Finally, it supports Outcome 7 as the financial return to the Council would exceed costs and would provide an ongoing revenue stream to the Council</p>	<p>Capital receipt (SMP) [REDACTED]</p> <p>Income via SUR [REDACTED] (Profit Share SMP and interest)</p> <p>Ongoing revenue stream over [REDACTED] years: Hotel: [REDACTED] (see option 1) Restaurant [REDACTED]</p> <p>Additional business rates and council tax receipts from increased business rates and council tax base</p> <p>Net Revenue surplus over [REDACTED] years: [REDACTED]</p>
<p>Option 3</p> <p>Discard the hotel proposal and develop a 128 unit residential scheme on the entire site via SUR</p>	<p>This option would help contribute to Outcomes 2 and 3 as well as maximise the value of the asset, therefore a close fit with Outcome 7.</p>	<p>A one-off capital receipt of £2.2m plus an estimated profit share of £1.6m.</p> <p>Capital costs funded through Slough Urban Renewal (SUR) company.</p> <p>Additional council tax receipts from increased base</p> <p>Net Revenue surplus over [REDACTED] years: [REDACTED]</p>

<p>Option 4</p> <p>Discard the hotel proposal and dispose of the entire OLS on the open market with planning permission for a 128-unit residential development.</p>	<p>This option would meet the requirements of Outcome 2 but could compromise outcomes 1 and 3 since the Council would have less control over timing and quality of a key town centre site.</p> <p>Would not make best use of assets under outcome 7.</p>	<p>A one-off capital receipt of £2.2m.</p> <p>No capital outlay.</p>
<p>Option 5</p> <p>Retain corporate HQ in SMP and redevelop OLS in a mixed-use development that will include a hotel, restaurant and 60 residential properties.</p>	<p>This option reflects the current environment where moving SBC headquarters to the town centre is no longer required as a principle driver for regeneration. However, it would make a material contribution to Outcomes 1, 2 and 3. Additionally, it makes most financial sense and therefore is closely aligned to Outcome 7.</p>	<p>Income via SUR £1.5m (Profit Share SMP and interest)</p> <p>Ongoing revenue stream over [REDACTED]: Hotel: [REDACTED] (see option 1) Restaurant [REDACTED]</p> <p>Additional business rates and council tax receipts from increased business rates and council tax base.</p>

Preferred Option

- 5.6 As can be seen from the table above, there are a variety of ways in which the Council could proceed with the development of the OLS. Having considered the information above, Officers are recommending that the introduction of two hotels within a mixed-use development is the most appropriate use of the asset. The (confidential) financial appraisal in Appendix 3 of this report provides further details and sets out the assumptions. It should be stressed that this approach introduces a higher degree of financial risk than developing the site for housing (see 4b above) however the proposed lease structure is based on a fixed guaranteed payment of £1.4m plus a share of turnover, which could increase annual income to £1.8m by year 6 (based on financial modelling). This is underpinned by a rent guarantee from a world-wide hotel operator with an excellent covenant.
- 5.7 Asset Management is currently undertaking an options appraisal for the redevelopment of the remainder of the site. This workstream is incomplete and will form the basis of a follow-up report in September 2016.

Hotel Proposal

- 5.8 The proposal is to build a 144 room short stay and 92 room long-stay hotel, operated under a single lease arrangement.

The proposal is for a single building containing the two hotels with horizontal separation. The ground floor to 5th floor will be the short -stay hotel, with the long-stay hotel on floors 6-10. In both cases there will be fewer facilities than in a full service hotel and sharing of back of house functions will lead to greater economies of scale.

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

Taking account of the above, the advice concluded that it is unlikely that the guarantee would be called upon.

- 5.10 The Council is advised that car parking requirements for the hotel range from a minimum of 80 spaces to an optimum level of 120 spaces. Based on this requirement and in accordance with the Cabinet decision in March 2016, the Council has completed the surrender and re-grant of a lease of part of Burlington car park to provide sufficient spaces.

Structure & procurement

- 5.11 Procurement and Legal Services have been involved in the proposals behind this scheme and the option of the Council having a directly managed arrangement has been discounted. This is on a variety of reasons, but primarily:
- The procurement option would mean a full OJEU procurement or the Council investigating creating a separate company to manage the hotel through. Either of these options would cause significant delay to the project and increase construction costs to the project.
 - The Council would be much more exposed to the risk of running a hotel and have greater liabilities. This is not an area of core Council expertise and so would incur additional cost and shift a focus in resources away from some of the other functions of the Council
 - The income stream, though potentially greater, was also subject to a lot more downside risk for the Council
- 5.12 The Council would fund the cost of the capital investment for the hotel through internal investment balances, whilst ensuring appropriate Minimum Revenue Provision was set aside in accordance with the capital financing framework, or through external borrowing. It would be more advantageous for the Council financially to use internal balances, but this depends upon the level of investment balances at that point in time and the overall cost of the capital programme funded through Council funding. If the Council was to use internal balances, the annual costs would be circa **£835k** and so would increase the financial benefit to the Council until that period it would need to borrow externally to finance capital expenditure.

Benefits

- 5.13 This project will lead to a variety of benefits for the centre of town, residents of the borough, local businesses and the Council.

- 5.14 From a financial perspective, the Council will have a solid long-term revenue stream that covers the cost of borrowing and additional overheads through the administration and creation of the scheme. The Council will also retain and enhance the capital value of a key asset in the centre of town.
- 5.15 The creation of new and high standard hotels in the centre of town will provide new services to residents and businesses in the area. The creation of a long-stay accommodation will enable a variety of different customers to use the hotels and serve a wide range of business and leisure need in the local area. The hotel will also have the facility for live music and other events and so help to stimulate the evening economy in the town.

6 **Comments of Other Committees**

- 6.1 There are no comments from other committees.

7 **Conclusion**

- 7.1 The proposal in this report is for the introduction of two hotels and a restaurant within a mixed-use development on the OLS. There are a range of financial and non-financial benefits to this option that will be advantageous to Slough over a long period of time as well as fit into the Council's short to medium-term regenerative objectives.
- 7.2 There are other options available to the Council on this site. Developing the site exclusively for housing would be a comparatively simple and lower risk option to the Council. However, this would not deliver as many of the Council's Five Year Plan objectives and would not result in an ongoing revenue stream that is required to offset anticipated reductions in central government funding and the shift towards self-financing.
- 7.3 By agreeing to the recommendations in this report, Cabinet will allow Officers to pursue this key component of the Heart of Slough Strategy and provide additional time for Asset Management to undertake a robust options appraisal for the remainder of the OLS.

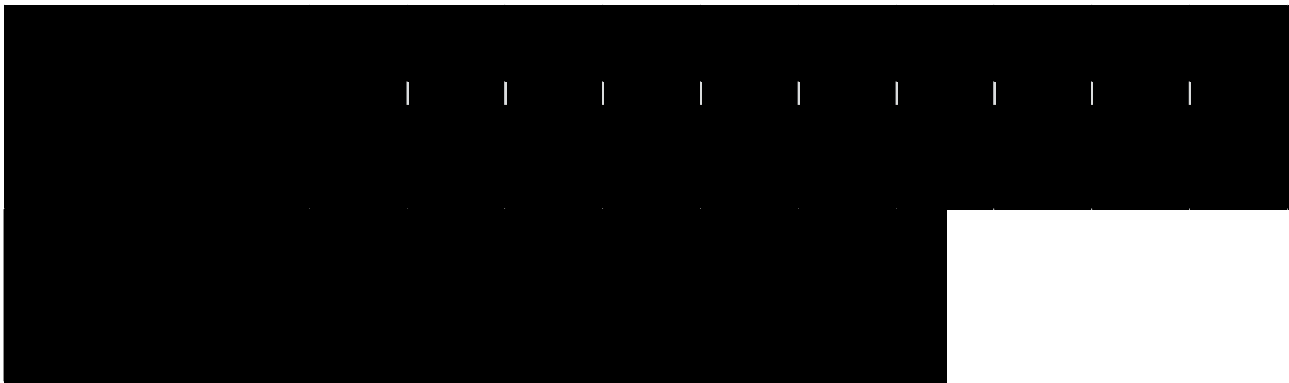
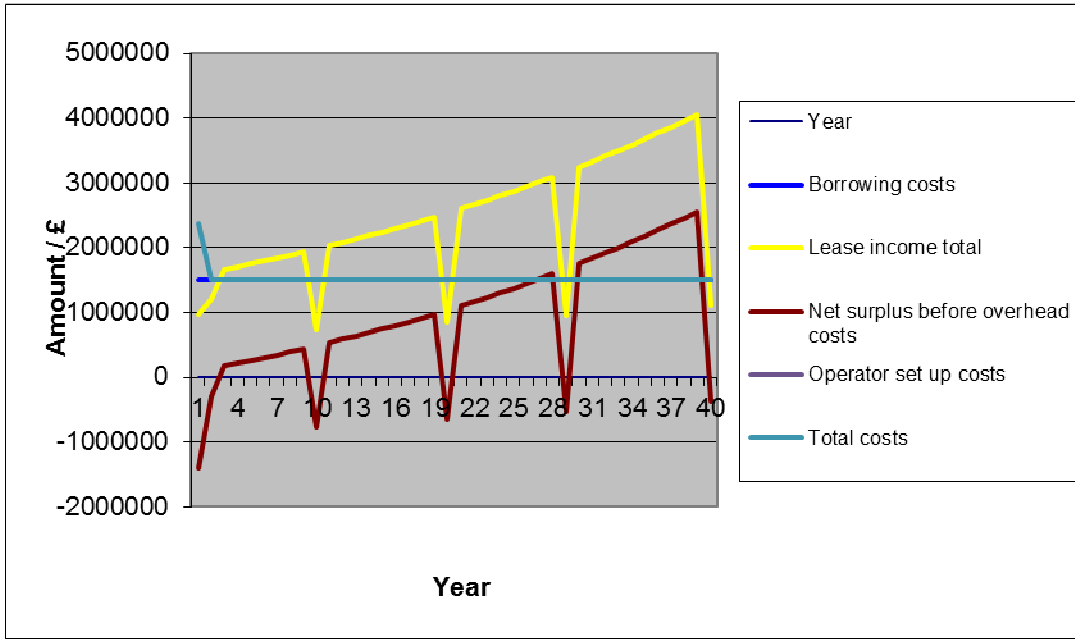
8 **Appendices Attached**

- Appendix 1 - Financial summary - Hotels
Appendix 2 - Site Plan
Appendix 3 - Confidential - Financial Option Appraisal

