

Date of issue: Friday, 5 October 2018

MEETING:	CABINET	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Regeneration & Strategy
	Councillor Hussain	Deputy Leader of the Council and Cabinet Member for Transformation & Performance
	Councillor Anderson	Environment & Leisure
	Councillor Carter	Planning & Transport
	Councillor Mann	Regulation & Consumer Protection
	Councillor Nazir	Corporate Finance & Housing
	Councillor Pantelic	Health & Social Care
	Councillor Sadiq	Children & Education
DATE AND TIME:	MONDAY, 15TH OCTOBER, 2018 AT 6.30 PM	
VENUE:	VENUS SUITE 2 - ST MARTIN'S PLACE	
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.



JOSIE WRAGG
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 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.

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

2.	Minutes of the Meeting held on 17th September 2018	1 - 8	-
3.	Medium Term Financial Strategy Update	To Follow	All
4.	Treasury Management Annual Report	9 - 28	All
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6.	HQ Town Centre Relocation Update	43 - 52	All
7.	Cashier's Service	53 - 62	All
8.	Proposed Disposal Assets	63 - 74	All
9.	Fees for the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018	75 - 80	All
10.	Purchase of Talent Management System	81 - 86	All
11.	References from Overview & Scrutiny	87 - 90	All
	<ul style="list-style-type: none">• Health Scrutiny Panel, 11th September 2018: Public Health Services in Slough		
12.	Notification of Forthcoming Decisions	91 - 102	All

13. 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

14. Proposed Disposal Assets - Appendices 1, 2, 3 and 103 - 106 All
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Press and Public

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 17th September, 2018.

Present:- Councillors Swindlehurst (Chair), Hussain (Vice-Chair), Anderson, Carter, Mann, Nazir, Pantelic and Sadiq

Also present under Rule 30:- Councillors Smith and Wright

Apologies for Absence:- None.

PART 1

37. Declarations of Interest

None were declared.

38. Minutes of the Meeting held on 16th July 2018

Resolved – That the minutes of the meeting of the Cabinet held on 16th July 2018 be approved as a correct record.

39. Performance & Projects Report Q1 2018/19

The Performance & Information Manager and the Programme Management Lead gave a presentation on the latest performance information for the first quarter of 2018/19; updated on the progress of key projects and delivery against manifesto commitments.

Almost two-thirds (64.7%) of the Council's selected performance indicators were achieving the desired results and were rated 'green' with a further 23.5% of other indicators close to target. Whilst good progress was being made overall, it was noted that the indicator relating to households in temporary accommodation remained 'red' and there had been a deterioration in the in year collection rate of Business Rates. More than two-thirds (68%) of Council projects were rated 'green' and four-fifths (80.7%) of manifesto pledges were 'green'. The new reporting format would make it easier to track the progress of delivery throughout the year and the Cabinet welcomed the presentational improvements to the report.

Lead Members asked a number of questions about the progress of specific indicators and projects where delivery was not on track and assurance was provided that action had been taken to address issues that had arisen. At the conclusion of the discussion the report was noted.

Resolved – That the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects and the manifesto commitments and performance be noted.

40. Revenue Budget Monitor Report - 2018-19 (Quarter 1)

The Service Lead Finance introduced a report that provided the Cabinet with an update on the financial position of the Council's revenue account for the first quarter of the year to the end of June 2018. Approval was also sought for write off requests and virements.

There was an overall reported underspend of £1m for the period which was primarily due to late and disputed invoices in the Regeneration directorate which were expected to be resolved in the next quarter. The position for each Directorate, including any significant variances, pressures and management action, were summarised and noted. The main budget pressures continued to be in adult and children's social care services and temporary accommodation. The Housing Revenue Account was on budget.

The Cabinet considered and approved the write off and virement requests set out in paragraphs 6 and 7 of the report. An addendum had been circulated that sought approval for a new mobile telephony contract. This was approved.

Lead Members recognised the continuing financial pressures facing local authorities and discussed the process being undertaken in Slough to develop the Medium Term Financial Strategy and revenue budget for 2019/20. This included Star Chambers to examine proposals for savings and growth in directorates and the outcomes would be reported at future meetings of the Cabinet.

Resolved –

- (a) That the reported and underlying financial position of the Council as at the first quarter of the year be noted,
- (b) That the management actions being undertaken by officers to reduce the budget pressures be noted,
- (c) That the budget virements as explained in paragraph 6 of the report and listed in detail in appendix D be approved, and
- (d) That the write offs as requested in paragraph 7 of the report be approved.
- (e) That the Mobile Telephony Contract proposal as at paragraph 7.3 of the addendum to the report be approved, which would result in SBC making a spend commitment of £755k over 4 years to the new VMB/O2 contract, noting that the cost would be met from existing budgets).

41. Capital Monitoring Report at 30th June and Approval of Revised Capital Budgets 2018-19

The Service Lead Finance introduced a report that provided the Cabinet with a summary of spend against capital budgets for the first quarter of the year and to approve the revised capital budget for 2018/19.

The Council had approved a revised capital budget at its meeting on 7th June 2018, primarily to acquire a new Council headquarters and to invest in additional strategic acquisitions. The revised capital budget for 2018/19 was £243m and the projected outturn was £224m. The Cabinet noted the slippage of some school expansion projects and Housing Revenue Account schemes. The forecast slippage of 8% was very low compared to previous years and the overall programme was on track.

The Cabinet noted the update for the first quarter of the year and approved the revised budgets.

Resolved –

(a) That the Capital activities for the first three months of 2018/19 as set out in the body of the report be noted.

(b) That the revised Capital Budgets for 2018-19 as set out in the report be approved.

42. Low Emission Strategy

The Lead Member for Environment & Leisure and the Environmental Quality Team Manager gave a detailed presentation on the Slough Low Emission Strategy (LES) which formed part of the Slough Air Quality Action Plan. The Cabinet was asked to recommend the strategy to full Council for approval.

The LES set out a plan to improve air quality over the period to 2025 through a reduction in vehicle emissions by accelerating the uptake of cleaner fuels and technologies. Slough experienced elevated levels of air pollution, which had significant negative health impacts on local people with 47 attributable deaths in the most recent year and contributed to a range of other health conditions. The Lead Member stated that the adoption of the strategy would be 'the end of the beginning', to be followed by an action plan and a package of measures to improve air quality.

The Council was already taking action and had designated 5 Air Quality Management Areas (AQMA) where levels were being breached and levels in Langley may require a new AQMA in the future. Lead Members discussed some of the current and future actions which included an increase in electric charging points in the borough; electric pool cars for Council use; the use of vehicles meeting the latest Euro VI emission standards for the waste and recycling fleet; vehicle emission standards for taxi and private hire drivers;

and the feasibility of a Clean Air Zone to potentially set emission standards for taxis, buses, coaches, lorries and vans in key areas.

The Cabinet recognised that air pollution was a major public health issue for Slough and reaffirmed its commitment to play a leadership role in addressing the problems caused by vehicle emissions. Approving the strategy would set a high level of ambition and would be a platform for a Low Emission Programme to improve air quality, reduce health impacts and attract investment.

Speaking under Rule 30, Councillor Smith welcomed the principle of the strategy and encouraged the Cabinet to “go further, faster” and an extension to the London Low Emission Zone (LEZ) into Brands Hill and Colnbrook was suggested. In response, the Leader provided assurance that the ambitious strategy would be backed by further action to provide cleaner air and the Officer commented that the LEZ standard was currently to Euro IV and the Council’s ambition was to set a higher standard.

At the conclusion of the discussion, the Cabinet welcomed the work that had been undertaken to develop the LES and agreed to recommend its approval to full Council on 27th September 2018.

Recommended – That the Low Emission Strategy be approved.

43. Slough's School Places Strategy 2018-2023

The Lead Member for Children & Education introduced the School Places Strategy 2018/2023, which set out the Council’s proposals for ensuring that there were sufficient, suitable, high quality school places for every resident child and young person over the next five years. It was noted that between 2001/02 and 2010/11 the number of births in Slough rose by 48% and the impact of this growth together with the inward migration levels to the town had required a major expansion in provision across all education sectors.

Details of developments relating to primary and secondary places were highlighted. The opening of the Grove Academy in 2017 had meant that Slough had sufficient Reception classes to meet projected demand and provide some surplus capacity. In terms of secondary school places, a number of free schools had opened in recent years which would provide for 22 new forms of entry.

The Principal Asset Manager reported that there had been a significant increase in the number of children and young people who had a statutory plan for educational needs – Education and Health Care Plan. It was noted that the growth in pupils with Special Education Needs and Disabilities would be funded from the High Needs Block by the Department for Education.

Members discussed the capital implications regarding the provision of school places and noted that £51m was required to build the school places required to 2023. £21m of income was confirmed either as section 106 developer

contributions or Basic Need Grant. Over the period of the strategy further section 106 contributions and 2 new annual allocations of Basic Need were expected in 2021 and 2022 and the balance of the programme would be funded by the Council from borrowing.

At the conclusion of the discussion, the School Places Strategy was approved.

Resolved – That the School Places Strategy 2018-2023 be approved.

44. Resilient Network Plan Update - DfT Incentive Fund Self Assessment Submission

The Team Leader, Highway Maintenance and Asset Management introduced a report that sought approval for the Resilient Network Plan relating to flooding which was part of the Council's submission to the Department for Transport's (DfT) Incentive Fund.

The Council was considered to have performed well during previous flood events and the Resilient Network Plan clarified what needed to be done during such events in the future. It was a requirement as part of submissions to the Incentive Fund to have an agreed process in place to mitigate heavy rainfall and flooding. Cabinet approval was required to achieve Band 3 status which would help the Council secure the maximum available level of DfT funding. After due consideration, the Cabinet welcomed the work that had been undertaken and approved the Resilient Network Plan.

Resolved – That the Resilient Network Plan be approved.

45. Private Rented Property Licensing - Review of Mandatory Licensing Fees, Options for Extending Property Licensing and Consultation Proposals

The Lead Member for Corporate Finance & Housing introduced a report that proposed a series of measures intended to strengthen private rented property licensing.

The proposals included the commencement of a statutory consultation on the borough wide additional licensing scheme for all Houses of Multiple Occupation and a consultation on introducing a targeted selective licensing scheme for private rented single households in Central and Chalvey wards. The licensing would ensure a more effective policy framework, give more protection for vulnerable tenants and provide private tenants in licensed properties more rights such as written tenancy agreements and greater protection against eviction.

Lead Members recognised that private rented accommodation was an important part of the mix of housing, and it was estimated there were 3,509 HMOs in Slough. The Cabinet agreed that feedback from the pilot work had been positive and agreed that moving forward with the consultation would

make further progress to strengthen the regulation of the private rented sector to improve protections and standards.

Speaking under Rule 30, Councillor Wright welcomed the consultation and asked how the Council would ensure it was carried out effectively. The Housing Regulation Manager explained the approach that would be taken and highlighted that the Council had a duty to gather the views of tenants, landlords, agents and residents as part of the process.

At the conclusion of the discussion, the recommendations were agreed.

Resolved –

- (a) That authorisation be given to commence a consultation on a borough wide Additional Licensing Scheme.
- (b) That authorisation be given to commence a consultation on a Selective Licensing Scheme for the Central and Chalvey wards.
- (c) That the revised Mandatory HMO licensing fee structure be approved.
- (d) That it be noted that the results of the consultations would be presented to Cabinet in early 2019.

46. Brexit Impact Assessment

The Service Lead Strategy & Performance introduced a report that set out the assessment of the potential impacts of Brexit on Slough and on the Council's operations. An addendum had been circulated which clarified some of the figures in the report relating to EU procurement.

Under the terms of Article 50, the UK would leave the EU on 29th March 2019 and whilst the outcome of negotiations between the UK and EU remained uncertain, the possibility of a 'no deal' Brexit was a risk. The Council had therefore conducted a high level impact assessment utilising LGA research, intelligence and internal discussions. The impact assessment and the draft risk analysis and contingency table at Appendix B to the report set out some of the potential issues the Council may face in terms of finance, regeneration, workforce and population. Officers would continue to monitor and update the assessment as appropriate in the coming months.

Lead Members welcomed the work that had been undertaken and commented that it identified a number of practical issues that the Council may need to consider such as the electoral franchise for EU nationals and impact on the workforce in areas such as the care sector. The Cabinet noted that the 19 impacts initially identified that only 2 were considered to be 'positive'.

Speaking under Rule 30, Councillor Wright asked about the levels of European funding received by the Council. It was responded that a variety of organisations and businesses in Slough had received European funding and

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further information would be provided on the funding received by the Council. At the conclusion of the discussion, the report was noted.

Resolved –

- (a) That the summary of potential impacts identified at section 5.6 of the report be noted; and
- (b) The draft risk and contingency table at Appendix B of the report and next steps be noted.

47. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

48. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 17th August 2018 which set out the key decisions expected to be taken by the Cabinet over the next three months.

Resolved – That the published Notification of Key Decisions for the period between September to November 2018 be endorsed.

49. 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 considered during Part II of the agenda.

50. Part II Minutes - 16th July 2018

Resolved – That the Part II minutes of the meeting of the Cabinet held on 16th July 2018 be approved.

Chair

(Note: The Meeting opened at 6.32 pm and closed at 8.41 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th October 2018

CONTACT OFFICER: Barry Stratfull: Service Lead Finance (Deputy Section 151)
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr. Nazir, Lead Member Corporate Finance and Housing

PART I
NON-KEY DECISION

TREASURY MANAGEMENT ANNUAL REPORT**1 Purpose of Report**

This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Investment Guidance. Members are requested to note the report which summarises treasury activity in 2017-18 and the first part of 2018-19.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Treasury Management activities for 2017/18 and Quarter 1 of 2018/19, as set out in the body of this report, be noted.

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

The report helps support all the outcomes within the Five Year Plan by contributing to the Council's overall financial planning processes.

4 Other Implications**(a) Financial**

The Financial implications are contained within this report.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Cabinet is requested that the Treasury Management activities for 2017/18 and the beginning of 2018/19 as set out in the body	Counterparty risk- the risk that an institution the council has invested in is failing or likely to fail resulting in credit loss.	The council will work closely with its Treasury advisors to mitigate interest rate risk. The council has an approved	9	The council has made a conscious decision not to put money in unsecured and low yielding banks and Building

of this report be noted.	Interest rate risk- if interest rates rise there is a risk that the council will be subject to higher interest costs. If there is a reduction in interest rates or fund prices are affected by a worsening economy lower dividends from funds invested in and a depreciation of the capital value.	counterparty list contained in the Treasury Strategy setting out the institutions it can invest in, the maximum periods it can invest for and the total value for investing in individual institutions. This counterparty list is constantly under review by its Treasury advisors		Societies deposits.
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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	Returns out perform the budgeted income
Timetable for delivery	None	None
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

None Identified

(d) Equalities Impact Assessment

No identified need for the completion of an EIA

5 **Supporting Information**

5.1 Background

5.1.1 The Council's Treasury Management Strategies for 2017/18 and 2018/19 are underpinned by the adoption of the Chartered Institute of Public Finance and

Accountancy's (CIPFA) Code of Practice on Treasury Management 2011, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year.

- 5.1.2 Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 5.1.3 In addition to reporting on risk management related to treasury activities, the Treasury Management Code also requires the Authority to report on any financial instruments entered into to manage treasury risks. This report summarises treasury activity in 2017/18 and the first part of 2018/19.

5.2 External Context

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

- 5.2.1 Economic background: Commodity prices fell during the quarter, although oil prices rose, peaking at \$75 a barrel before falling slightly to just over \$73. The primary factor in the oil price's recent fall was the OPEC's (Organisation of Petroleum Exporting Countries) announcement that a deal had been reached with non-OPEC nations to increase nominal production by 1 million barrels a day.
- 5.2.2 UK Consumer Price Inflation (CPI) index fell over the quarter and the data released for May showed CPI at 2.4%, a 12-month low. The most recent labour market data for April 2018 showed the unemployment rate at 4.2%, a low last seen in 1975. However real wages (i.e. adjusted for inflation) grew only by 0.4%, a marginal increase unlikely to have had much effect for households. Q1 GDP data released in April and revised in May showed economic activity slowing to 0.2%. The Bank of England made no change to monetary policy at its meetings in May and June, however hawkish minutes and a 6-3 vote to maintain rates have raised expectations of a rate hike at the August meeting.
- 5.2.3 Having raised rates in March, the US Federal Reserve again increased its target range of official interest rates in June by 0.25% to between 1.75% and 2% and markets now expect two further rises in 2018.
- 5.2.4 Fears rose of a global trade war on the announcement of the Trump Administration implementing tariffs on \$200bn of imports, notably steel, aluminium, food and chemicals. Canada, the EU and China contemplated announced retaliatory tariffs as did Mexico. Many of these have since been instituted in early July. The announcements sparked a sell-off in global equity markets, with the major equity global indices falling.
- 5.2.5 The EU Withdrawal Bill, which repeals the European Communities Act 1972 that took the UK into the EU and enables EU law to be transferred into UK law, narrowly made it through Parliament, with a vote of 319 to 303, after the government gave assurances that Parliament would have a meaningful vote in the event of a no-deal Brexit. Very little progress was made in negotiating future trading arrangements, extending the period of uncertainty.

5.2.6 Financial markets: Gilt yields displayed marked volatility during the quarter, particularly following Italy's political crisis in late May when government bond yields saw sharp moves akin to those at the height of the European financial crisis with falls in yield in safe-haven UK, German and US government bonds. The yield on the 5-year benchmark gilt fell from 1.13% to 1.04% during the quarter, the 10-year gilt fell from 1.36% to 1.28% and the yield on the 20-year gilt rose marginally from 1.71% to 1.72%. Money markets rates remained low: 1-month, 3-month and 12-month LIBID rates averaged 0.38%, 0.55% and 0.84% in the quarter respectively.

5.2.7 Credit background: UK bank credit default swaps rose marginally over the quarter, but the overall level was still low against historic averages.

There were a few credit rating changes during the quarter. Moody's downgraded Barclays Bank Plc's long-term rating to A2 from A1 after the banking group completed its restructure to be compliant with UK bank ring-fencing requirements which come into effect in 2019. The agency also downgraded Royal Bank of Scotland plc's (RBS plc) long-term ratings to Baa2 from A3 on its view that the credit metrics of RBS plc, which will become the non-ring-fenced NatWest Markets plc, will become weaker and less diversified and the main functions of the bank would be in higher risk activities. Moody's and Fitch upgraded the long-term ratings of NatWest Bank and Ulster Bank on the view that their credit profiles are expected to improve following ring-fencing.

5.3 Debt Management

	Balance on 01/04/2017 £'000	Maturing Debt £'000	Debt Prematurely Repaid £'000	New Borrowing £'000	Balance on 31/03/2018 £'000	Increase/ (Decrease) in Borrowing
CFR	347,580				434,564	
Short Term Borrowing ¹	67,000	(118,000)		203,000	152,000	85,000
Long Term Borrowing	170,371		(30)		170,341	(30)
TOTAL BORROWING	237,371				322,341	84,970
Other Long Term Liabilities	44,558				43,967	(591)
TOTAL EXTERNAL DEBT	281,929				366,308	84,379
Average Rate % / Life (yrs)	3.32% / 16.64yrs				3.32% / 16.64yrs	

5.3.1 The Authority's underlying need to borrow as measured by the Capital Financing Requirement (CFR) at 31/03/2018⁷ was £434.564 million.