9 **Background Papers**

1. March Cabinet paper on this site

Appendix 1 – Financial summary – Hotels



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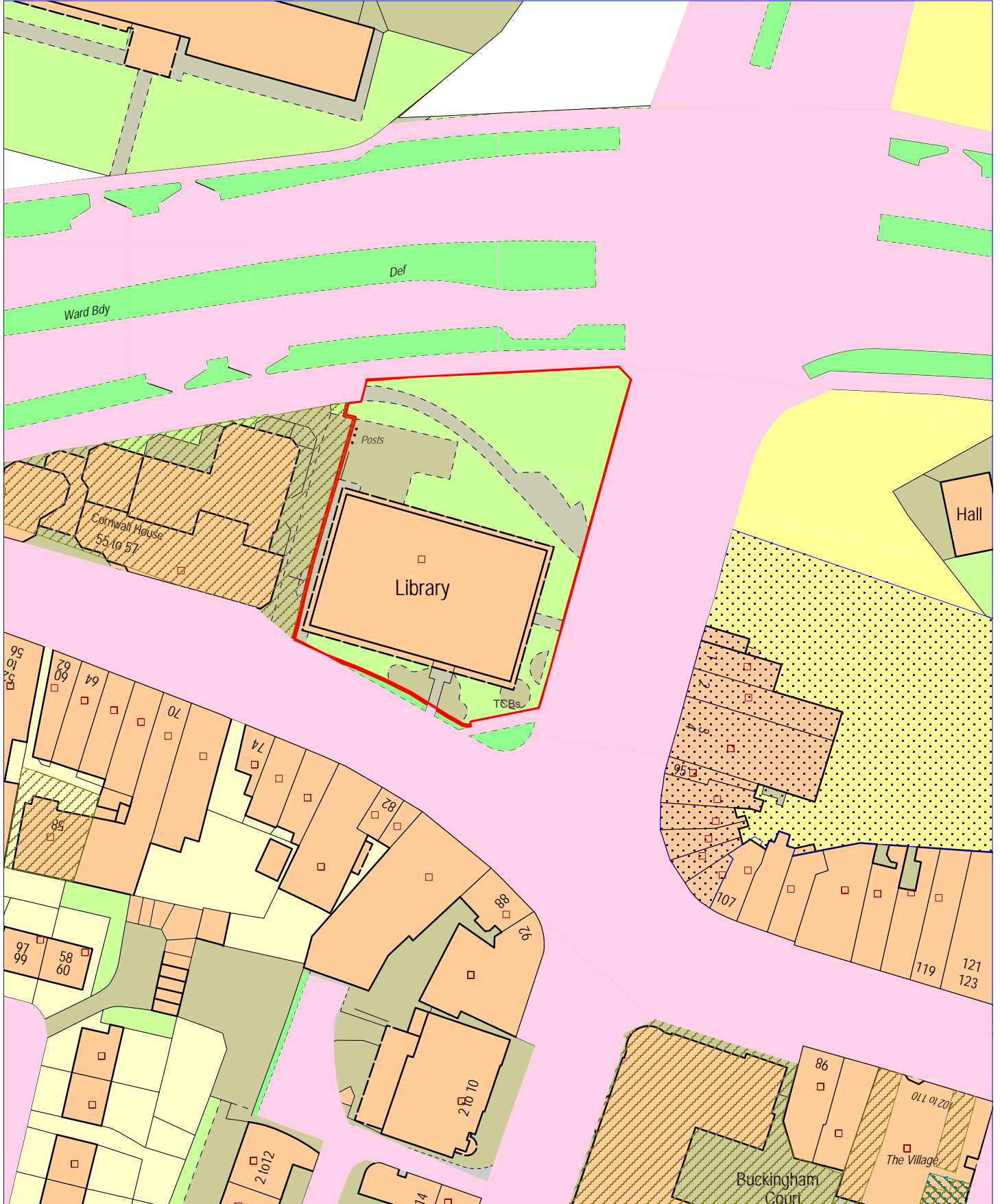
Asset Management Resources

Scale 1: 1,000



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Slough Central Library



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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 27th June 2016

CONTACT OFFICER: Paul Stimpson, Planning Policy Lead Officer.

(For all enquiries) (01753) 875820

WARD(S): All

PORTFOLIO: Housing & Urban Renewal - Councillor Ajaib

PART I
NON-KEY DECISION

PROGRESS REPORT ON THE REVIEW OF THE LOCAL PLAN FOR SLOUGH**1 Purpose of Report**

To inform the Cabinet about the progress that has been made so far in reviewing the Local Plan and the proposed next stages.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the report be noted.

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

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA).

3a. Slough Joint Wellbeing Strategy Priorities

The review of the Local Plan is directly linked to the following priorities in the Slough Joint Wellbeing Strategy:

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

It will also contribute to Improving the image of the town.

3b Five Year Plan Outcomes

The Review of the Local Plan will contribute to the following Outcomes:

- 1 Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay.
- 2 There will be more homes in the borough with the quality improving across all

tenures to support our ambition for Slough.

- 3 The centre of Slough will be vibrant, providing business, living and cultural opportunities.
- 4 Slough will be one of the safest places in the Thames Valley

4 **Other Implications**

(a) Financial

There are no financial implications of proposed action.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	No risks identified	
Property	No risks identified	
Human Rights	No risks identified	
Health and Safety	No risks identified	
Employment Issues	No risks identified	
Equalities Issues	No risks identified	
Community Support – There will be a need for a formal public consultation exercise.	A public consultation strategy will be developed.	
Communications	No risks identified	
Community Safety	No risks identified	
Financial	No risks identified	
Timetable for delivery – The review of the Local Plan is dependent upon a number of external factors which could delay the time table.	Contingency plans for a delay to the timetable can be put in place.	
Project Capacity – The review of the plan will require additional resources.	A Project Plan for the Review of the Local plan has been produced and a budget secured.	
Other		

(c) Human Rights Act and Other Legal Implications

There are no legal or Human Rights Act implications.

(d) Equalities Impact Assessment

There is no identified need to complete an EIA at this stage of the plan preparation process.

5 Supporting Information

- 5.1 In April 2015 it was agreed that work should start work on producing a new Local Plan to replace the Core Strategy (2008), Site Allocations Plan (2010) and the “saved” parts of the Local Plan for Slough (2004). The intention is that will set out the Planning Policy framework to 2036.
- 5.2 The first phase of the work has involved working jointly with other authorities and the LEP to gather the evidence that we need to produce a new plan. We have also been active in commenting on the plans being produced by neighbouring authorities as part of our responsibilities under the Duty to Cooperate.
- 5.3 A “Call for Sites” exercise was carried out at the beginning of the year which invited proposals that may accommodate future development or infrastructure needs from residents, developers and landowners. All of the 134 proposals that we received, together with some other ideas, are currently the subject of a public consultation exercise.
- 5.4 The initial conclusion from all of this work is that there is likely to be a severe shortage of land in Slough which will make it very difficult to meet all of its needs. As a result we are about to carry out a Green Belt study to assess whether any of this can be released for development.
- 5.5 The next stage will be to produce an “Issues and Option” report for public consultation by the end of the year. That will set out the key issues that the plan needs to address, and the Local Plan options for managing them. Given the shortage of land and development pressures in Slough it will be necessary to look at some radical options for the future planning of Slough. In addition to releasing Green Belt land, this could include considering increasing housing or employment densities and looking at how London Boroughs have had to address similar issues in the past. The options will also have to take account of the proposed third runway at Heathrow.

The Evidence Base

- 5.6 Any new plan for Slough will have to set out how it will balance competing pressures for development in the Borough. In order to understand this we have tried to first assess what the need for new housing and employment land are.
- 5.7 We jointly commissioned GL Hearn to produce a Strategic Housing Market Assessment (SHMA) with the LEP and Berkshire Authorities. This concluded that Slough is in a Housing Market Area with Windsor and Maidenhead and South Bucks and that Slough has an “objectively assessed” need for 927 new dwellings a year. This means that we would have to build around 20,000 new houses over the plan period up to 2036 if we wanted to meet the housing needs in full. There are 53,000 dwellings in Slough at present which shows just how large the scale of development would be.
- 5.8 We subsequently jointly commissioned a Functional Economic Market Assessment (FEMA) from Nathaniel Lichfield & Partners together with the LEP and the other Berkshire Authorities. This has identified that Slough has a strong economic relationship with Heathrow, West London and parts of Buckinghamshire as well as Berkshire. It has concluded that for planning purposes Slough falls within an Eastern Berkshire FEMA which includes Windsor and Maidenhead and South Bucks.

- 5.9 The same consultants have also carried out an Economic Development Needs Assessment (EDNA). The initial results of this suggest that there could be a need for up to 160 hectares of new employment land in Slough. Once again, in order to put this into context, this is the same size as Slough Trading Estate.
- 5.10 Taking into account the challenges the Borough is currently having in identifying sites for new schools and other facilities it is clear that it will not be able to find enough land for all of the competing uses.

A New Vision for Slough

- 5.11 Before we look at what the alternative strategies may be for the Plan Issues and Options consultation, it is necessary to develop a new 'Vision' for Slough and set of supporting strategic objectives. These will help us to assess the options that are produced for consultation. The main purpose of this report is therefore to seek Members views as to how this should be achieved.
- 5.12 It is very important that the Local Plan is seen as a mainstream Council strategy and not just a planning document. This is decisions made about the growth of the town will affect the way the Council is able to provide its services in the future.
- 5.13 The starting point for the review of the Vision for the Local Plan is the Five Year Plan which already contains a vision for Slough and sets out a number of objectives. It also includes a number of "Outcomes" which are directly related to the future planning of Slough. The Council's various strategies and those of other bodies, such as the Wellbeing Board, are also helpful in identifying what the Plan's objectives should be.
- 5.14 It is important, however, that in producing the Local Plan we look beyond the short or medium that these strategies tend to cover. This means that we need to produce a clear vision as to what sort of place we would want Slough to be in twenty years' time. This will involve deciding what sort of identity we would like for Slough and what its role should be in the future.

6 Comments of Other Committees

- 6.1 An information report on the Progress on the Review of the Local Plan for Slough was considered by the Planning Committee at its meeting on 27th April 2016.

7 Conclusion

- 7.1 The work on the review of the Local Plan for Slough is now moving from the technical evidence gathering stage towards the development of a new strategy for the future. In order to achieve this it is necessary for the Council as a whole to begin to make some decisions about what it would like Slough to look like in twenty years' time. This requires the development of a new corporate approach for the review of the Local Plan.

8 Background Papers

- '1' - Strategic Housing Market Assessment – GL Hearn 2016
'2' - Functional Economic Market Assessment – NLP 2016

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 27 June 2016

CONTACT OFFICER: Krutika Pau (Interim Director of Children's Services)
(For all enquiries) (01753) 875751

WARD(S): All

PORTFOLIO: Education and Children – Cllr Sabia Hussain

PART I
NON-KEY DECISION**REVISED CORPORATE PARENTING STRATEGY 2016-18****1 Purpose of Report**

The purpose of this report is to present a revised Corporate Parenting Strategy for cabinet approval.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to agree the revised Corporate Parenting Strategy which includes revised terms of reference for the Corporate Parenting Panel

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

Priorities:

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

Corporate parenting responsibilities cut across all services delivering the priorities within the Slough Joint Wellbeing Strategy in relation to support provided to our vulnerable children.

3b Five Year Plan Outcomes

Corporate parenting responsibilities cut across all services which support all the outcomes within the Five Year Plan as they relate to our vulnerable children, with a specific focus on:

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

4 **Other Implications**

a) Financial

There are no financial implications of proposed action

b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	None	
Equalities Issues		To support the most vulnerable children in Slough
Community Support		To listen to the views of children and young people
Communications		To demonstrate the good work being undertaken by the council and the Trust
Community Safety	None	
Financial	None	
Timetable for delivery	Clear Action Plan setting out timescales and lead officer are attached to the strategy	
Project Capacity	All services within the Council to understand their corporate parenting responsibilities and acknowledge this in their business planning and delivery	
Other	None	

c) Human Rights Act and Other Legal Implications

There is no Human Rights Act or other legal implications relating to the recommendation in this report.

d) Equalities Impact Assessment

There is no identified need for the completion of an EIA relating to the recommendations in this report.

5 Supporting Information

- 5.1 The four week Ofsted inspection of services for children in need of help and protection, children looked after and care leavers took place in November and December 2015. Services delivered by Slough Borough Council and the Slough Children's Services Trust were within the scope of the inspection. The report found the experiences and progress of children looked after and achieving permanence to be inadequate. The Ofsted report, published in February 2016, made some specific comments regarding the council's role as corporate parent:

'The council has not been a good corporate parent. The Corporate Parenting Strategy lacks ambition and rigour, and the Corporate Parenting Panel has not received and scrutinised comprehensive performance information. Some key aspects of support for children looked after, including the virtual school, have been weak. The views of children looked after and care leavers have not been sought and analysed actively enough, and so they have not influenced the shape and quality of services.'

'Slough's children looked after and care leavers do not regard the council as a good corporate parent. Inspectors agree with them. The corporate parenting strategy is a superficial document that used old data and priorities, and includes no action plan. The corporate parenting panel has not received comprehensive performance information. This has limited its ability to provide scrutiny and challenge.'