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

¹ Loans with maturities less than 1 year.

- 5.3.3 Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continued to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.
- 5.3.4 At 1st April 2017 the Authority held £237.371 million of loans, as part of its strategy for funding previous years' capital programmes.
- 5.3.5 In 2017-18 a loan of £3m was repaid in August 2017 and this was not be replaced with a long term PWLB loan which will generate a revenue saving from reduced interest costs of £73,800. While there has been no new long term borrowing in 2017-18, the Council has borrowed short term money through the London Money Markets to meet short term cash flow obligations and to fund its Capital Programme. All the loans have been with other Local Authorities at rates between 0.38% and 0.95%. At the end of March 2018, the Council had £152m temporary loans with other Local Authorities and this is the main reason for an increase in external debt in 2017-18 of £84.38m.
- 5.3.6 With short-term interest rates having remained much lower than long-term rates, it was more cost effective to borrow short term to fund capital expenditure. Short term borrowing has therefore, continued to be the most cost effective means of funding £86.98m of capital expenditure. However, the Council acknowledges that this position will not be sustainable over the medium term and the Authority expects it will need to borrow £127.89m for capital purposes by the end of 2018-19. Borrowing options and the timing of such borrowing will continue to be assessed in conjunction with the Authority's treasury advisor.
- 5.3.7 The PWLB remains an attractive source of borrowing for the Authority as it offers flexibility and control. Affordability and the "cost of carry" remained important influences on the Authority's borrowing strategy. This is because for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing.
- 5.3.8 In July 2018, the Council undertook £50m of long term PWLB borrowing in two tranches of £25m for twenty and thirty years and rates of 2.12% and 2.36% respectively. The loans were taken out on an Equal Instalment of Principal (EIP) basis meaning that the principal amount is amortised over the life of the loan. The purpose of the borrowing was the replacement of short-term borrowing held with other local authorities to mitigate against the risk of potential interest rate rises. However there was no cost of carry as the application for new PWLB borrowing coincided with the purchase of the new Council Headquarters on 24th July 2018. Also the Council has continued to borrow short term money through the London Money Markets to meet short term cash flow obligations. All have the loans have been with other Local Authorities at rates of between 0.60% and 0.95%. The Council has an ambitious Capital Programme and it is expected that the need to borrow both short term and long term will increase as investment balances diminish. The council currently has £189.0m short term borrowing and the table below summarises the current position.

Start Date	End date	No of Days	Loan Amount	Interest Rate %
02/03/2018	03/09/2018	185	5,000,000.00	0.75
09/02/2018	10/09/2018	213	5,000,000.00	0.62
24/04/2018	24/10/2018	183	2,000,000.00	0.85
24/04/2018	24/10/2018	183	3,000,000.00	0.85
29/01/2018	29/10/2018	273	2,500,000.00	0.65
29/01/2018	29/10/2018	273	5,000,000.00	0.64
30/04/2018	31/10/2018	184	2,500,000.00	0.70
31/07/2018	31/10/2018	92	5,000,000.00	0.65
02/05/2018	02/11/2018	184	10,000,000.00	0.70
09/02/2018	09/11/2018	273	5,000,000.00	0.65
14/08/2018	14/11/2018	92	5,000,000.00	0.73
20/08/2018	20/11/2018	92	5,000,000.00	0.70
21/05/2018	21/11/2018	184	3,000,000.00	0.70
23/05/2018	23/11/2018	184	5,000,000.00	0.60
26/02/2018	30/11/2018	277	5,000,000.00	0.70
07/06/2018	07/12/2018	183	5,000,000.00	0.60
Start Date	End date	No of Days	Loan Amount	Interest Rate %
19/06/2018	19/12/2018	183	5,000,000.00	0.60
27/06/2018	02/01/2019	189	2,000,000.00	0.60
26/06/2018	02/01/2019	190	5,000,000.00	0.60
02/07/2018	04/01/2019	186	5,000,000.00	0.6
27/06/2018	07/01/2019	194	2,000,000.00	0.6
19/03/2018	21/01/2019	308	5,000,000.00	0.92
19/07/2018	21/01/2019	186	1,000,000.00	0.65
19/07/2018	21/01/2019	186	5,000,000.00	0.62
19/07/2018	21/01/2019	186	3,000,000.00	0.65
26/01/2018	25/01/2019	364	2,000,000.00	0.6
26/03/2018	28/01/2019	308	4,000,000.00	0.95
30/07/2018	31/01/2019	185	5,000,000.00	0.8
09/08/2018	11/02/2019	186	5,000,000.00	0.95
13/08/2018	13/02/2019	184	2,000,000.00	0.75
14/08/2018	14/02/2019	184	2,000,000.00	0.77
20/08/2018	20/02/2019	184	3,000,000.00	0.85
20/08/2018	20/02/2019	184	3,000,000.00	0.8
20/08/2018	20/02/2019	184	2,000,000.00	0.85
20/08/2018	20/02/2019	184	2,000,000.00	0.85
21/08/2018	21/02/2019	184	10,000,000.00	0.8
27/04/2018	24/02/2019	303	5,000,000.00	0.8
25/04/2018	25/02/2019	306	5,000,000.00	0.8
10/07/2018	15/03/2019	248	1,000,000.00	0.8
10/07/2018	15/03/2019	248	5,000,000.00	0.8
31/08/2018	28/03/2019	209	2,000,000.00	0.8
31/05/2018	29/03/2019	302	5,000,000.00	0.75

04/04/2018	03/04/2019	364	5,000,000.00	0.6
24/05/2018	23/05/2019	364	2,000,000.00	0.75
29/06/2018	28/06/2019	364	2,000,000.00	0.7
31/07/2018	30/07/2019	364	6,000,000.00	0.75
31/08/2018		14 Day Notice	5,000,000.00	0.75
			189,000,000.00	

5.3.9 PWLB Borrowing

PWLB Certainty Rate and Project Rate Update

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

Debt Rescheduling:

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

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

5.3.11 LOBOs:

The Authority holds £13m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. £4m of these LOBOS had options during 2017-18 none of which were exercised by the lender. The Authority acknowledges there is an element of refinancing risk even though in the current interest rate environment lenders are unlikely to exercise their options. Barclays Bank have foregone the right to increase interest rates in the future so this is now treated as a long term, fixed -rate market loan.

5.4 Investment Activity

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

Investment activity 2017-18

Investments	Balance on 01/04/2017 £'000	Investments Made/Transferred £'000	Maturities/ Investments Sold/Transferred £'000	Balance on 31/03/2018 £'000	Average Rate % and Average Life (years)
Short Term Investments	15,700	14,700	(13,200)	17,200	2.44/0.41 years
Long Term Investments	25,750	10,724	(14,700)	21,774	
Cash Equivalents	6,580	320,190	(322,020)	4,750	
Bonds issued by Building Societies	7,038		(7,038)	0	
Corporate Bonds					
Funds Managed Externally					
TOTAL INVESTMENTS	55,068			43,724	

The £43.724m balance on 31st March 2018 is broken down further below:

Type of Investments	£m
Money Market Funds	4.750
Pooled Property Fund	10.00
Other Pooled Funds	7.500
Local Authorities	5.000
Municipal Bonds Agency	0.050
Slough Urban Regeneration Loan Note	9.700
James Elliman Homes	6.724
	43.724

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

5.4.3 The Council's budgeted investment income for 2017-18 was estimated at £2.258m (£2.043m 2016-17) and it achieved £2.172m (£2.332m in 2016-17). The average cash balances were £52.261m during 2017-18. Additional revenue (of £0.238m) was realised by making an upfront payment to the pension scheme.

5.4.3 Externally Managed Funds:

The council has invested a total of £10m into a Property Fund The Local Authorities' Property Fund is administered by CCLA Investment Management limited (a company specialising in fund management on behalf of Churches, Charities and Local Authorities) (CCLA). The Fund was launched in 1972, was valued at £599 million on 31st March 2016 and has a track record of income distribution yield of over five per cent per annum paid quarterly. The distribution yield is after property management costs and CCLA's fund management fee of 0.65 per cent. The fund has outperformed the Investment Property Databank (IPD) Balanced Property Unit Trusts index which is their benchmark over the past 10 years. Due to high entry fees this is seen as a long term investment with at least a 5 years time horizon. During 2017-18 the CCLA fund, generated £507,000 a return of 5.07%, which has thus far proved the highest returning of our investments. The fund also appreciated by £507k during the year, and the £11.172m valuation as at 31st March 2018 is considerably higher than the £10m Principal Sum invested.

5.4.4 On 25th July 2018, the council invested £1m in the CCLA Diversified Income Fund, another pooled fund administered by CCLA Investment Management and recommended by the council's Treasury advisors, Arlingclose. The Fund is suitable for long term investors seeking a balanced return of income and capital growth for whom control of relative risk is important. It is projected to generate income for the council at a yield of over 3%.

5.4.5 The council has also invested £7.5m in other pooled funds as follows:

- £2.5m in the Insight – ILF Liquidity Plus Fund which is a Cash Plus Fund. The Fund invests in a diverse range of securities, instruments and obligations that carry a minimum credit rating of A1 for short-term investments, to ensure a return in excess of the money markets with minimal risk.
- £5.0m in the Columbia Threadneedle Strategic Bond Fund. The council increased its investment in this fund from £1m to £5m in October 2017. It is a Strategic Bond Fund which invests in a mix of Investment Grade Corporate Bond, High Yield and Emerging Market Bonds. The fund produced dividends of £100,307 during 2017-18 a return of 3.40% which is the second best performing of all our investments. However at the end of March 2018, the fund had depreciated slightly by 0.32% since the council first invested in the fund in October 2015.