- 5.2 The Ofsted report also made two specific recommendations:
- a) Revise the corporate parenting strategy to ensure that it sets out a clear vision and process for improving outcomes for children looked after and care leavers
 - b) Review the terms of reference of the corporate parenting panel to ensure that it includes wider partner representation and provides rigorous scrutiny and challenge
- 5.3 Following the publication of this report, a new Corporate Parenting Strategy (**Appendix A**) has been developed by the council in close consultation with the Trust. Draft action plans to deliver this strategy are due to be considered by the Corporate Parenting Panel on 23 June 2016.
- 5.4 The priorities in the new Corporate Parenting Strategy are based on the six themes of **Our Pledge: our promises to our looked after children**, agreed at full Council in April 2016.

Our looked after children and young people will be/have:

- 1) supported by strong and effective corporate parenting
- 2) enabled to achieve their educational potential
- 3) supported as they move into adulthood
- 4) encouraged to develop positive relationships
- 5) respected and engaged in planning for their work
- 6) good health and wellbeing

6 Terms of Reference of the Corporate Parenting Panel

- 6.1 The terms of reference (TOR) for the Corporate Parenting Panel have been revised and strengthened and are included as Appendix 6 of the strategy attached as **Appendix A**.
- 6.2 Particular changes to the TOR have focused on clarifying the role of the Panel and expanding the membership to incorporate a wider selection of partners who contribute to services provided to looked after children and care leavers. The TOR now also enable care leavers and foster carers to join the Corporate Parenting Panel.
- 6.3 The Corporate Parenting Panel have agreed that future meetings of the Panel should be based around themes that reflect the different priorities in the strategy so that they are able to effectively focus on specific aspects of support provided to looked after children and care leavers and where the young people themselves are actively able to engage in the discussions.

7 Accountability

- 7.1 In the revised terms of reference for the Corporate Parenting Panel, it is proposed that the Panel will provide:
 - a) a mid-year report to the Education and Children's Services Scrutiny Panel setting out the progress made in delivering the Corporate Parenting Strategy. This report will be presented by the Chair of the Corporate Parenting Panel.
 - b) an annual report on its work to deliver the Corporate Parenting Strategy to Cabinet and Council. This report will be presented by the Chair of the Corporate Parenting Panel.

8 Comments of Other Committees

Members of the Corporate Parenting Panel have been actively involved in the development of the strategy, action plan and revised terms of reference for the Panel. These three documents are being presented to the Panel for final comments on 23 June, and due to the lead in time for cabinet papers any views from the Panel will be reported verbally to Cabinet on the 27 June 2016. On 23 June, the Panel will also be considering a draft scorecard for monitoring progress being made on delivering the Pledge.

9 Conclusion

The revised Corporate Parenting Strategy and terms of reference of the Corporate Parenting Panel are key deliverables for the council from the Delivery Plan submitted to Ofsted in response to the inspection report published in February 2016.

10 **Appendices Attached**

A Corporate Parenting Strategy 2016-18

11 **Background Papers**

- 1 Slough Ofsted report on inspection of services for children in need of help and protection, children looked after and care leavers (February 2016)
- 2 Securing improvements in the experiences and progress of children looked after and achieving permanence – service update (Scrutiny report: April 2016)

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Slough's
Corporate Parenting Strategy
2016-2018

Statement from Reach Out! Slough's Children in Care Council

We would like you to support us and have an understanding of the needs of all Slough's children in care, in all aspects of our lives.

We would like all corporate parents to ask us our views and listen to what we say. We would like you to keep your promises and follow through with the things you say you will do.

You should want to take your responsibilities seriously and do your very best for us because you make a difference to our future.

We want all corporate parents to treat us the same as they would their own children so that we receive the support, care and love that we need

Statement from Slough Borough Council and the Slough Children's Services Trust

tbc

Councillor Sabia Hussain

Commissioner for Education
and Children's Services
Slough Borough Council

Krutika Pau

Interim Director of Children's
Services
Slough Borough Council

Nicola Clemo

Chief Executive
Slough Children's Services
Trust

Vision

Slough Borough Council and Slough Children's Services Trust are committed to being outstanding corporate parents, championing our most vulnerable children in all that we do so that our looked after children are able to live safe, happy, healthy and successful lives.

Introduction

Corporate parenting is about how the Council and its partners act as responsible parents for children living under their care. Success depends on how everyone involved councillors, council and Slough Children's Services Trust officers, school staff and health professionals all work together to be the best possible corporate parents for each child who is looked after, to advocate on their behalf and support them to live safe, healthy and successful lives.

As corporate parents we should be asking 'is this good enough for my child?' This means caring about looked after children as well as caring for them and nurturing all aspects of their development. We need to ensure that children feel safe and secure, are healthy, have stable and caring placements, and that we help them to achieve their ambitions, goals and aspirations. We want our children and young people to leave care with a sense of achievement, security and confidence, looking forward to their futures, where they are able to fully take part in the communities they live in.

Although the Council's statutory responsibilities to looked after children are primarily discharged by the Slough Children's Services Trust through provision of children's social care services, corporate parenting is the responsibility of every Directorate within Slough Borough Council and its partner agencies, and this will be reflected in the way all services are planned and delivered.

DRAFT

Objectives

This Strategy sets out the key priorities for supporting children and young people in Slough who are looked after.

We will ensure that all councillors, and council and Trust officers:

- Understand their roles and responsibilities as corporate parents
- Scrutinise and challenge how services are delivered as a corporate parent
- Listen and respond to the views of children and young people
- Support children and young people to engage in activities which enable them to shape services to deliver the best outcomes for them
- Understand that children and young people can hold them to account

Priorities

If we make a promise to our looked after children we will keep it.

Our six priorities are based on Our Pledge: our promises to our looked after children (see Appendix 1).

Our looked after children and young people will be:

- 1) supported by strong and effective corporate parenting
- 2) enabled to reach their educational attainment
- 3) supported as they move into adulthood
- 4) encouraged to develop positive relationships
- 5) respected and engaged in planning for their future
- 6) supported to have good health and wellbeing

This means:

- All services will know their corporate parenting responsibilities and acknowledge this in their business planning and delivery
- All elected members will understand their statutory corporate parenting responsibilities and provide challenge and support to service providers
- All partners will recognise Slough Borough Council's corporate parenting commitment and will support its aims
- All looked after children and care leavers will know about Slough Borough Council's corporate parenting commitment and delivery plan
- All looked after children and care leavers will know how to complain about, or compliment, the services they receive
- The Corporate Parenting Panel will closely monitor the outcomes for, and experiences of, looked after children

Appendix 1 – Our Pledge: our promises to our looked after children in Slough

- 1) We will make sure that social workers take the time to get to know and understand you. We will make sure that social workers are friendlier and listen to you more.
- 2) We will help you to have the same social worker for a long time.
- 3) We will make sure that foster carers treat you the same as their own children, so there is no favouritism and give you the care and love that you need.
- 4) We will make sure you have access to and are provided with the right advice and support to ensure you are physically and emotionally healthy.
- 5) We will help you have a healthy diet (one of your 5 a day) and make sure you have opportunities to take part in activities that will keep you healthy.
- 6) We will help you to stay where you are living in that is what you want.
- 7) We will help you to get the best educational outcomes and have a computer to help support you with your education.
- 8) We will make sure you have the opportunity to take part in activities and hobbies.
- 9) We will help you to keep in touch with your friends and receive the right information about staying over at your friend's house.
- 10) We will help you to be involved in the decisions that are made about you and any decisions and plans that are made about your future.
- 11) We will help you to be involved in choosing your placement and to know more about where you are moving to, including being able to visit any new carers before you move.
- 12) We will ensure you receive the best advice and support about applying for college and university, applying for a job and for your future career.
- 13) We will help and support you to learn about budgeting, how to cook, clean and other independent living skills.
- 14) We will support you to find a place to live, that is safe and secure and is suitable for your needs. We will ensure we plan ahead to make sure that, together, we find the right place for you, when you move on from care.
- 15) We want to support you to have contact with your family and friends. If this is not possible we will tell you why.
- 16) We will offer you the support of an advocate or independent visitor if you feel that you are not being supported. Sometimes you may find it difficult to say what you want and you may want some support to put your views forward.
- 17) We will listen if you have a complaint or would like to praise someone.
- 18) We will make sure you can speak to someone who you trust about anything you are worried about, even at evenings and weekends.
- 19) If we make a promise to you we will keep it.

Appendix 2 – Who are ‘Looked After’ Children and Young People?

Children and young people who are ‘looked after’ are the subject of a care order or interim care order, children accommodated under section 20 of the Children Act 1989 for more than 24 hours, emergency protection orders where children are accommodated by the local authority, children on remand to local authority accommodation, or under supervision with a residence request accommodated by the local authority. Children in care also includes children who are seeking asylum and those who experience a regular series of short breaks.

A child may become looked after for a short period of time, as a result of temporary issues while their parents receive the required support, as a result of abuse or neglect, or significantly challenging or offending behaviours.

Appendix 3 – Local context

At 30th October 2015, 183 children were being looked after by the local authority (a rate of 45.9 per 1,000 children). This is a reduction from 196 (49.2 per 10,000 children) at 31st March 2015.

Of this number:

- 128 (or 72.7%) live outside the local authority area
- 8 live in residential children’s homes, of whom 75% live out of the authority area
- 1 lives in residential special schools, of whom 100% live out of the authority area
- 132 live with foster families, of whom 76% live out of the authority area
- 3 live with parents, of whom 33% live out of the authority area
- 10 children are unaccompanied asylum-seeking children.

In the last 12 months:

- there have been 20 adoptions
- 25 children became subject of special guardianship orders
- 161 children ceased to be looked after, of whom 3.7% subsequently returned to be looked after
- 37 children and young people ceased to be looked after and moved on to independent living
- 46 children and young people ceased to be looked after and are now living in houses of multiple occupation.

At the end of Key Stage 4 2015, the national figure for Local Authorities for children with 5 A*-C at GCSE was 14%. Figures for Slough were 10% with only one of the ten year 11's achieving 5 A* - C passes.

Eight others achieved at least one pass at grades D-G. The nine children who did not attain 5 A*- C were faced with numerous challenges including becoming a young parent, special educational needs and significant health issues.

Eight of the ten children achieved well against previous attainment and are now studying for A levels, college courses or apprenticeships.

This year a significant amount of additional one to one tuition in and outside of school has been made available.

Technological equipment, books, group tuition and teaching assistant support have also been provided. Predictions are that 30% of Year 11s will achieve the equivalent of 5 A*-C grades in 2016.

In November 2015, 80% of care leavers, aged 16-21 were in education, employment or training, the majority in education.

In March 2015, 88% of care leavers were judged to be living in suitable accommodation. The recent Ofsted inspection raised concerns around the suitability of some semi-independent accommodation, as well as the quality and range of supported accommodation on offer.

The proactive support looked after children receive to help manage their health ensures that the vast majority benefit from 'comprehensive and tailor-made health plans, which address their physical, emotional and mental health needs alongside issues relating to relationships and sexual health...emotional needs are understood and responded to.' (Ofsted p.22)

Appendix 4 – National context

Nationally, the trend has been a steady increase in the number of children and young people becoming looked after. There were 60 looked after children for every 10,000 children in England in 2014/15, up from 57 per 10,000 in 2009.

The outcomes for children in care and care leavers are poor, with research indicating that this group are:

- Over represented amongst the homeless population
- Are more likely to become involved in offending behaviour and are overrepresented within the prison population
- Experience drug and alcohol misuse
- Have poor mental health

However, despite complex needs and challenges many of this group of children/young people can and do, with the right support, achieve great success in their individual lives.

Appendix 5 – The Corporate Parenting role

All elected members and council officers share corporate parenting responsibilities, but each take on different roles.