5.4.5 Both funds are supported by our Treasury Advisors, are secure and offer reasonable liquidity. The values of the funds vary (Variable Net Asset Value) but are an excellent way of diversifying the council's investment portfolio

5.4.6 Long Term Local Authority Investments

In April 2015, the Council invested £5m with a Local authority for three years at a rate of 1.20%. This follows on from two investments in 2014-15 where the Council

invested £5m each with two Local Authorities for a period of three years at rates of 1.40% and 1.50% respectively. These were seen as favourable rates for the credit risk the council was taking on. Reference was also made of the council's Treasury Advisors long term interest rate forecast. At the time the Council's advisors only saw small upward increases in rates in the next few years and base rate has subsequently dropped by ¼% to 0.25%. The two investments taken out in 2014-15 matured in August 2017 and the Council will forego interest of £145,000 as a result. A further long term Local Authority investment matured in April 2018.

5.4.7 Safe Custody Arrangements

The Council set up a custody account with King & Shaxson in February 2012. By opening a custody account with King & Shaxson, the Council now has the ability to use a number of approved investment instruments as outlined in the 2017/18 Treasury Strategy and diversify the investment portfolio. Investment instruments requiring a custodian facility include Treasury Bills, Certificates of Deposit, Gilts, Corporate Bonds and Supranational Bonds. By establishing custody arrangements, the Council is better-placed to consider the use of alternative investment instruments in response to evolving credit conditions. At the beginning of 2017-18 the council had two Floating Rate Note Covered Bonds with the Leeds Building Society and Abbey Treasury Services (part of Santander UK Bank) respectively. The bonds are secured against mortgages and are exempt from bail-in risk. Both are AAA rated so there is little credit risk, and the rate the council receives is linked to the 3 month LIBOR rate that re-fixes every three months so there is very little interest rate risk also. The Abbey Treasury Services Floating Rate Note Bond matured in April 2017 and the Leeds Building Society Floating Rate Note Bond matured in February 2018. However as the council's cash balances have diminished there is less scope to use the custodian account and the council now has no investments in alternative investment instruments.

5.4.8 Investment Activity in 2018/19

Investments	Balance on 01/04/2018 £'000	Investments Made £'000	Maturities/ Investments Sold £'000	Balance on 31/08/2018 £'000	Avg Rate % and Avg Life (yrs)
Short Term Investments	17,200		(5,000)	12,200	1.44%/0.1 yrs
Long Term Investments	21,774	9,000		30,774	
Cash Equivalents	4,750	138,290	(135,690)	7,350	
Bonds issued by Banks/ Building Societies	0		0	0	
TOTAL INVESTMENTS	43,724	147,290	(140,690)	50,324	

The £50.324m is broken down further below:

Type of Investments	£m
Money Market Funds	7.350
Pooled Property Fund	10.000
Other Pooled Funds	7.500
Diversified Income Fund	1.000
James Elliman Homes	14.724
Municipal Bonds Agency	0.050
Slough Urban Regeneration Loan Note	9.700
	50.324

5.4.9 Specified Investments:

The CLG Guidance defines specified investments as those:

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

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

5.4.10 Non-specified Investments:

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

Table 3: Non-Specified Investment Limits

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

5.4.11 Budgeted Income 2018/19

The Authority's budgeted investment income for the year is estimated at £2.483m.

5.4.12 Credit Risk

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

Date	Value Weighted Average – Credit Risk Score	Value Weighted Average – Credit Rating	Time Weighted Average – Credit Risk Score	Time Weighted Average – Credit Rating
31/03/2018	3.77	AA-	3.39	AA
30/06/2018	4.90	A+	4.90	A+

Scoring:

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

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

AAA = highest credit quality = 1

D = lowest credit quality = 26

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

5.5 Compliance with Prudential Indicators

5.5.1 The Authority confirms compliance with its Prudential Indicators for 2018/19, which was set in February 2018 as part of the Authority's Capital Strategy Statement.

5.6 Outlook for Remainder of 2018-19

5.6.1 The Monetary Policy Committee has maintained expectations of possible further rises in interest rates this financial year. Arlingclose's central case is for the Bank Rate to rise twice more in 2019. The MPC has a definite bias towards tighter monetary policy. While policymakers are wary of domestic inflationary pressures over the next two years, it is believed that the MPC members consider both that: 1) ultra-low interest rates result in other economic problems, and that 2) higher Bank Rate will be a more effective weapon should downside Brexit risks crystallise.

	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.50	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Downside risk	0.00	0.25	0.25	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75

5.6.2 Arlingclose's view is that the UK economy still faces a challenging outlook as the Government continues to negotiate the country's exit from the European Union. Central bank actions and geopolitical risks, such as prospective trade wars, have

and will continue to produce significant volatility in financial markets, including bond markets.

6 Comments of Other Committees

Not Applicable

7 Conclusion

In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2017/18 and the first quarter of 2018/19. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

8 Appendices Attached

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

9 Background Papers

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

Capital Financing Requirement

Estimates of the Authority's cumulative maximum external borrowing requirement for 2017/18 to 2020/21 are shown in the table below:

	31/03/2018 Actual £000s	31/03/2019 Estimate £000s	31/03/2020 Estimate £000s	31/03/2021 Estimate £000s
Gross CFR	434,560	590,590	621,510	650,400
Less: Other Long Term Liabilities	(43,823)	(42,740)	(40,922)	(39,104)
Borrowing CFR	390,737	547,850	580,588	611,296
Less: Existing Profile of Borrowing	(322,341)	(448,272)	(496,100)	(516,200)
Gross Borrowing Requirement/Internal Borrowing	68,396	99,578	84,488	95,096
Usable Reserves	(107,664)	(111,730)	(114,650)	(117,523)
Net Borrowing Requirement/Investment Capacity	(59,052)	(12,152)	(30,162)	(22,427)

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

	31/03/2018 Actual £000s	31/03/2019 Estimate £000s	31/03/2020 Estimate £000s	31/03/2021 Estimate £000s
CFR	434,560	590,590	621,510	650,400
Gross Debt	366,164	491,012	537,022	555,304
Difference	68,396	99,578	84,488	95,096
Borrowed in excess of CFR? (Yes/No)	No	No	No	No

Usable Reserves

Estimates of the Authority's level of Usable Reserves for 2018/19 to 2020/21 are as follows:

	31/03/2018 Actual £000s	31/03/2019 Estimate £000s	31/03/2020 Estimate £000s	31/03/2021 Estimate £000s
Usable Reserves	(107,664)	(111,730)	(114,650)	(117,523)

Prudential Indicator Compliance

(a) Authorised Limit and Operational Boundary for External Debt

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

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

The Section 151 Officer confirms that there were no breaches to the Authorised Limit and the Operational Boundary during the year; borrowing at its peak in 2017-18 was £182m.

	Authorised Limit (Approved) as at 31/03/2018 £000s	Operational Boundary (Approved) as at 31/03/2018 £000s	Actual External Debt as at 31/03/2018 £000s
Borrowing	357	347	323
Other Long-term Liabilities	43	43	43
Total	400	390	366

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

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

	Approved Limits for 2018/19 £	Maximum during Q1 2018/19 £/%
Upper Limit for Fixed Rate Exposure	£350m	£201m
Compliance with Limits:	£201m	Yes
Upper Limit for Variable Rate Exposure	£300m	£159m
Compliance with Limits:	£159m	Yes

(c) Maturity Structure of Fixed Rate Borrowing

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

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 31/08/2018 £000s	% Fixed Rate Borrowing as at 31/07/2018	Compliance with Set Limits?
under 12 months	75	0	191,083	46.68%	Yes
12 months and within 24 months	50	0	2,083	0.51%	Yes
24 months and within 5 years	50	0	20,250	4.95%	Yes
5 years and within 10 years	75	0	39,415	9.63%	Yes
10 years and within 15 years	95	0	35,915	8.77%	Yes
15 years and within 20 years	95	0	43,415	10.61%	Yes
20 years and within 25 years	95	0	35,008	8.55%	Yes
25 years and above	95	0	42,173	10.30%	Yes

(The 2011 revision to the CIPFA Treasury Management Code now requires the prudential indicator relating to Maturity of Fixed Rate Borrowing to reference the maturity of LOBO loans to the earliest date on which the lender can require payment, i.e. the next call date²)

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

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

Upper Limit for total principal sums invested over 364 days	2018/19 Approved £000s	31/7/2018 Actual £000s	31/03/2019 Estimate £000s	31/03/19 Estimate £000s
	45,000	16,000	18,500	18,500

² Page 15 of the Guidance Notes to the 2011 CIPFA Treasury Management Code

Money Market Data and PWLB Rates

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

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

Table 1: Bank Rate, Money Market Rates

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/4/2018	0.50	0.3489	0.3642	0.3863	0.5868	0.7043	0.8776	1.13	1.24	1.35
30/4/2018	0.50	0.3491	0.3654	0.3895	0.5853	0.6844	0.8485	1.07	1.19	1.35
31/5/2018	0.50	0.3499	0.3644	0.3708	0.4865	0.5942	0.7628	0.95	1.06	1.22
30/6/2018	0.50	0.3424	0.3559	0.3758	0.5491	0.6631	0.8362	1.03	1.13	1.30
Average	0.50	0.3475	0.3625	0.3806	0.5519	0.6615	0.8313	1.045	1.16	1.31
Maximum	0.50	0.3499	0.3654	0.3895	0.5868	0.7043	0.8776	1.13	1.24	1.35
Minimum	0.50	0.3424	0.3559	0.3708	0.4865	0.5942	0.7628	0.92	1.06	1.22
Spread	--	0.0075	0.0095	0.0187	0.1003	0.1101	0.1148	0.18	0.18	0.13