Universal responsibility (Level 1)

The minimum expectation is that every elected member and officer within the council and Trust, in conjunction with members of the governing bodies of partner agencies will:

- be aware of the corporate parenting role and the shared responsibility for ensuring that the needs of looked after children and young people and care leavers are met;
- have some knowledge of the profile and needs of looked after children and young people in Slough, and how these may change in future;
- understand the impact on looked after children and young people of all council decisions;
- receive information about the quality of care and the quality of services that children and young people are experiencing;
- consider whether this would be good enough for their child; and
- ensure that action is being taken to address any shortcomings in the service and to constantly improve the outcomes for looked after children in our care.

Targeted responsibility (Level 2)

For elected members who undertake visits to children's homes (Regulation 33), and undertake visits to services or are members of the Corporate Parenting Panel; and managers

of children's services, their role will include the above but be more extensive. They will need to ensure, in partnership with those with lead responsibility in partner agencies, that they:

- are aware of government expectations regarding the service to children and young people in care and care leavers;
- have access to both qualitative and quantitative information on the service, and have enough knowledge to understand and evaluate this information;
- consider how they are going to listen and respond to the views of looked after children and young people in their care, and their parents and carers;
- have an understanding of the provisions and services that need to be in place in order to be an effective corporate parent; and
- continually take action, in conjunction with officers and partners, to improve the service and to ensure it responds to changing needs.

Specialist responsibility (Level 3)

At a specialist level, there will be key roles where corporate parenting is at the heart of an individual's role. For example, the Lead Member for Children's Services and Director of Children's Services and the chair of the Corporate Parenting Panel will need, in addition to those above, work closely to:

- provide leadership across the authority in safeguarding and promoting the welfare of looked after children and young people in care;
- ensure that governance arrangements are in place to implement any decisions regarding children and young people across the council and partners;
- undertake a detailed analysis of the needs of the council's care population and all aspects of the service required to meet those needs. This will inform the clear evidence and appropriate action planning to meet the identified needs of looked after children and young people. There will need to be a review process in place to reflect changing needs;
- ensure that the strategic plans of the local authority and joint plans with other partners meet the needs of looked after children and young people; and
- keep up to date with emerging research findings, best practice and new initiatives that should inform the direction of services.

In addition, the corporate parenting role requires the support of partners through the borough. Section 10 of the Children Act 2004 names those agencies (including health, police, Youth Offending Team and all areas of local government) which have a duty to cooperate to secure the welfare of looked after children. This duty underpins the arrangements for effective corporate parenting.

A good corporate parent must offer everything that a good parent would. A corporate parent must therefore champion the needs of children and young people in care and deliver the best possible outcomes for them. This includes:

- the provision of high quality stable care within appropriate homely settings based on assessed needs;
- ensuring access to appropriate health services;
- supporting school attendance and promoting educational attainments through the support of learning;
- being ambitious for children, encouraging and supporting their efforts to get on and reach their potential, through education, training or employment;
- encouraging access to a range of leisure activities;
- encouraging constructive and appropriate friendships and discouraging destructive and harmful relationships;
- encouraging and enabling appropriate contact with family members, parents, grandparents, siblings and extended family;
- celebrating children and young people's achievements;
- supporting children when they fail or make mistakes, and discussing this with them so that they learn and grow through such experiences;
- providing consistent support and being available to provide advice and practical help when needed;
- supporting children consistently so that they build resilience;
- being an advocate for young people and trouble-shooting on their behalf;
- providing financial support;
- listening to, taking into account and acting upon (wherever possible) children's wishes and feelings;
- remembering birthday's and Christmas or annual celebrations within individual children's religion and culture;
- helping children to feel part of the local community through contact with neighbours and local groups; and
- being proactive when there are known or suspected concerns or difficulties.

Appendix 6 – Corporate Parenting Panel

Slough has an established Corporate Parenting Panel consisting of elected members and senior council and Trust officers, chaired by the Slough Borough Council Commissioner for Education and Children. The main focus of the Panel is to ensure that services provided are of a high quality, and are effective in meeting the needs of looked after children and care leavers, overseeing the development of the Corporate Parenting Strategy, and ensuring that the tasks set out are completed. The Panel will undertake its role by regularly listening to the views of children and young people.

The Corporate Parenting Panel has reviewed its arrangements and agreed to revise its terms of reference, strengthening its focus and making it more inclusive of partners and wider council services who play a key role in supporting looked after children and care leavers.

Slough's Corporate Parenting Panel

Terms of Reference 2016-17

Purpose of the Corporate Parenting Panel

The Corporate Parenting Panel is the primary vehicle for Councillors and Non-Executive Directors of the Slough Children's Services Trust (SCST) to meet with key officers to discuss:

- councillor and non-executive director involvement and commitment throughout the Council to deliver better outcomes for children and young people in care and leaving care
- corporate parenting as a key mechanism by which councillors, non-executive directors and officers can ensure that services provided to children and young people in care meet their needs
- high quality care, nurturing supportive and meaningful relationships that encourage the growth of self-esteem, confidence and resilience; enabling young people to cope with change and difficult times
- the highest standard of education for all and consistent with the needs and abilities of the child
- opportunities and encouragement for self-development and keeping fit and healthy
- encouragement to take up hobbies, acquiring life skills and being a good citizen
- opportunities for the education, employment and training, including open days and work placements, apprenticeships
- assistance with the transition from care to looking after themselves, including the provision of suitable accommodation; and
- identify key areas across services where councillors and non-executive directors wish to see improvement in the outcomes for children and young people in care, and make proposals for improvement

Responsibilities of the Corporate Parenting Panel

The Corporate Parenting Panel should:

- ensure that all councillors, non-executive directors and services are fulfilling their roles and responsibilities as corporate parents pro-actively, this includes identifying and organising education/training events for all councillors to ensure they are equipped with the knowledge and skills to be corporate parents
- provide clear strategic and political direction in relation to corporate parenting
- investigate, on behalf of all councillors, ways in which the role of corporate parenting can be improved, using examples from other local authorities
- ensure that councillors undertake their annual programme of visits to children's homes
- ensure that the needs of children and young people in care and their carers are priorities by councillors, non-executive directors and officers

- receive quarterly reporting of key performance and quality indicators (as set out in the Corporate Parenting Scorecard) relating to children and young people in care, and identify areas for improvement
- receive regular and/or annual reports on the level and quality of the range of services to children and young people in care
- engage with and support the work of the Children in Care Council Reach Out groups
- listen to the views of children, young people and their carers and involve them in the assessment and development of services
- champion the provision of dedicated, specialist council-based work placements and apprenticeships for young people in care
- promote achievement and acknowledge the aspirations of children and young people in care by supporting celebration events and activity days
- meet with Ofsted inspectors where appropriate for their input into inspections
- participate as members of the Slough fostering panel
- agree a work plan based on the Corporate Parenting Strategy priorities/Pledge to Looked After Children, reviewing progress, membership of the Panel and attainment of its role
- Report formally to the Education and Children's Services Scrutiny Panel and Cabinet/Council as agreed

Membership

Membership will be reviewed annually by the relevant political groups, at the commencement of each municipal year. The Chair and Vice Chair are fixed, filled by those Councillors present in the below Commissioner roles.

- Commissioner for Education and Children (Chair)
- Commissioner for Community and Leisure (Vice Chair)
- Five Councillors (*All seven elected member appointments to the Panel will be made on a politically proportionate basis)

Other stakeholder and partner representation at the Panel

- Non-Executive Director(s) of the Slough Children's Services Trust
- Director of Children's Services, Slough Borough Council
- Chief Executive, Slough Children's Services Trust
- Foster carer
- Care Leaver
- Reach Out! representative (until such time as Reach Out! would like to attend – Participation Officer?)
- Housing representative
- Thames Valley Police representative
- Health representative
- Virtual School Head
- Head of Service, Young People's Service

Meetings

The Corporate Parenting Panel will meet a minimum of 4 times a year.

Each meeting of the Corporate Parenting Panel will be based on one of the key themes within the Strategy (based on the Pledge), as agreed at the first meeting of each municipal year by the Panel.

Accountability/Governance

The Corporate Parenting Panel will provide a mid-year report to the Education and Children's Services Scrutiny Panel setting out work to deliver the Corporate Parenting Strategy. This report will be presented by the Chair of the Corporate Parenting Panel.

The Corporate Parenting Panel will provide an annual report on its work to deliver the Corporate Parenting Strategy to Cabinet and Council. The report will be presented by the Chair of the Corporate Parenting Panel.

Administration

The Agenda for each meeting shall be agreed by the Director of Children's Services as part of an ongoing Forward Work Plan for the municipal year. Administrative support will be provided by Democratic Services, who will arrange the meetings of the Panel, maintain the Forward Work Plan and publish the agendas. The agreed agenda will be despatched by Democratic Services five clear days in advance of the meeting.

An officer from Democratic Services will be responsible for the minutes of the meeting and their subsequent circulation. The minutes will be restricted to Members of the Corporate Parenting Panel and those listed under 'Other stakeholder and partner representation at the Panel'. Requests from non-members to view the minutes will be considered based on the request fulfilling a valid 'need-to-know' requirement.

The Terms of Reference will be reviewed annually by the Director of Children's Services. Any revisions must be endorsed by the Member Panel on the Constitution before approval at Full Council.

Appendix 7 – Reach Out! Group, Slough's Children in Care Council

Slough's Children in Care Council (CiCC) was first launched in 2009 and was initially set up as a forum for looked after children aged 11 – 17.

In August 2015, the Children in Care Council rebranded themselves and are now officially called Reach Out! Young people felt the new name best described the purpose of their group trying to help others; reaching out for others in need and reaching out for their future. Reach Out! represents every child and young person in the care of Slough Children's Services Trust and care leavers.

Reach Out! currently consists of two groups, one for 8 – 11 year olds and one for 11 – 17 year olds. A group specifically for care leavers is being developed and will form the third Reach Out! group.

Reach Out! is facilitated by a participation officer and is located within the Quality Assurance and Performance team within the Trust. There is a work plan to support the on-going development of the Children in Care Council.

Members of Reach Out! are supported to take a lead on the development of their group. As well as coming up with their own name, the group have decided on the frequency of their formal meetings, venue and roles that young people will be responsible for such as chair and deputy.

Reach Out! have led on the development of the new Pledge to Children in Care. All of Slough's children looked after have been consulted on what promises they feel should be made within the Pledge. Young people presented the final list of promises to Slough Borough Council's Corporate Parenting Panel and Cabinet in April 2016.

All of our children looked after are kept informed on the outcomes and achievements of Reach Out! via a quarterly newsletter called Reach Out! update.

Young people also take part in regional opportunities, such as the Berkshire Children in Care Council and the All Party Parliamentary Group for Looked After Children. These opportunities enable Reach Out! to meet with other Children in Care Council representatives and share experiences and views on issues that affect children looked after.

Children and young people also participate in other opportunities that ensure they can contribute to the development of Slough Children's Services Trust, for example, assisting with the recruitment of staff for the Trust and also the new advocacy service.