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

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

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2018	128/18	1.68	2.04	2.41	2.73	2.71	2.54	2.47
30/04/2018	167/18	1.63	2.06	2.51	2.86	2.86	2.69	2.63
31/05/2018	208/18	1.5	1.91	2.36	2.74	2.72	2.56	2.49
30/06/2018	251/18	1.6	1.97	2.38	2.75	2.74	2.6	2.55
	Low	1.5	1.91	2.36	2.73	2.71	2.54	2.47
	Average	1.60	2.00	2.42	2.77	2.76	2.60	2.54
	High	1.68	2.06	2.51	2.86	2.86	2.69	2.63

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

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
03/04/2018	128/18	1.84	2.06	2.43	2.65	2.73	2.75
30/04/2018	167/18	1.82	2.09	2.53	2.77	2.87	2.89
31/05/2018	208/18	1.69	1.96	2.4	2.66	2.76	2.78
29/06/2018	251/18	1.75	1.99	2.39	2.64	2.75	2.77
	Low	1.69	0.25	2.76	1.35	1.57	1.63
	Average	1.78	2.03	2.44	2.68	2.78	2.80
	High	1.84	2.09	2.53	2.77	2.87	2.89

Table 4: PWLB Variable Rates

	1-M Rate	3-M Rate	6-M Rate	1-M Rate	3-M Rate	6-M Rate
	Pre-CSR	Pre-CSR	Pre-CSR	Post-CSR	Post-CSR	Post-CSR
01/04/2018	0.59	0.72	0.8	1.49	1.62	1.7
30/04/2018	0.65	0.67	0.73	1.55	1.57	1.63
31/05/2018	0.62	0.64	0.69	1.52	1.54	1.59
30/06/2018	0.61	0.71	0.76	1.51	1.61	1.66
Low	0.59	0.64	0.69	1.49	1.54	1.59
Average	0.62	0.69	0.75	1.52	1.59	1.65
High	0.65	0.72	0.8	1.55	1.62	1.7

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

Table 3: Approved Investment Counterparties and Limits

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Government	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£15m 5 years	£15m 20 years	£15m 50 years	£5m 20 years	£5m 20 years
AA+	£15m 5 years	£15m 10 years	£15m 25 years	£5m 10 years	£5m 10 years
AA	£15m 4 years	£15m 5 years	£15m 15 years	£5m 5 years	£5m 10 years
AA-	£15m 3 years	£15m 4 years	£15m 10 years	£5m 4 years	£5m 10 years
A+	£15m 2 years	£15m 3 years	£15m 5 years	£5m 3 years	£5m 5 years
A	£15m 13 months	£15m 2 years	£15m 5 years	£5m 2 years	£5m 5 years
A-	£15m 6 months	£15m 13 months	£15m 5 years	£5m 13 months	£5m 5 years
None	£3m 12 months	n/a	£5m 25 years	n/a	£5m 5 years
Pooled funds	£10m per fund				

This table must be read in conjunction with the notes below

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

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

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

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15 October 2018

CONTACT OFFICER: Barry Stratfull: Service Lead Finance (Deputy S151 Officer)
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr. Hussain, Deputy Leader of the Council

PART I
NON-KEY DECISION

COMMUNITY INVESTMENT FUND ANNUAL REPORT 2017-18 AND 2018-19 UPDATE

1 Purpose of the Report

The purpose of this report is to keep Cabinet informed regarding the 2017/18 outturn and latest position, for 2018-19, on the Community Investment Fund; and to agree the Cabinet schemes for 2018/19/.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the expenditure made to date from the Community Investment Fund during 2017/18 be noted;
- (b) That the expenditure made to date from the Community Investment Fund during 2018/19 be noted;
- (c) That the Cabinet expenditure items, for 2018/19, outlined at Para 5.3.3 be agreed.

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

3.1. Slough Joint Wellbeing Strategy Priorities

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

3.2 Five Year Plan Outcomes

This report and the Community Investment Fund allocations will contribute to all the following outcomes from the Five Year Plan.

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

4 **Other Implications**

(a)Financial: As detailed within the report.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>The Cabinet is requested to:</p> <p>a). Note the expenditure made to date from the Community Investment Fund during 2017/18;</p> <p>B). Note the expenditure made to date from the Community Investment Fund during 2018/19;</p> <p>C) agree the Cabinet expenditure items, for 2018/19,</p>	<p>Need to check that applications meet the requirements of the fund, are affordable, do not operate contrary to Council policy and that they will not afford any pecuniary advantage to the applicant.</p>	<p>All applications are fully assessed against Council policies and costed by officers. The final application is signed off by the Section 151 Officer.</p>	<p>9</p>	<p>N/A</p>

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 within the report	None
Timetable for delivery – capital programme delivered under the 80% mark	Monthly review at Capital Operational Board and quarterly by Lead Members and Directors	Ability to increase the deliver of capital schemes
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

No specific legal implications arise from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, as required, for individual projects contained within the Community Investment Fund.

5 Supporting Information

5.1 Background

5.1.1 At the Cabinet meeting, in March 2018, it was agreed that, for 2018/19, all elected Councillors would have £25,000 each to spend on projects of their choosing. £20,000 of this allocation was Capital Funding and the remaining £5,000 was revenue funding. In addition Cabinet were allocated up to £210,000 of capital funding and £210,000 of revenue funding available to further the outcomes in the Five-Year Plan.

5.1.2 There are currently 42 elected councillors of Slough Borough Council, which with the Cabinet allocation equates to an annual Community Investment Fund capital budget of £1,470,000 in 2018/19 (£1,050,000 Capital and £410,000 Revenue).

5.1.3 Allocations are for individual councillors but two or more Councillors can pool resources in order to fund a larger project.

5.1.4 Below are some example indicative costs of initiatives funded under the scheme:

- Speed cushions – £2,400 each
- Bollards – £400 each
- Signs without post – £120-£450 each depending on sign
- Low level street nameplate – £195 each
- Road Markings – £750 minimum charge, lettering, lines, etc. additional.

5.1.5 Additional costs, and the required timescales for submission of proposals by Members is provided at Appendix C.

5.1.6 When Councillors submit bids for approval, officers check they meet the fund's requirements, fully comply with Council policies, and are affordable and that they will not afford any pecuniary advantage to the applicant.

5.2 2017-18 Outturn

5.2.1 In 2017-18, the Community Investment Fund was for capital expenditure only. The table below summarises the amount spent in 2017-18 on a ward by ward basis. Overall, in-year, expenditure was low – due to delays in progressing many of the members' requested schemes. Therefore a significant proportion of the capital budget was carried forward to 2018-19 to reflect committed schemes.

5.2.2 Allocated capital expenditure for 2017/18, by Ward, is listed in the table below. A detailed list of all allocations by Ward (schemes and total amounts) is shown as Appendix A of this report.

Ward	CIF 2017/18			
	Budget	Actual	Committed	Remaining
Central	75,000.00	4,522.30	70,477.70	0.00
Baylis & Stoke	75,000.00	0.00	75,000.00	0.00
Farnham	75,000.00	0.00	75,000.00	0.00
Langley St Marys	75,000.00	0.00	75,000.00	0.00
Langley Kederminster	75,000.00	18,962.92	56,037.08	0.00
Cippenham Green	75,000.00	3,919.15	71,080.85	0.00
Haymill & Lynch Hill	75,000.00	26,918.74	48,000.00	81.26
Ward	Budget	Actual	Committed	Remainder
Colnbrook with Poyle	50,000.00	0.00	42,850.00	7,150.00

Britwell & Northborough	75,000.00	0.00	0.00	75,000.00
Chalvey	75,000.00	0.00	75,000.00	0.00
Cippenham Meadows	75,000.00	0.00	22,874.01	52,125.99
Elliman	75,000.00	25,000.00	25,000.00	25,000.00
Foxborough	25,000.00	0.00	25,000.00	0.00
Upton	75,000.00	5,924.19	69,075.81	0.00
Wexham Lea	75,000.00	31,647.97	37,000.00	6,352.03

Budget	Actual	Committed	Remainder
1,050,000	116,895	767,396	165,709

5.2.3 It was agreed by Cabinet, on 19th March 2018, that any unused funding from 2017/18 should be allocated on schemes to improve the primary shopping areas of the High Street, Farnham Road and Langley. Consequently, a total of £165,000 will be spent on these areas this year including new signs, the replacement of benches and public realm improvements for example flower containers.

5.3 **2018-19 Community Investment Fund Update**

5.3.1 For 2018/19, as noted previously, in addition to Capital Expenditure each member was allocated £5,000 of revenue funding and £20,000 of capital funding to make improvements within their wards. The Cabinet was allocated £210,000 of revenue funding and £210,000 of capital funding. The table below summarises the amount of Community Investment, spent in 2018-19, on a ward by ward basis.

Ward	CIF 2018/19 August				
	18/19 Budget Revenue & Capital	17/18 Carry Forwards (committed)	18/19 Revised Budget	Commitment plus Actual	Remainder
Baylis & Stoke	75,000.00	75,000.00	150,000.00	150,000.00	0.00
Britwell & Northborough	75,000.00	0.00	75,000.00	35,943.62	39,056.38
Central	75,000.00	70,477.70	145,477.70	82,561.09	62,916.61
Chalvey	75,000.00	75,000.00	150,000.00	118,125.00	31,875.00
Cippenham Meadows	75,000.00	22,874.01	97,874.01	25,845.03	72,028.98
Cippenham Green	75,000.00	71,284.21	146,080.85	98,612.96	47,467.89
Colnbrook with Poyle	50,000.00	42,850.00	92,850.00	46,354.12	46,495.88
Elliman	75,000.00	25,000.00	100,000.00	25,616.72	74,383.28
Farnham	75,000.00	75,000.00	150,000.00	98,551.76	51,448.24
Foxborough	25,000.00	25,000.00	50,000.00	25,750.00	24,250.00
Haymill & Lynch	75,000.00	48,000.00	123,000.00	101,309.68	21,690.32
Langley Kederminster	75,000.00	56,037.08	131,037.08	89,567.61	41,469.47
Langley St Marys	75,000.00	75,000.00	150,000.00	83,838.74	66,161.26
Upton	75,000.00	69,075.81	144,075.81	24,205.50	119,870.31
Wexham Lea	75,000.00	37,000.00	112,000.00	60,263.23	51,736.77

	17/18 Carry Fwd (Committed)	18/19 Revised Budget	Commitment plus Actual	Remainder
Budget	767,396	1,817,396	1,146,179	671,216
1,050,000				

5.3.2 Appendix B highlights the individual allocations, by ward, against revenue and capital budgets. To date £965,520 of capital expenditure has been spent or committed and £40,415 of revenue expenditure. Leaving a balance of

£641,875 capital and £169,585 revenue for members to utilise within their wards in 2018-19.

- 5.3.3 As noted previously in this report, Cabinet has £210k of both capital and revenue funding to spend on items furthering the Council's five year plan outcomes. It is proposed that the Cabinet's Community Investment Fund allocation 2018/19 will be spent across the following areas:

Item	Revenue £'000	Capital £'000
Walking Tracks in Open Spaces and parks		130
Town Centre Pop-Up Stage	20	20
White Lining	50	50
Replacement of Shrubs and Trees due to Summer drought	55	
Initial Support for Slough Privilege Card	16	10
2 x publication of the Citizen Magazine	25	
Publication of Disabled Go	44	
TOTAL	210	210

6 Comments of Other Committees

None.

7 Conclusion

The Cabinet are requested to note spend to date on the Community Investment Fund in 2018-19, the Cabinet's proposals for 2018-19 and the 2017-18 outturn.

8 Appendices Attached

- 'A' Summary list of all allocations by Ward (Schemes and total amounts) for 2017-18
- 'B' Outline of Current Schemes by Ward (Schemes and total amounts) for 2018-19
- 'C' Indicative Pricing

9 Background Papers

None

Appendix A - List of Schemes by Ward 2017-18

Ward	Project	Cost
Central	Bowyer Rec - Artificial Cricket Wicket	16,000.00
	Bloom Park - additional Green Gym equipment	10,000.00
	Petersfield Ave and Footway resurfacing	15,000.00
	Remove tree outside 1A/B and replant mature tree in green bed opposite property. Green verge along Merton Rd needs tidy up, possible tarmac.	14,101.39
	Green space currently not secure and gated in Park St/Osbourne St	12,000.00
	pruning to chestnuts entrance of Bowyer Rec	3,115.00
	Hand Rail by Diamond Rd steps leading to Mosque	6,000.00
Baylis & Stoke	Manor Park Rec - Cricket Practice Nets	23,297.00
	Manor Park Rec - Contribution to MUGA refurbishment	25,000.00
	Parking Bays on Northern Road	26,703.00
Farnham	Godolphin Park - toddler play area	25,000.00
	Footpath resurface Farnburn Ave & Canterbury Ave	25,000.00
	Pedestrian crossing installed at Farnham Rd Rbt at entrance of Westfield Rd	25,000.00
Langley St Marys	Maplin Park - Green Gym	25,000.00
	Trees and bulbs in Springate Field	22,829.00
	Grasholm Way	15,000.00
	Bench and bin on towpath, Canal Waterside	1,500.00
	Information Boards, Slough Canal	1,671.00
	Repainting of Road Markings	9,000.00
Langley Kederminster	Ryvers Road Parking Spaces	18,962.92
	More parking spaces for Stile Road	12,686.26
	More parking spaces for Romsey Close	30,773.43
	Wylands Road Bollards	8,000.00
	60 Ryvers Road Bollards or raised kerbs	4,000.00
	Dropped kerb Fox Road	800.00

Ward	Project	Cost
Cippenham Green	Stowe Road - Install Bollards	2,715.79
	installation of parking bays on verge near entrance to Robin Hood Close	28,681.73
	verge at entrance to Ridgebark - kerb removed and tarmaced as an additiona space	4,802.48
	Railway relpaced on Mallard Drive	1,203.36
	Addition of 'No through Rd' plates to Bridleway between St Georges Cr and M4 Jct slip Rd	800.00
	Infill with scalpings waterlogged forecourts to parking/garages at Boartlands Close/Hogarth Close	1,000.00
	Resurface/new thin service overlay : Fenchurch Gardens	31,000.00
	Knee Rails at Northern End Green, Francis Way	5,000.00
Haymill & Lynch Hill	Parking Bays at Lynch Hill	26,918.74
	Parking bays on Marescroft Road	25,000.00
	Wordworth Ave - resurfacing	15,000.00
	Access road opp 74 Lynch Hill Lane-Rd creation	4,000.00
	Dove House Cr-creation of parking bays	4,000.00
Colnbrook with Poyle	Footpath resurface around tennis court-Raymond C	25,000.00
	CCTV in colnbrook village	17,850.00
Britwell & Northborough	Speeding and parking on Rokesby Rd	33,000.00
Chalvey	Alleyways of Brammas Close to resurface Chalvey H	25,000.00
	CCTV corner of Alexandra Road and King Edward Street and CCTV Spackmans Way rear of 76-82	44,625.00
	Brammas Close children playing area in very poor state and needs to be resurfaced and new instruments are required.	19,000.00
	Cricket net in the recreation park	25,000.00
Cippenham Meadows	Eltham Ave changing rooms - racking put in place	1,400.21
	Peartree Cl-replace open space sign	1,125.00
	Moor Furlong-replace open space sign	1,125.00
	Richards Way-replace open space sign	2,070.00
	Road resurfacing (pot holes)	9,587.80

Ward	Project	Cost
Elliman	Khalsa Primary School Servicing Road	50,000.00
Foxborough	Playground equip net to Grampain Way	2,103.00
	Outdoor Gym in ward	25,000.00
Upton	increase parking spaces in front of the parade of shops on London Road	75,000.00
Wexham Lea	Walking track in Preston Park potentially or Cricket pitch	12,000.00
	Parking bays -The Cherries- 8 spaces	20,000.00
	Mansel close -roundabout fixed kerb lifting	10,000.00
	Almons Way	28,000.00
	Green Gym at the Cherries (contribute costwith the Parish Council)	5,000.00

APPENDIX B: 2018/19 Members' Programme

Ward	Schemes	18/19 Revised Budget - CAPITAL	18/19 Actual - Revenue	18/19 Actual - Capital	Remaining Budget - Revenue	Remaining Budget - Capital
		£	£	£	£	£
Baylis & Stoke	1. Northern Road Parking Bays			32,420		
	2. Manor Park Cricket Practice Nets			23,297		
	3. Manor Park Rec - contribution to MUGA			25,000		
	4. Two CCTV cameras Gadolphon Rd Baylis Pak Alley & Waterbeach Rd Granville Park Entrance			6,984		
	5. Twenty Five bollards to protect green verge council area near 2-6 Stewart Ave			4,500		
	6. Two lamp posts in Manor Field Car park			7,500		
	7. Communal parking bay in Northern Road			40,000		
	8. Outside park gym on Granville Park			7,800		
	salary April 2018- June 2018 Central			514		
	salary April 2018- June 2018 Baylis & Stoke			150		
	salary April 2018-May 2018 Baylis & Stoke			419		
	salary April 2018-May 2018 Baylis & Stoke			419		
	salary April 2018- June 2018 Baylis & Stoke			150		
	salary April 2018- June 2018 Farnham			276		
salary April 2018-May 2018 Baylis & Stoke			419			
salary April 2018- June 2018 Baylis & Stoke			150			
9. Trees for the Mayors Tree Planting appeal						
		135,000	0	150,000	15,000	-15,000
Britwell & Northborough	1. Parking wentworth Avenue/Britwell Boys Club					
	2. wentworth Avenue bollards			1,025		
	3. Traffic Calming on Rokesby Road			33,000		
	4. Monksfield Way (Parking investigation on Green-					
	salary April 2018- June 2018 Britwell & Northborough			640		
	salary April 2018- June 2018 Britwell & Northborough			640		
salary April 2018- June 2018 Britwell & Northborough			640			
		60,000	0	35,944	15,000	24,056
Central	1. Hand Rail - Diamond Road			4,774		
	2. Prunning- Bowyer		3,115			
	3. Green space currently not secure and gated in Park			7,968		
	4. Bowyer Rec - Artificial Cricket Wicket			16,000		
	5. Bloom Park - gym equip			10,000		
	6. Petersfield Ave and Footway resurfacing			15,000		
	7. Merton Road			19,594		
	8. Whittenham Close parking Bays			2,833		
	9. Trees for the Mayors Tree Planting appeal		1,500			
	salary April 2018- June 2018 Central			514		
	salary April 2018- June 2018 Central			514		
10. Trees for Mayors Appeal		750				
		131,694	5,365	77,196	9,635	54,498
Chalvey	1. Alleyways of Brammas Close to resurface Chalvey			25,000		
	2. CCTV corner of Alexandra Road and King Edward			44,625		
	3. Brammas Close children playing area in very poor			19,000		
	4. Brammas Close - Gym Equip			25,000		
	5. Community Warden in Chalvey					
	6. Trees for the Mayors Tree Planting appeal		4,500			
		135,000	4,500	113,625	10,500	21,375
Cippenham Meadows	1. Mothercomb Road/Grimsby Road - Mirror					
	2. Barder Gardens Verge Protection					
	3. Eltham Ave changing rooms - racking put in place			1,400		
	4. Peartree CI-replace open space sign			1,125		
	5. Moor Furlong-replace open space sign			1,125		
	6. Richards Way-replace open space sign			2,070		
	7. Road resurfacing (pot holes). Wade Drive (28411)			11,562		
	8. Trees for Mayors Appeal		4,500			
		75,308	4,500	17,282	10,500	58,026