In April 2016, Slough Children's Services Trust contracted the National Youth Advocacy Service (NYAS) to provide an advocacy and independent reviewing service for Slough's children looked after and care leavers. As part of the contract, NYAS will also be supporting Reach Out! and facilitating a number of consultation events with our children and young people.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 27th June 2016

CONTACT OFFICER: Krutika Pau, Interim Director of Children's Services
Sara Kulay, Interim Commissioner, Wellbeing

(For all enquiries) (01753) 474037

WARD(S): All

PORTFOLIO: Education and Children, Councillor Sabia Hussain

PART I
KEY DECISION**FUTURE ARRANGEMENTS FOR CAMBRIDGE EDUCATION CONTRACT AND RELATED SERVICES****1 Purpose of Report**

The purpose of this report is to set out revised proposals for the future delivery of the services and functions within the Mott MacDonald Ltd (Cambridge Education) contract entered into on 30 September 2013 and to seek Cabinet approval to extend the existing contract to deliver some specified services on behalf of the Council. It also updates Cabinet on the implementation of Schedule 2 of the Second Direction issued by the Secretary of State for Education on 30 September 2015. It highlights a need to update Schedule 2 to reflect the delivery arrangements now agreed with Slough Children's Services Trust Limited (SCST) and the Commissioner for Children's Services appointed by the Secretary of State for Education.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the contract period for school improvement services and the integrated support services in the Council's contract with Mott MacDonald Ltd (Cambridge Education) be extended by two years to achieve a five-year contract period overall for these services.
- (b) That the progress and conclusions of the negotiations of the Deed of Variation with Mott MacDonald Limited (Cambridge Education) be delegated to the Director, Children's Services following consultation with the Chief Executive and the Council's Commissioner for Education and Children.
- (c) That support services to schools within the Council's current contract with Mott MacDonald Ltd (Cambridge Education) are brought in-house and managed directly by the Council from 1 October 2016.
- (d) That a Deed of Variation to the Services Contract between the Council and Slough Children's Services Trust Limited (SCST) be drawn up to reflect the transfer of responsibility for children's centres and early years services to the

Trust, in order to clarify operational, financial and performance management arrangements subject to Cabinet agreement in September 2016.

- (e) That the Council and the Commissioner for Children's Services appointed by the Secretary of State for Education requests the Secretary of State for Education to update Schedule 2 of the Second Direction to reflect the Council's ongoing responsibility for the delivery of some of the education services currently listed therein, as agreed with Slough Children's Services Trust Limited.

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

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

The contract with Mott McDonald (Cambridge Education) will continue to address the key educational priorities for Slough children and young people, with a focus on raising aspirations, protecting vulnerable groups, and promoting the employability and skills agenda. It will directly link to the following priorities and cross-cutting themes in the Slough Joint Wellbeing Strategy (SJWS) as set out below:

- **Health and well-being**

Educational success has a direct relationship with child poverty. Raising educational standards has the potential to break or reduce this cycle of poverty from one generation to the next. Educational success also has the power to improve life chances and promote positive well-being. Research indicates a strong inter-relationship between educational achievement and children's well-being.

- **Economy and Skills**

The achievements of children and young people have a direct bearing on their adult lives and prospects in the workplace. The success of Slough pupils also has a significant bearing upon the success and prosperity of the community in which they live.

- **Civic responsibility**

Successful young people will be in a stronger position to contribute to and gain from the community in which they live. Promoting success and leadership in young people can lead to residents who can play a dynamic role in implementing the Strategy and being champions in improving Slough for themselves and for the benefit of everyone.

3b. **Five Year Plan Outcomes**

The proposals in this report relating to the provision of key education services fully align with Outcome 5 of the Council's Five Year Plan: 'children and young people in Slough will be healthy, resilient and have positive life chances'. Re-contracting some services will also support the wider objective of using resources wisely (Outcome 7), by contributing future savings from commissioning and contract management.

4 Other Implications

(a) Financial

There are three areas of financial implications for the Council arising from changes to the existing contract with Mott McDonald Ltd. Firstly, those related to establishing a contract price for the extended contract and, secondly, those arising from the transfer of Children Centre and Early Year's services to Slough Children's Services Trust (SCST). Finally, there are some additional financial pressures related to the statutory provision of education psychology services within the contract with Mott McDonald Ltd which are detailed later in this report.

In relation to the contract with Mott McDonald Ltd (see financial summary in para 5.1), net annual budgeted expenditure on school improvement totals £1.373m and net expenditure the integrated support service totals £711k within the existing contract (Year 3). Under the Deed of Variation, Mott McDonald (Cambridge Education) will be asked to meet some new service demands related to statutory educational psychology support for children with special educational needs, to ensure efficient delivery of the overall service offer, and to contribute to the Council's wider savings targets. Further work will be undertaken jointly by SBC Finance and Children's Services to negotiate a revised contract price with Mott McDonald which reflects these objectives.

In line with the Schedule 2 of the Second Direction, responsibility for the management of the Council's children centres and early year's provision, including child care and related sufficiency assessments, which are currently managed by Cambridge Education, will transfer to Slough Children's Services Trust (SCST) from 1 October 2016. As per the Services Contract between the Council and SCST, the Council will transfer to SCST the actual level of funding for these service areas based on Year 3 contract outturns. Over the period of the contract the Council expects SCST to make a contribution to the authority's overall savings targets, with all service areas and major council contractors currently looking at reductions in their cost base over the next four years. In December 2014 cabinet approved the extension of the Cambridge Education contract and this was due to realise significant further savings to the Council. The revised arrangements set out in this report should still realise these savings in line with the Council's medium term financial plans.

In terms of future pension arrangements for Cambridge Education staff transferring to the Trust, officers are currently working on the basis that those within the Local Government Pension Scheme (LGPS) will be treated in the same way as those Council staff that transferred to the Trust in October 2015, with the Scheme open to new / transferred employees. Details are currently being discussed with the Trust and will be reported to Cabinet in a future report.

The Council has committed additional resources to support the implementation of the Second Direction and ensure that timelines for the transfer of resources to SCST are met. The Council will therefore seek to secure a cost recovery outcome from the Department of Education (DfE) so that these costs are not borne by the Council and local taxpayers. If these are not approved, this would mean that further Council funding would be required.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	As per the report	
Property	As per the report	
Human Rights	None	
Health and Safety	None	
Employment Issues	As per the report	
Equalities Issues	As per the report	
Community Support	None	
Communications	As per the report	
Community Safety	None	
Financial	As per the report	
Timetable for delivery	As per the report	
Project Capacity	As per the report	
Other	None	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications arising from this report.

In relation to the legal implications, the proposed changes to the Contract have the effect of establishing a contract period of five years overall for school improvement services and the integrated support services, with the delivery requirements also subject to some change to reflect new service demands, pending the joint agreement of the Council and Mott McDonald Ltd (Cambridge Education). This change in delivery requirements and duration does not expose the Council to undue risks under Public Contract Regulations 2015 as the extension provisions within the original contract mean that the Contract period could in any case have been for five years. There are no other extension provisions within the Contract to enable further extension at the conclusion of the five year contract period.

Education support services and children centre and early year's services, including child care and sufficiency assessments, will no longer be delivered by Cambridge Education from 1 October 2016.

Education support services will be brought in-house by the Council and be subject to the Council's own internal management and governance arrangements.

In line with the Second Direction, children centres and early years provision will be managed by the Trust on behalf of the Council. There will therefore be a requirement to prepare a Deed of Variation to the Services Contract between the Council and Trust to reflect this new arrangement. Key performance indicators (KPIs) will also need to be agreed for the transferred service and included in the performance framework within the contract.

The range of functions and services to be retained by the Council as set out in this report will include some which are specified as transferring to the Trust within the Second Direction i.e. functions under the Education Act 1996 and Education Act 2002 which relate to children missing education and exclusions and reviews in respect of school discipline. The Council will therefore need to formally request the Secretary of State for Education to update Schedule 2 of the Second Direction to

reflect the Council's ongoing responsibility for the delivery of these functions. To provide a sound legal basis for the new delivery arrangements, the amended Direction will need to be in place before the proposed implementation date of 1 October 2016.

(d) Equalities Impact Assessment

As a private company Mott MacDonald Ltd is not required to carry out an equality impact assessment in relation to proposed staffing changes or to changes in the scope or the delivery arrangements for their services.

In relation to the planned changes in the operational delivery of children centres and child care provision, these have arisen as a direct result of intervention and therefore the EIA carried out by the Department for Education (DfE) would be integral to the Council's assessment of impact. However, to date, the Council has not received the DfE EIA into the changes proposed in Schedule 2 of the Second Direction. Consequently, the Council is not in position to carry out an EIA to assess the implications of this change.

At the time of writing the Council has not conducted an EIA on those services to be brought in-house from 1 October 2016 as the service offer is not expected to change in the short to medium term and there are no proposed changes to working arrangements.

(e) Workforce

Changes to the existing contract between the Council and Mott MacDonald Ltd (Cambridge Education) mean that all staff currently employed by the contractor will be subject to consultation, including those within the TUPE¹ regulations. Staff will transfer as appropriate to new employers under their current terms and conditions of employment, pension rights and continuous employment rights. The formal staff consultation will run to 27 June 2016, with those staff within contract LOTS 3 and 4 expected to transfer to their new employer organisations by 1 October 2016.

(f) Accommodation

The Council and SCST will accommodate any centrally-based staff transferred from Cambridge Education, and Cambridge Education staff employed to deliver the extended contract, within their existing operating locations at St Martins Place and there is therefore no requirement for additional accommodation. Children centres premises will be transferred to SCST on the basis of a licence agreement, as per the existing Services Contract provisions in relation to property. Under the licence agreements, responsibility for the maintenance of, and capital investment in, the children centres will continue to rest with the Council.

5 Supporting Information

Background

5.1 In September 2013, Slough Borough Council entered into a three year contract with Mott McDonald (Cambridge Education) for the provision of Education Services. The

¹ Transfer of Undertakings (Protection of Employment) Regulations

contract was divided into four separate contract areas, covering the following services:

CAMBRIDGE EDUCATION CONTRACT - BUDGET YEAR 3

CAMBRIDGE EDUCATION CONTRACT(1)				
Details	Expenditure		Traded Income	Net Budget
	Core	DSG		
Lot 1 – School improvement services	203	1,202	-32	1,373
Lot 2 - Integrated Support service , including educational psychology services, the specialist special educational needs (SEN) teaching service and school based support for children with autism	818	690	-797	711
Lot 3 - Support services to schools , including admissions, attendance services, home to school transport, schools information services and support for vulnerable and hard to place pupils	2,504	528	-336	2,696
Lot 4 – Children centres and early years , including funding for child care provision and sufficiency assessments	4,371	4,722	-1,693	7,399
Original Contract	7,896	7,142	-2,859	12,179
Agreed Variations	160	0	0	160
Revised Contract	8,055	7,142	-2,859	12,338

Notes:

(1) Under the contract, Cambridge Education can allocate budget and costs within the contract according to service demands and budget variations can occur over the life the contract, for example to meet new demands. Expenditure may not therefore fully correlate with the budget set out above.

5.2 In December 2014, Cabinet agreed to extend the existing contract with Cambridge Education in order to provide a stronger basis for service transformation and financial savings over a five year period. However, following the inadequate judgement for children’s social care services in 2014, it became clear that the Commissioner for Children’s Services appointed by the DfE was actively considering the inclusion of some of the services within the contract in a further Direction in order to promote a clearer focus on vulnerable children and deliver child care services differently. As a result, the Steering Group that was formally overseeing the transfer of children’s social care services to the Trust formally requested that the Council did not extend the existing contract beyond 30

September 2016 (i.e. the end of the three year contract period). In response, Cabinet agreed on 14 September 2015 not to implement its previous decision to extend the contract.

- 5.3 When published, Schedule Two of the Second Direction, issued by the Secretary of State for Education on 30 September 2015, included a range of functions carried out through the Cambridge Education contract, including those services related to children missing from school, children centre provision, child care sufficiency and pupil exclusions and reviews (see [Appendix A](#)). Under the terms of the Second Direction, those functions and responsibilities specified are required to transfer to SCST from 1 October 2016.
- 5.4 Since the Cabinet decision and issue of the Second Direction, senior Council and SCST staff have worked together to agree an approach to decommissioning the existing contract and implementing the Second Direction. This has included a number of workshops and meetings from January 2016 onwards to consider the practical implications of transferring services in line with the Direction, including synergy with wider SCST and Council responsibilities and how services fit and work together on the ground.
- 5.5 The Council has provided a range of budget and service information to the SCST to support this process and committed additional resources to ensure that the Second Direction can be implemented effectively. However, decisions on future arrangements have been protracted, with proposals for the future delivery arrangements for children centres and early years only confirmed by SCST in late April 2016. This inevitably means that there are now very tight timelines for agreeing and implementing the necessary HR, legal and financial management arrangements required to ensure a smooth transfer of responsibilities and to maintain service continuity.
- 5.6 In parallel to this work, the Director of Children's Services commissioned a wider review of statutory school improvement work in the borough in December 2015, in collaboration with the Schools Forum. Under existing arrangements, statutory school improvement services are delivered through the Cambridge Education contract, with wider support for schools available from the Slough Learning Partnership (SLP) and Slough Teaching Schools Alliance (STSA). There has been extensive stakeholder involvement in the review process, including consultation with individual head teachers, the Schools Forum and the Slough Schools Education Forum (SSEF). Findings and conclusions from this work have directly shaped the proposals for school improvement outlined later in this report.
- 5.7 Over the past three years there have been recognised improvements in the delivery of children centres and early years services managed by Cambridge Education, with most individual children's centres currently rated good or outstanding by OFSTED and the overall service improving from 'inadequate' in March 2014 to 'requires improvement' in March 2015. In the recent OFSTED inspection of children's social care services (February 2016), current arrangements to track children missing from school were also judged to be effective, with improving links between the Trust and Cambridge Education recognised by inspectors. Further details of the overall performance of the services within the Cambridge Education contract, including areas for improvement, were fully detailed in a report to the Council's Education and Children's Services Scrutiny paper in April 2016 (see background papers).

Future delivery proposals

- 5.7 Proposed arrangements for different services and functions within the current Cambridge Education contract are set out below, based on the groupings of services within the current contract. The table below summarise future arrangements which are explained more fully in paragraphs 5.8 – 5.19.

Contract Area	Responsibility from 1 October 2016
School improvement services	Cambridge Education (on behalf of Slough Borough Council)
Integrated Support service, including educational psychology services, the specialist special educational needs (SEN) teaching service and school based support for children with autism	Cambridge Education (on behalf of Slough Borough Council)
Support services to schools, including admissions, attendance services, home to school transport, schools information services and support for vulnerable and hard to place pupils	Slough Borough Council
Children centres and early years services, including funding for child care provision	Slough Children's Services Trust

School Improvement Services

- 5.8 In line with the conclusions of the review of statutory school improvement services, it is proposed to extend the Council's current contract with Mott McDonald (Cambridge Education) to provide statutory school improvement services in the borough for a further two years. Under new arrangements, Cambridge Education will also be expected to work in partnership with a reformed Slough Teaching Schools Alliance (STSA) that will be responsible for developing teachers, training teachers, developing teachers into leaders, running the appropriate services body for newly qualified teachers (NQTs) and promoting and developing networks.
- 5.9 This arrangement will ensure that schools continue to benefit from the expertise and local knowledge offered by Cambridge Education while the new school led improvement system evolves. This support was found to be highly valued by schools that had received help and support from Cambridge Education under the current contract. Cambridge Education will also be able to make other services available to schools, though avoiding any duplication with services offered by the STSA, thereby ensuring that any gaps in support can be more readily addressed.
- 5.10 As part of the contract negotiations, the Council will be seeking to reduce the overall cost of the school improvement services, to reflect the reduction in both the number of maintained schools and the number of failing schools in the borough, and the new working arrangements with STSA. There will be a twelve month break clause in the contract to ensure that the Council is well placed to review working arrangements in light of the wider education reform agenda.

Integrated Support Services

- 5.11 It is proposed to extend the Council's current contract with Mott McDonald (Cambridge Education) to provide integrated services in the borough for a further two years.
- 5.12 The rationale for the extension relates to both the nature and performance of the current service. The education psychology (EP) service, which forms the main component of the integrated support service, currently works on a traded service basis. The service has secured buy in from 98 per cent of schools in the boroughs and is highly valued. The EP service is in turn fully integrated with the specialist teaching (SEND) service and autism team, with senior educational psychologists managing and directing the work of some advisory teaching staff, thereby making the disaggregation of different elements of the overall service offer problematic. Importantly, feedback from stakeholders, including schools and the Slough Children's Services Trust, indicates that current arrangements work well, with statutory timescales for SEN assessments for children with special education needs (SEN) consistently achieved.
- 5.13 While Slough Children's Services Trust support the decision for the Council to retain responsibility for this service area, there is an identified need to ensure that there are sufficient resources to meet the growing demand for statutory education psychology (EP) assessment work within the Trust. An additional workload of 694 EP days is estimated to be required over the next two years to manage the SEN conversion process and the increased demand for new SEN assessments. As part of the contract negotiations, the Council will therefore need to ensure that there are sufficient resources to meet these requirements. Any additional costs will be met from the Council's core budget and through some redirection of the SEN reform grant now held by the Trust.

Support Services to Schools

- 5.14 It is proposed to bring the full range of education support services within the current contract back into the Council to be managed directly under a new senior, full-time Education Officer.
- 5.15 The rationale for bringing the services in-house is threefold. Firstly, it will provide the Council with direct control of important policy areas, including the Fair Access Policy, Home to School Transport Policy and Admissions Policy. Secondly, it will ensure more effective integration with other key Council services – for example, there are important benefits in maintaining strong links between school place planning and school admissions and this should become easier when both service areas are managed in-house. Finally, direct provision will help to streamline working arrangements in key areas, such as home to school transport, where the involvement of the Council, Trust and contractor currently adds unnecessary complexity.
- 5.16 Slough Children's Services Trust support the decision for the Council to retain responsibility for the full range of school support services within the current contract provided they are involved in those forums which relate to children with SEN and/or children in need and have service level agreements for those areas which currently provide support to them (i.e. school information services). Officers have agreed to work together to facilitate this and promote effective partnership working.

Children Centres and Early Year's Services

- 5.17 In line with Schedule 2 of the Second Direction, responsibility for the management of the Council's children centres and early years provision, including child care and sufficiency assessments, will transfer to Slough Children's Services Trust from 1 October 2016. SCST has indicated that it intends to manage the service in-house, with staff expected to transfer to SCST from Cambridge Education by 1 October 2016.
- 5.18 As indicated earlier, transferring these services over to the Trust will place significant strain on the Council's legal, finance and HR resources, not least as implementation timescales are now very tight. It is also recognised that the transfer will place additional demands on SCST and could potentially deflect senior managers from the core business of driving improvements in children's social care. This has two implications for the Council. Firstly, there will be a need to ensure that the improvements in the performance of the children centre provision which has been secured through the existing contract with Cambridge Education are maintained through the robust application of the performance framework in the Services Contract between the SCST and the Council. Secondly there will be a need to assess the additional costs arising from the transfer so that any shortfalls can be met by central government. However, the Cabinet should be aware that there is no guarantee that full cost recovery will be achieved.
- 5.19 There will be a requirement to reflect the transfer of responsibility for children centre and early years services to the Trust in the Services Contract between the Council and Slough Children's Services Trust Limited (SCST) in a Deed of Variation to the existing contract and this will be require agreement by Cabinet at a further meeting.

6 Comments of Other Committees

This report has not been presented to any other Committees.

7 Conclusion

This report provides clear proposals for the future delivery of those services within the existing contract with Mott McDonald Ltd (Cambridge Education) which will continue to remain the responsibility of the Council.

Extending the contract between Mott McDonald Ltd (Cambridge Education) and Slough Borough Council for the continued provision of school improvement and integrated support services will enable the Council to meet service challenges most effectively over the next two years, whilst minimising the possible impact to educational service delivery in Slough. Equally, in-house delivery of education support services, led by a senior, permanent full-time senior Education Officer, will ensure that Slough schools continue to receive effective support as the new national framework for education evolves at a local level.

Transfer of children centres and early year provision to SCST, as required under the Second Direction, will enable SCST to build upon the improvements in children centre and early year's provision achieved under the Cambridge Education contract and ensure a strong focus on supporting vulnerable children. The transfer will be subject to further work to clarify the staffing, finance, and contractual arrangements

and there remains a risk of further delays (and additional costs to the Council) if negotiations cannot be satisfactorily concluded with the Trust.

Updating Schedule 2 of the Second Direction will ensure that there is a clear legal framework for the continued delivery of those education services which were originally included in Schedule 2 but will now remain the responsibility of Slough Borough Council, following agreement with Slough Children's Services Trust.

8 **Appendices Attached**

Appendix A – Schedule 2 of the Second Direction issued to Slough Borough Council by the Secretary of State for Education on 30 September 2015.

9 **Background Papers**

Cabinet Report, Cambridge Education Contract variation, 15 December 2014

Cabinet Report, Contract with Children's Services Organisation For the delivery of Children's Social Care Services, 14 September 2014

Education and Children's Services Scrutiny Panel, Cambridge Education Annual report, 21 April 2016

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SCHEDULE 2

**FUNCTIONS WHICH ARE TO BE PERFORMED BY THE TRUST ON BEHALF OF
THE AUTHORITY FROM 1 OCTOBER 2016**

Functions under the Children Act 1989

Section 35 (Duties, in capacity as a supervisor of a child subject to a supervision order, in relation to the supervision order).

Section 36 and Part 3 of Schedule 3 except paragraph 19(2) (Education Supervision Orders).

Functions under the Education Act 1996

Section 436A (Duty to make arrangements to identify children not receiving education).

Section 437 (School attendance orders).

Section 438 (Choice of school: child without EHC plan or statement of special educational needs).

Section 439 (Specification of schools in notices under section 438(2)).

Section 440 (Amendment of order at request of parent: child without EHC plan or statement of special educational needs).

Section 441 (Choice of school: child with EHC plan or statement of special educational needs).

Section 442 (Revocation of order at request of parent).

Section 444A (Penalty notice in respect of failure to secure regular attendance at school of registered pupil).

Section 444B (Compliance with regulations made in relation to penalty notices).

Section 446 (Institution of proceedings).

Section 447 (Education supervision orders).

**Functions under the Education Act 1996 (so far as not superseded by the
provisions of the Children and Families Act 2014)**

Section 318 (Provision of goods and services in connection with special educational needs).

Functions under the Education Act 2002

Section 51A (Compliance with regulations made in respect of school discipline (pupil exclusions and reviews)).

Functions under the Childcare Act 2006

Section 1 (General duties in relation to the well-being of young children)

Section 3 (Duties to encourage and facilitate access to early childhood services, and to maximise the benefit of those services.

Section 4 (Duties of a local authority and relevant partners to work together in the performance of their functions under sections 1 and 3.

Section 5A (Arrangements for the provision of Children's Centres).

Section 5B (Compliance with regulations in relation to staffing, organisation and operation of Children's Centres).

Section 5C (Arrangements to secure that a Children's Centre is within the remit of an Advisory Board)

Section 5D (Duties as to consultation in relation to the provision or discontinuance of of a Children's Centre and changes to services.

Section 5E (Duty to consider providing early childhood services through Children's Centres.

Section 6 (Duty to secure sufficient childcare for working parents)¹.

Section 7 (Duty to secure early years provision free of charge in accordance with regulations).

Section 7A (Compliance with regulations as to the discharge of duties under section 7).

Section 8 (Powers in relation to assistance and arrangements for the provision of Childcare).

Section 9 (Arrangements between a local authority and childcare providers).

Section 9A (Compliance with regulations as to arrangements made in the discharge

¹ The inclusion of sections 6-7A of the Childcare Act 2006 in this schedule have no effect on the Authority's duties pursuant to section 14 of the Education Act 1996 to secure sufficient schools for providing primary and secondary education.

of duties under section 7).

Section 10 (Power to charge where a local authority provides childcare).

Section 12 (Duty to provide information, advice and assistance in connection with childcare and other facilities or services which may be of benefit to children, young persons, parents or prospective parents in a local authority area).

Section 13 (Duty to provide information, advice and training to childcare providers).

Functions under the Children and Families Act 2014

Section 64 (Supply of goods and services).

Section 75 (Supply of goods and services: detained persons).