Ward	Schemes	18/19 Revised Budget - CAPITAL	18/19 Actual - Revenue	18/19 Actual - Capital	Remaining Budget - Revenue	Remaining Budget - Capital
Cippenham Green	1. Francis Way - Wooden Knee-rails			5,965		
	2. Robinhood Close Parking bays			19,247		
	3. Fenchurch Gardens Resurfacing			33,309		
	4. Cippenham Close					
	5. Charter Close					
	5. Verge at entrance to Ridgebark-kerb removed and			4,802		
	6. Addition of 'No through Rd' plates to Bridleway			479		
	7. Infill with scalplings waterlogged forecourts to			0		
	8. Railing Mallard Drive					
	salary April 2018-May 2018 Cippenham Green			419		
	salary April 2018- June 2018 Cippenham Green			840		
salary April 2018- June 2018 Cippenham Green			840			
salary April 2018-May 2018 Cippenham Green			419			
salary April 2018- June 2018 Cippenham Green			840			
salary April 2018-May 2018 Cippenham Green			419			
		131,284	0	67,581	15,000	63,703
Colnbrook with Poyle	1. Footpath resurface around tennis court-Raymond Close			27,875		
	2. CCTV in Colnbrook Village			17,850		
	salary April 2018-May 2018 Colnbrook Poyle			315		
	salary April 2018-May 2018 Colnbrook Poyle			315		
		82,850	0	46,354	10,000	36,496
Elliman	1. Khalsa Primary School Servicing Road			25,000		
	Salary April 2018- June 2018			564		
	Salary April 2018- May 2018			52		
	THIRKLEBY CLOSE ord no 28413 (April inv)			4,063		
		85,000	0	29,680	15,000	55,320
Farnham	1. Loading Bay outside the Mosque					
	2. Godolphin Park - toddler play area			25,000		
	3. Footpath resurface Farnburn Ave & Canterbury Ave			25,000		
	4. Pedestrian crossing installed at Farnham Rd Rbt			25,000		
	6. Play equipment at Northborough Rd Park			20,000		
	7. Parking bays opposite 122 Northborough Rd					
	8. Trees for the Mayors Tree Planting appeal		3,000			
	salary April 2018- June 2018 Farnham			276		
	salary April 2018- June 2018 Farnham			276		
		135,000	3,000	95,552	12,000	39,448
Foxborough	1. Outdoor Gym in ward (Grampian Way)			25,000		
	2. Cheviot Road 20mph Zone					
	3. Trees for Mayors Appeal		750			
		45,000	750	25,000	4,250	20,000
Haymill & Lynch Hill	1. Parking Bays outside 168-190					
	2. Parking outside 55 Dove House Crescent			4,000		
	3. Lynch Hill Lane Parking Bays					
	4. Mareecroft Road Resurfacing			41,115		
	5. Wordworth Ave - resurfacing			18,366		
	6. Access road opp 74 Lynch Hill Lane-Rd creation			4,000		
	7. Lynch Hill Valley Target Hardening			1,942		
	salary April 2018- June 2018 Haymill & Lynch Hill			665		
	salary April 2018-May 2018 Haymill & Lynch Hill			105		
	salary April 2018-May 2018 Haymill & Lynch Hill			105		
	salary April 2018- June 2018 Haymill & Lynch Hill			665		
	salary April 2018-May 2018 Haymill & Lynch Hill			105		
salary April 2018- June 2018 Haymill & Lynch Hill			665			
		108,000	0	71,732	15,000	36,268

Ward	Schemes	18/19 Revised Budget - CAPITAL	18/19 Actual - Revenue	18/19 Actual- Capital	Remaining Budget - Revenue	Remaining Budget - Capital
Langley Kedeminster	1. Trelwney Bollards 2. Ryvers Road			4,000		
	3. Ryvers Road Bollards/Raised kerb; 4. Wylands Road			9,632		
	6. Ryvers Road & Style Road Parking Bays			12,686		
	7. More parking spaces for Romsey Close			30,773		
	8. Dropped kerb Fox Rd			890		
	9. Bollards on Trelwney Ave (273-303)			10,000		
	10. Parking spaces Wyland Road (create 4)			15,000		
	11. Bollards for Morrice Close			1,200		
	12. More bolards outside flats on Trelwney			1,600		
	salary April 2018-May 2018 Langley Kedermister			262		
	salary April 2018-May 2018 Langley Kedermister			262		
	salary April 2018-May 2018 Langley Kedermister			262		
	13. Parry Green South/North (6 extra parking bays)					
	14. 109 Langley High Street					
	15. Raised kerb (double kerb) outside 5 Blandford Road South					
	16. Raised kerb opp 437-429 trelwney ave					
	17. Wylands Rd parking bays (4) 1 disabled					
	18. Additional bollards Trelwney (lockable slough bollards)					
	19. Trees for Mayors Appeal			3,000		
		116,260	3,000	86,568	12,000	29,692
Langley St. Mary's	1. Refresh Road markings			8,439		
	2. Maplin Park Green gym			25,000		
	3. Trees and bulbs in Springgate Field			24,329		
	4. Grasholm Way Park-improvement			15,000		
	5. Bench and bin on towpath, Canal Waterside			1,500		
	6. Information Boards, Slough Canal			4,837		
	7. trees for the Mayors Tree Planting appeal		3,500			
	salary April 2018-May 2018 Langley St. Mary's			52		
	salary April 2018- June 2018 Langley St. Mary's			564		
	salary April 2018- June 2018 Langley St. Mary's			564		
	salary April 2018-May 2018 Langley St. Mary's			52		
		135,000	3,500	80,339	11,500	54,661
Upton	1. Benches in Upton Court					
	2. Green protection Upton Court & Mulberry Drive			14,414		
	3. Slip Road London Road extra parking			0		
	4. Marlborough Rd - Traffic Data			555		
	5. Play area edge of Upton Park					
	6. trees for the Mayors Tree Planting appeal		3,000			
	salary April 2018- June 2018 Upton			915		
	salary April 2018- June 2018 Upton			915		
	salary April 2018- June 2018 Upton			915		
7. Gladstone Way carry out patching) 28412			2,740			
8. Trees for the Mayors Appeal			750			
		135,000	3,750	20,456	11,250	114,545
Wexham Lea	1. Almon Way					
	2. Mansel Close - Roundabout kerbs					
	3. Walking track in Preston Park potentially or Cricket	12,000		12,000		
	4. Parking bays -The Cherries- 8 spaces	20,000		20,000		
	5. Green Gym at the Cherries (contribute costwith the	5,000		5,000		
	6. Speed humps Preston Road			8,306		
	7. Summer camp for disadvantage children		4,550			
	8. The Frithe - Parking Bays (No 152-154)					
	8. trees for the Mayors Tree Planting appeal		5,000			
	9. trees for the Mayors Tree Planting appeal		2,500			
	salary April 2018- June 2018 Wexham Lea			477		
salary April 2018-May 2018 Wexham Lea			493			
salary April 2018- June 2018 Wexham Lea			477			
salary April 2018-May 2018 Wexham Lea			493			
salary April 2018-May 2018 Wexham Lea			493			
salary April 2018- June 2018 Wexham Lea			477			
10. Almons Way Parking						
		97,000	12,050	48,213	2,950	48,787
TOTAL		1,607,396	40,415	965,520	169,585	641,876

Appendix C- PRICE MENU

Order/Request by	Work item	Numbers	* Approximate Price - £ (Pounds)
October	Bollards (Painted Green)	1	145
	Bollards (Slough Bollards)	1	300
	Parking Bays (1.8m * 2.7m)	1	3000 - 3500*
	Timber Knee rails	m	35.45
	Excavation (Knee rails)	m3	222.77
	Speed cushions	1	576 - 784
October	Raised Table	Road width	1692 - 2214
October	Guard Rails	m	35.45
	Excavation for knee rails	m3	222.77
October	Addition of Kerb (Double kerb)	m	60
October	Carriageway resurfacing	m2	16.38 -16.86
October	Footway resurfacing	m2	10.87
January	Standard kerb	1	28
January	Dropper kerb	1	24
January	Safety kerbs	1	130
July	Vehicle Activated Signs +	1	3500
July/August	Bike Hire Dock (min 8)		24000
July/August	Bike Hire cycles (min 4)		10000
October	Tree planting		£150 per tree
October	Tree pruning, hedges (outside of nesting period)		The cost will depend on each individual scheme.
August-September	Artificial Cricket wicket		£12/£15k for a single net
	Green Gym Equipment		£30-40k depends on pieces of equipment
	Play ground equipments		£1.5k for replacement swings upto £15k for climbing frames etc
	Walking and Running Paths		£50-60k plus
<p>* Average cost inclusive of all required works depending on location. Please confirm the total cost of the scheme with Officers responsible.</p> <p>Approximately 40hrs average will be charged to Members when a request is made to investigate a scheme. However this will depend on the complexity of the scheme.</p> <p>Members can request the exact amount to be charged for each scheme before they commit to progress with the scheme.</p>			

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th October 2018

CONTACT OFFICER: Josie Wragg, Chief Executive

(For all enquiries) (01753) 875027

WARD(S): All

PORTFOLIO: Leader of Council - Cllr Swindlehurst

PART I
KEY DECISION**HQ TOWN CENTRE RELOCATION UPDATE****1 Purpose of Report**

To provide Cabinet with an update on progress of the HQ relocation project.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to note that:-

- a) The Accommodation & Assets Board has been established and is responsible for the delivery of the HQ move
- b) The following major contracts and contractors required for the office move have been appointed and engaged:
 - Bouygues
 - Kier
 - Arvato
 - Ameresco
- c) Bouygues have already commenced preparatory works in 25WR and are working towards a target of providing occupation of the building commencing in May 2019
- d) The assets now in scope of this town centre campus project include:
 - 25 Windsor Road;
 - The Curve;
 - Cornwall House;
 - Landmark Place (until May 2020); and
 - St Martins Place
- e) Arvato have instructed Virgin Media to supply the required fibre optic connectivity to 25 Windsor Road and that the installation of this crucial infrastructure is currently ahead of programme
- f) Additional resources have been identified and engaged to enable the delivery of the required ICT infrastructure
- g) Solar panels will be installed on the roof of the building as a result of the energy efficiency surveys that have been conducted
- h) A further report on progress of the workstreams be presented to Cabinet in February 2019.