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** June 20, 2016

CONTACT OFFICER: Joseph Holmes; Assistant Director, Finance & Audit & s151 Officer

(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Councillor Sohail Munawar, Leader and Commissioner for Finance & Strategy

PART I
KEY DECISION**TRANSFER OF SPECIAL EDUCATION NEEDS FUNDING TO SLOUGH CHILDREN'S SERVICES TRUST****1 Purpose of Report**

This report is to provide Cabinet with an update on the proposals to transfer funding for these services to children assessed as having a Special Educational Need (SEN) from the Council to Slough Children's Services Trust (SCST).

2 Recommendations and Proposed Actions

The Cabinet is requested to resolve:

- (a) That the transfer of services and budgets of **£14.298m** as detailed in paragraph 5.5 be approved;
- (b) That the timescale for the transfers, set out in paragraph 5.6 be agreed; and
- (c) That the total amount being transferred to SCST including decisions previously made, as at paragraph 5.7, be noted.

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

This report covers the following aspects of the Council's Joint Wellbeing Strategy in relation to its impact on services provided to children, young people and their families.

- Economy and Skills
 - By offering early education and family support to parents of young children so that they can focus on meeting their children's needs and overcoming personal and family difficulties that affect their ability to care for their children.

- By promoting educational achievement which gives children and young people in care and leaving care enjoyment in learning and increased opportunities for success in adult life.
- By maintaining high levels of Education, Employment or Training (EET) for young people who are looked after beyond 16 years of age.
- By promoting vulnerable young people's social and emotional development alongside advances in educational achievement.
- Safer Communities
 - By offering effective support to families to help them do their best for their children so that children and young people are safe in their families and communities.
 - By recognising that parents are the main carers for their children and by offering services that enable them to continue to care for their children successfully so that children can grow up within their own families and communities wherever possible.
 - By carrying out respective roles across the local authority and partner agencies to ensure that the most vulnerable children in our community are protected from harm and they are enabled to live with their families.
 - By ensuring that children and young people who are looked after have the standards of care and life opportunities that we would want for our own children, with contributions from partner agencies.

3b **Five Year Plan Outcomes**

This report contributes to the following outcome within the Council's Five Year Plan:

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

By transferring these services to SCST, the day to day management of the SEN services are brought together under the same management group as the rest of Children Services. By having this consistency of focus it will improve the council's chances of achieving the above outcome.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

There are a number of risks arising from the transfer of these additional services to SCST. These are described below along with associated mitigating actions and/or opportunities.

Risk	Mitigating action	Opportunities
<u>Legal</u> There are some legal risks arising externalising additional services to SCST. These include risks relating to the governance arrangements, scope, service delivery vehicle, and client arrangements which will prevent the council from exercising its statutory accountability effectively.	A legally binding contract will be updated to include the additional services being transferred and this will govern the contractual relationship between the council and SCST.	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	None	
Equalities Issues	None	
Community Support	None	
Communications	None	
Community Safety	None	
Financial	None	
Timetable for delivery	None	
Project Capacity	None	

(c) Human Rights Act and Other Legal Implications

The Secretary of State has exercised her powers under The Education Act 1966 in relation to the Council's children's services functions. The legislative provisions allow either the Secretary of State to exercise the functions or give the Council such directions as the Secretary of State thinks expedient to enable the functions to be performed to an adequate standard.

Through the Direction, the Secretary of State has directed that a separate organisation, SCST should be set up to carry out, what will be some of the Council's Children's services functions. There has been no procurement exercise for the design or selection of the new organisation. The Council has sought the assurances that not liability will rest with it for any breach of procurement regulations.

The Council will enter into a legally binding contract for services with the SCST to deliver children's social care functions. By contracting with the SCST, the Council would retain all its legal obligations for the statutory duties. However, since the Secretary of State has made it very clear that the services will be "out of council control", the Council may have limited control over how the children's social care functions are delivered or indeed to be able to hold to account the CSO for any failings. This is currently a matter under discussion in relation to the services contract. Although there will be no legal relationship between the Council and the DfE, it is understood the DfE will have a direct relationship with the CSO to ensure the terms of the Direction in relation to improvement to children's services continues.

(d) Equalities Impact Assessment

An EIA is needed and will be carried out once the outcome of detailed discussions around the final list of services that are to be impacted by this externalisation is known.

(e) Workforce

The Children’s Trust came into establishment in October 2015 which included the transfer of the SEN services. However, these two posts have subsequently been identified as key to the deliver of the SEN services. This has resulted in instigating with the two members of staff, a consultation to TUPE transfer their posts to the Children’s Trust. The appropriate consultation has taken place and no issues were identified. .

The two additional posts that are being transferred are:

- a) Strategic Commissioning Manager – C&YP, and
- b) Business Support Officer

5 **Supporting Information**

5.1 **Background**

Cabinet members will be aware that the Council has transferred most of its Children Services to Slough Children’s Services Trust (SCST) in October 2015 under the direction of the Secretary of State for the Department of Education.

5.2 The services providing support for children and young people who are assessed as having a Special Educational Need (SEN) were transferred to SCST in October. However both parties agreed that the formal transfer of the funding should be delayed because of the complex financial issues involved.

5.3 Both parties are now agreed that the funding for these services can now be transferred. Upon transfer, SCST will transfer assume responsibility for the day to day management of these services.

5.4 The value of services being transferred is just over **£14m**. This is funded from both the ring-fenced Delegated Schools Grant and the General Fund and this is summarised in the table below.

DETAIL	£’000	DESCRIPTION
DSG – High Needs Block	13,080	SEN Related Services
DSG	80	Virtual Schools Head
General Fund	293	Pupil Premium Grant
General Fund	845	SEN Related Services & SEN Staff
Total	14,298	

5.5 A full list and description of the services and associated funding for 2016-17 is shown in the table below

Service	£'000	Description
Special Schools	5,018	Top Up payments to Schools for children assessed as having Special Educational Needs (SEN)
Special Schools (Post 16)	132	
Resource & Special Units	1,768	
Mainstream Schools	1,138	
Independent Schools	800	
Alternative Provision (PRU)	724	
Out of Borough SEN	653	
Contribution to PFI from GF	309	
Refund of PFI (Arbour Vale)	183	
Contingency for Growth	552	
Sub Total (Top Up Funding)	11,277	
Arbour Vale School	252	Provide speech and language service
LAC Children with SEN	107	Supports LAC with SEN
Sensory Needs Service	470	Provide a Sensory Needs Service
Haybrook Provision	131	Provide a "Education Other Than At School" service
Littledown's Behavioural Support	164	Provide behavioural support Service
SEN Support Services	210	Contribution to fund the cost of front line and support staff
Sub Total (Centrally Retained, SBC)	1,334	
Early Years Inclusion	70	Funding for Advisory Teachers
Support for Children with SEN	399	Funds specialist SEN support
Sub Total (Centrally Retained, CE)	469	
High Needs Block Total	13,080	

SERVICE	£'000	DESCRIPTION
Short Breaks	295	Respite for Disabled Children
SEN Support Staff	433	SEN Staff Team including SEN Grant
Other SEN Related Costs	37	Equipment for Children Homes
Sub Total (previously agreed)	765	
SEN Commissioning Post	49	
Business Support Officer	19	
30% Interim SEN Head	12	
Sub Total	80	
GF Total	845	
Virtual Schools Head (DSG)	80	
Pupil Premium Grant (LAC only)	293	
VSH Sub Total	373	
TOTAL	1,218	

The Pupil Premium Grant is specific grant provided by the Department of Education to publicly funded schools in England to raise the attainment of disadvantaged pupils and close the gap between them and their peers. This Looked After Children (LAC) element of this Grant is administered completely by the Virtual Schools Head. As this post and function is being transferred to SCST then it is right that the Pupil Premium Grant is also transferred. Only the amount of funding received will be

transferred and the SCST will be required to contain expenditure for this service within this amount. The amount shown below is the latest indication of the funding available for 2016/17. The amount transferred will be actual amount received by the council.

5.6 Timelines for transfer of funding

The Trust has requested that the transfer of funding is varied as follows:

DETAIL	£'000	Timeline
DSG - HNB - Centrally Retained	1,334	June 2016
DSG - HNB - Top up Funding	11,277	September 2016
DSG - HNB – CE Contract Items	469	Transfer to take place when new contract arrangements are implemented.
DSG – Centrally Retained (VSH) & Pupil Premium (LAC Only)	373	June 2016
General Fund Items	845	June 2016
TOTAL	14,298	

5.7 Total Monies Transferred to the SCST

These new transfers would take the total amount transferred to the Trust to £38.4m. This is summarised in the table below.

DETAIL	£'000	Transfer
Children's Social Care	24.2	1.10.2015
Support Service related to above	0.192	1.10.2015
SEN Changes	13.925	As set out above
Virtual School Head	0.373	June 2016
Total	38.690	

6 Conclusion

The directive of Secretary of State requires the Council to transfer these services to the SCST. Both parties are agreed on all aspects of the services to be transferred and the contract between the council and SCST will be updated to reflect this.

7 Background Papers

None

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

The schemes are a Government intervention in response to an exceptional humanitarian crisis; the impacts to and of the Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan have been considered in depth during the internal and external assessment of Sloughs suitability & capacity to support the schemes. Due to the small numbers of asylum seekers and refugees likely to be supported by the recommendations impact is anticipated to be minimal; the recommendations are considered to be a manageable and reasonable response. It is anticipated however that engagement to develop and deliver support for asylum seekers and refugees is likely to enhance, strengthen and build upon the existing partnerships in in the town.

4 Other Implications

(a) Financial

There will be no costs associated with meeting the requirements of the Asylum Dispersal Scheme however; there may be additional demands upon existing services with providing housing for refugees when their status is confirmed and should they choose to remain in Slough.

There will be costs associated with meeting the requirements of the SVPR and the UASC schemes; whilst the Home Office will meet most of the costs during the first year for the SVPR scheme. It is anticipated that this funding will not cover all costs and there are likely to be ongoing costs in further years which may be offset by families being able to seek employment under the humanitarian visa arrangements. There will be a sliding scale for the remainder of the 5 years of Home Office support. It is anticipated that some costs will be offset by voluntary donations, as is the case in areas where SVPR families are already settled.

The level of financial support for UASC has been confirmed by the Home Office and as yet it is unclear whether this funding will fully meet needs.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	Asylum seekers and refugees will have legal status and support provision will be in line with government processes and procedures	
Property	Accommodation will be sourced outside the usual pool of private rented accommodation	Asylum Dispersal Accommodation may be upgraded to meet needs at no cost to the council
Human Rights	Support will be in line with Home Office advice	Slough will be able to continue to play it's part in supporting refugees reflecting the long history of successful migration to the town

Health and Safety	No new risks are identified	
Employment Issues	Persons resettled under the SVPR scheme have the right to seek employment	Skilled resettled persons may enhance the employment pool and the Council will actively seek to match SVPR scheme refugees resettled in Slough to local employment opportunities
Equalities Issues	Translation and welcome orientation services will be required to support refugees. Provision of these already exists to ensure fair access to services.	Translation and other support services will be provided to Asylum Dispersal persons as part of the outsourced arrangements funded by the Home Office
Community Support	Considerable support for the scheme from the Community has already been demonstrated by the SVPR scheme T&F group members	Supporting the schemes will provide the opportunity for closer links to be developed between all partners supporting refugees including the voluntary and business sectors in Slough
Communications	A communications plan will be in place and experience from other areas on effective communications will be utilised. Care needs to be taken to respect the privacy of vulnerable refugees and asylum seekers	Communications provides and opportunity to confirm strong community cohesion in Slough
Community Safety	Full pre- arrival checks will be carried out on asylum seekers and SVPR schemes ahead of accommodation allocation	Fostering greater understanding of Syrian and other cultures to help enhance community cohesion
Financial	Please see financial section comments	
Timetable for delivery	1 to 5 years	Economies of scale may be achieved with the SVPR scheme by accepting the proposed 5 families in the next two years.
Project Capacity	Support from the Programme Management Office will be sought for implementation of the SVPR scheme	
Other		

Human Rights Act and Other Legal Implications

The individuals, families and children accepted for support via the schemes will have legal status and Home Office guidance will be followed.

Equalities Impact Assessment – there is no requirement for a separate Equalities Impact Assessment. Support for asylum seekers and refugees will follow government protocol. An assessment of any impact upon community cohesion was considered during the initial assessment process based upon a determination of the realistic support required. The numbers involved are small and capacity already exists re ensuring fair access to services (e.g translation services etc).

5 Supporting Information

Background

- 5.1 There is a growing demand for the UK to accept more refugees and asylum seekers and the Government has in place 3 separate schemes designed to build capacity across the country.; National Asylum Dispersal, Syrian Vulnerable Persons Relocation and more recently Unaccompanied Children.
- 5.1.2 Whilst the Home Office have powers to direct local authorities to support refugees and asylum seekers they have taken the preferred approach of using the Regional Strategic Partnerships for Migration to facilitate discussions. The council has actively engaged with the South East Strategic Partnership on Migration (SESPM) on considering Sloughs suitability to support the schemes and will continue to do so.
- 5.1.3 Slough has a long tradition of supporting refugees and of migration to the town and we have strong, established voluntary support networks for refugees. Current government data shows the number of refugees in the town is 31 on official subsistent support however, local information suggests there are many more who are not easily identifiable nor are currently recognised by the Home Office for support purposes. Slough supports a significant number of asylum seekers and refugees particularly in comparison to other Berkshire authorities. Comparable figures for asylum seekers/refugees in Windsor and Maidenhead are 3, Bracknell Forest 5, Wokingham 0, Reading 10 and West Berkshire 0.
- 5.1.4 It is acknowledged by the HO that Slough, like many other local authorities, has considerable pressure upon its housing stock, schools and services and that there may be valid reasons which impact upon Sloughs realistic ability to offer support or the extent of that support. Reasons for offers of support from Slough or otherwise will need be confirmed to the Home Office.

National Dispersal Scheme

- 5.2. Asylum seekers are people who are in the UK, have asked for asylum in the UK and are waiting for a decision on their claim. Initially asylum seekers are placed in short term, hostel style accommodation whilst they make their application to the Home Office. Once it is confirmed that they are eligible for support, asylum seekers are moved to more permanent dispersal accommodation for example a shared flat or house. The length of stay varies, and is typically 6 months if the asylum seekers claim is successful or longer to allow for appeals processes. If the asylum seekers claim is successful they are then known as a refugee and are issued with identity

documents, national insurance number and support to find permanent accommodation.

- 5.2.1 A national dispersal scheme has operated since 2000 with the establishment of dispersal areas in for example, Kent and Portsmouth. However these areas have now reach capacity and the HO is looking to establish dispersal areas in other regions including the Thames Valley.
- 5.2.2 Initial discussions with the HO have taken place supported by the SESPM. Under the national asylum dispersal scheme the Home Office provides, via a contractor, accommodation, subsistence and support service (e.g. advice and guidance) for eligible asylum seekers while their applications for asylum are being processed. It is proposed that the contractor for the Thames Valley, Clearspring, is granted permission to source suitable accommodation in Slough to support asylum seekers under the dispersal scheme and this would be a single property for up to five young men at any one time.
- 5.2.3 The council would receive no financial support from the HO for participating in the Dispersal scheme; however the council together with the Police can veto the use of any of the proposed accommodation based on the suitability or not of its location.
- 5.2.4 Refugees moving on from the proposed dispersal accommodation in Slough may decide to remain in the area in which case they will be eligible for housing advice and support subject to the council's agreed criteria.
- 5.2.5 The considered offer from Slough is reasonable and realistic given the limited impact upon the town and local services from the proposal and will be subject to review.

5.3 Syrian Vulnerable Persons Relocation Scheme

- 5.3.1 The Prime Minister announced in September 2015 that Britain should resettle up to 20,000 Syrian refugees over the remainder of the Parliament with an extension of the existing Syrian Vulnerable Persons Relocation Scheme. The scheme specifically relates to vulnerable people from the Syrian regions that are currently in emergency accommodation in adjacent countries such as Jordan and Turkey and forms part of the UK's response to the humanitarian crisis.
- 5.3.2. All local authorities are being asked on a voluntary basis to assess the number and type of individuals that they might be able to accommodate under the scheme. It is important that any assessment by the local authority involves key partners: Slough Children's Services Trust, the CCG and other health partners, Police, schools, the voluntary sector and others. The expectations upon local authorities and/or delivery partners are set out in a Home Office 'Statement of Requirements'.
- 5.3.3. No local authorities will be asked by the Home Office to take more that the local structures are able to cope with and the Home Office has also undertaken to work with local authorities and partners to ensure that where capacity is identified that the impact is managed in a fair and controlled way. In the South East the response is being coordinated by the South East Strategic Partnership for Migration with which the council is liaising with closely.
- 5.3.4. Local authorities that agree to participate in the scheme can specify their preference regarding the size and characteristics of a refugee household that they may be able

to accommodate. The council carried a detailed internal assessment of potential capacity and the likely impacts on the town. A subsequent task & finish group was established in March 2016 to carry out a wider strategic assessment of capacity/impacts in Slough which consisted of council teams, Slough Police, representatives from the voluntary sector and the Slough Children's Services Trust Ltd. The recommendation from the group was for the council to make an offer to the Home office to accept up to five small families with a maximum of 2 children each over a 5 year period.

- 5.3.5 The remaining Berkshire Authorities have agreed to make similar offers to the Home Office and there are currently Syrian Families settled in West Berkshire, Royal Borough of Windsor and Maidenhead as well as Oxford and High Wycombe.
- 5.3.6. Should the SVPR scheme recommendation be endorsed than an Operational Group would be established lead by the councils Adult Social Care Team to finalise an offer and make preparations for arrival and welcome of families once suitable accommodation has been secured.

5.4 Unaccompanied Children's Scheme

- 5.4.1. The Government wrote to authorities on 13 May with information on the future resettlement scheme for unaccompanied children, which will include the resettlement of unaccompanied asylum seeking children (UASC), children deemed at risk from countries around Syria and children from other European countries into the UK. The scheme also seeks to transfer UAS children already in placements in the UK, in areas such as Kent, which are experiencing considerable demand upon their services with a very high number of UAS children.
- 5.4.2 The new scheme will be based on each region being asked to take a proportion of UAS children in relation to their current looked after child population, with no region expected to accept a ration in excess of 0.07. The Government is currently developing a protocol and statutory guidance to inform the transfer process.
- 5.4.3 Slough's position on contributing to the UASC scheme will continue to be informed through consultation with The Slough Children's Services Trust Ltd and others. At present it is recommended that no offer is made in relation to UAS children until services for the most vulnerable children in the borough are in a more stable position.

6 Comments of Other Committees

- 6.1 There are no other comments from other committees at this stage.

7 Conclusion

The Governments commitment to supporting more and wider dispersal of asylum seekers, and re-settlement of vulnerable Syrian families and unaccompanied children impacts on all local authorities and the pressure to provide a response to the Home Office request for support will continue. The proposal for dispersal accommodation in Slough is reasonable and Cabinet is asked to approve the recommendations.

8 Background Papers

- 1. Local Government Association - <http://www.local.gov.uk/refugees>

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 27th June 2016

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 approved.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

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

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

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

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

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Current Notification of Decisions published 18th May 2016

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 JUNE 2016 TO 31 AUGUST 2016

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

Page 25
This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

- | | |
|--|-------------------------|
| • Leader of the Council – Finance & Strategy | Councillor Anderson |
| • Commissioner for Housing & Urban Renewal (& Deputy Leader) | Councillor Swindlehurst |
| • Commissioner for Digital Transformation | Councillor Chohan |
| • Commissioner for Education & Children's Services | Councillor Nazir |
| • Commissioner for Environment & Leisure | Councillor Carter |
| • Commissioner for Health & Social Care | Councillor Pantelic |
| • Commissioner for Regulation & Consumer Protection | Councillor Parmar |
| • Commissioner for Transport & Highways | Councillor Mann |

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

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

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

Are there exceptions to the above arrangements?

Page 254
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 June 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Cabinet portfolios and Commissioner Responsibilities</u></p> <p>To formally advise the Cabinet of revised portfolios and the Commissioners responsible for them.</p>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
<p><u>Ruling Group Manifesto</u></p> <p>To note the manifesto of the Ruling Group following the Borough election being held on 5th May 2016.</p>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
<p><u>Provisional Financial and Performance Outturn Report: 2015-16 Financial Year</u></p> <p>To provide Members with the provisional financial outturn information for the 2015-16 financial year; summarise the Council's performance against the balanced scorecard indicators and project updates; and consider any other relevant financial matters.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		

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

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

<p><u>Trelawney Avenue Redevelopment Plan Update</u></p> <p>Further to the Cabinet report of March 2016, to consider the final business case for the Trelawney Avenue Redevelopment Plan to bring forward a mixed-use development in the area.</p>	H&U, C&L	Langley Kedermister	Regeneration & Environment	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	Report, 14/03/2016 Cabinet		
<p><u>Cippenham Community Centre Extension Progress Report</u></p> <p>Further to the March 2016 Cabinet report, to consider a progress report and business case for the Cippenham Community Centre Extension.</p>	H&U	Cippenham Green	Regeneration & Environment	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	Report, 14/03/2016 Cabinet		
<p><u>Burnham Station Experimental Scheme</u></p> <p>To consider the evidence and consultation results of the experimental scheme for Station Road, Burnham and associated measures; and to consider the options for a permanent scheme.</p>	T&H	Britwell and Northborough ; Cippenham Green; Haymill and Lynch Hill	All	Savio DeCruz, Team Leader Network Management Tel: 01753 875640	-	None	√	
<p><u>Asylum Dispersal</u></p> <p>To consider a report on the local approach to the Asylum Dispersal Programme.</p>	H&S	All	All	Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 477912	-	None	√	Yes, p1 LGA

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

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

<p><u>Proposed Changes to Schedule 2 of the Second Direction and Cambridge Education Contract Future Arrangements</u></p> <p>This report updates Cabinet on proposed changes to the Second Direction issued by the Secretary of State for Education on 30 September 2015 and the related implications for those services and functions delivered by Cambridge Education. It sets out revised proposals for the future delivery of the services and functions within the Cambridge Education contract entered into on 30 September 2013 to take account of these changes.</p>	E&C	All	All	Sara Kulay, Interim Commissioner, Wellbeing Tel: 01753 474037	-	Slough Direction under Second 497A (4) and (4B) of the Education Act 2006	√	
<p><u>High Needs Block Transfer</u></p> <p>To consider a report about the transfer of higher needs block funding to Slough Children's Services Trust.</p>	E&C	All	All	Sara Kulay, Interim Commissioner, Wellbeing Tel: 01753 474037	-	None	√	
<p><u>The Old Library Site - Development Proposals Update</u></p> <p>Further to the report to Cabinet in March 2016, to consider a follow-up report on the business case to support the redevelopment of the Old Library site.</p>	F&S	Central	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	Yes, p3 LGA
<p><u>Corporate Parenting Strategy</u></p> <p>To consider a report seeking approval for a new Corporate Parenting Strategy and Action Plan.</p>	E&C	All	All	Krutika Pau, Children's Services Director (Interim) Tel: 01753 875751	-	None	√	

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

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

<u>Scheme of Delegation to Officers - Executive Functions</u> To approve the Scheme of Delegation to Officers insofar as it relates to Executive functions.	DT	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Cabinet - 18th July 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Statutory Service Plans</u> To recommend to Council the Statutory Service Plans (SSPs) in relation to Food Safety Service; Health and Safety Service; and Trading Standards Service in accordance with the requirements laid down by external agencies.	R&C	All	All	Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 477912	-	None		

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

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

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