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

The transfer of the head office to the town centre frees up St Martins Place (SMP) to help deliver new affordable housing thereby reducing temporary housing costs whilst providing an income stream which could contribute to the provision of front line services. Potential opportunities to consolidate the SMP site, with the inclusion of adjacent buildings together with re-purposing of SMP, will be set out in the Chalvey Regeneration report due before Cabinet in November 2018.

3a. Slough Joint Wellbeing Strategy Priorities

Relocating our headquarters to the town centre will increase footfall and spend per head in and around the High Street increasing the viability of the retail offer and the associated employment opportunities. Improving the viability of the town centre should also contribute towards improving the image of the town.

3b Five Year Plan Outcomes

Relocating our head quarters into the town centre and redeveloping SMP as affordable housing will address the Five Year Plan outcomes through the following:

- **Outcome 1** – Contributing towards a viable and active High Street will help Slough children to grow up happy, healthy and successful;
- **Outcome 3** – Contributing towards a viable and active High Street will help encourage people to visit, live or work in Slough;
- **Outcome 4** – The delivery of a mix of affordable homes through the conversion of St Martins Place will directly contribute towards our residents having access to good quality homes; and
- **Outcome 5** - Contributing towards a viable and active High Street will help attract and retain businesses that provide opportunities for our residents.

4 Other Implications

(a) Financial

The cost of the project will be fully calculated as the programme progresses. At present some actual costs are known while others are estimated but all are included in the initial proposal to cabinet.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	No risks identified at this stage.	
People & Practice - Changes to working practices do not change at required speed to deliver reduction in floors area – impacting on the ability to meet the financial business case, which is dependent on leasing out space.	Ongoing consultation and corporate buy-in to support required cultural shift. Bouygues employed to support staff engagement/change management. Support from our partner	Transform the organisations working culture to one that is modern, customer focused and encourages staff to think outside the box when looking at how they can deliver services effectively and efficiently.

	<p>BYEs who have experience of delivering this transformation so they will help deliver this project effectively. Access will also be given to further external resources as required.</p> <p>Embrace and roll out top down, taking ownership and push from CMT, Service Leads through to Managers.</p>	
<p>Energy – The building is larger than SMP and consists of large glass construction; therefore energy costs will be higher.</p>	<p>BREEAM rating is 'very good' and EPC is rated 'B'.</p> <p>Identify through energy surveys and Re-Fit High Level Assessment and Investment Grade Proposals opportunities to improve energy efficiency and reduce energy demand.</p>	<p>Re-Fit energy conservation measures and optimisation during the fit-out stage will reduce future investment and retro-fitting costs.</p> <p>Opportunities to consider IT energy saving solutions and staff energy awareness programme will reduce energy costs.</p> <p>Lease some floors of the building to generate income and offset running costs such as energy.</p>
<p>Property – Although due diligence has identified some defects that require attention which are being addressed, there could be other defects that may only be realised once the fit out works start or once the building is occupied, resulting in long-term financial pressure.</p>	<p>The Council commissioned a full building survey as part of the due diligence process, therefore it is hoped that no or little issues will arise in the future.</p> <p>The fit out budget has allowed a contingency to deal with unforeseen issues.</p>	<p>The building has the benefit of construction warranties.</p>
<p>Finance/Property – the proposed new office is greater than the combined space at LMP/SMP and could cause financial drain.</p>	<p>The Council will seek to lease-space to third party organisations to reduce liability and generate an income stream.</p> <p>Assess opportunities to utilise transformation fund to support transition to smarter and digital working.</p>	<p>The Council plans to reduce from an overall 8:10 desk ratio to one nearer 5:10 as part of the Transformation Agenda. This will create additional space to lease, generating additional income.</p>
<p>Staff Issues – substantially less car parking than Montem</p>	<p>The space currently enjoyed at Montem would no longer be available when the Montem site is redeveloped for housing. The new office could use vacant space at Herschel car park and comes with 246 spaces on a long lease.</p> <p>Travel Steering Group set up to review all data including the</p>	<p>The new office is located immediately beside the town centre and will provide greater opportunities for staff to use public transport. The Council proposes increasing the fleet of electric cars, which would reduce the need for staff to drive to work if they only use their car for business journeys.</p>

	<p>staff travel survey. This will lead to options being presented to address this issue.</p> <p>The Fleet Challenge Programme focusses on adoption of a 'business travel hierarchy' and EV pool fleet to significantly reduce 'grey fleet' travel and need to travel to work by car. We will also encourage walking and cycling to work, therefore providing bike storage facilities and showers.</p> <p>Bouygues employed to support staff engagement/change management for the overall HQ relocation project.</p>	
Human Rights	No risks identified	
Health and Safety – The design/occupation per floor may be challenged as provision of fire exits, number of toilet facilities, mechanical & electrical etc. may not be sufficient for the number we wish to occupy on each floor.	<p>Early engagement initiated with designers and specialist to start reviewing likelihood of risk being realised, so intelligent design can enable risk to be managed. Early commissioning of M&E conceptual design to be approved.</p> <p>Work with internal officers to support and manage risk i.e. H&S Management Team, Building Control, etc.</p>	Working in partnership with relevant experts will ensure a design fit for purpose is developed.
Equalities Issues	Equality Impact Survey carried out as part of this project.	Fit-out will enable us to take the opportunity to enhance areas where further DDA compliance can be achieved.
Community Support Communications	No risks identified	
	<p>Communication Strategy being planned from the offset. Representation from Coms has been allocated to the Accommodation and Assets Board and the Operational project delivery group responsible for the HQ relocation. Microsite has been set up to inform the business of updates on all transformation boards.</p>	Opportunity to keep all necessary parties informed of progress will encourage commitment from staff, partners, contractors etc.
Community Safety	No risks identified	
Timetable for Delivery - Fit-out and installation of IT infrastructure - delays in the	We have already engaged Early appointment of fit-out based on anticipated	

programme will result in additional holding costs	specification and budget. Effective SBC project Management to manage the programme.	
Governance	Formal processes already implemented. Prince 2 methodology being followed.	
Performance	No risks identified	

(c) Human Rights Act and Other Legal Implications

The report does not have any legal or human rights act implications

(d) Equalities Impact Assessment (EIA)

An EIA has been completed as part of this project.

Locating council offices in the heart of the town centre, close to the rail and bus stations, will reduce fear associated with walking to and from the building in the hours of darkness, potentially benefitting staff and woman in particular.

Releasing SMP for conversion to affordable housing would make a very positive impact on the outcomes contained in the Housing Strategy and would directly benefit the most disadvantaged groups.

(e) Property

This report supports the Accommodation & Hub Strategy document.

(f) Carbon Emissions and Energy Costs

The Council cabinet approved Carbon Management Plan (2015-2020) vision states “*Slough Borough Council aspires to have a low carbon and energy efficient corporate estate, fleet and workforce to meet with the future economic challenges of local government*”. The principal source of carbon emissions relates to electricity and gas consumption within our corporate estate, street lighting and transport fleet emissions.

The new office has an EPC (Energy Performance Certificate) rating B (the modelled energy efficiency rating is ‘good’) and the BREEAM rating for the building is ‘very good’. The modern building should perform better from an energy efficiency viewpoint than SMP, which has a DEC (Display Energy Certificate) rating G which is ‘poor’.

In order to quantify the potential energy demand and CO2 emissions associated with the move to the new town centre office and also to assess the scope for re-fitting the new office with energy conservation measures, including the optimisation of the building as part of the fit out programme; the Council’s Re-Fit provider and energy consultant has been commissioned to undertake energy surveys and high level assessments under our legal Re-Fit Framework.

5 **Supporting Information**

5.1 **Summary**

Since the acquisition of 25 Windsor Road (25WR) in July 2018, the following progress has been made to date:-

5.1.1 **Project Delivery/Governance**

The Accommodation & Assets Board has been established and is responsible for the delivery of the HQ move and is applying PRINCE2 methodology to the overall project management. A Project Initiation Document (PID), Risk Register, Programme Plan and various other processes have been put in place to ensure good governance and overall management of this project.

The Director of Regeneration is the sponsor of this project and the Service Lead Building Management is the project executive, responsible for ensuring it is successfully delivered. Below the Accommodation & Assets Board sits the HQ Move Project Group, consisting of workstream leads responsible for delivering each element of the project including; Finance, Transport, ICT, Fit Out, Purchase, Landmark Place, Cornwall House and St Martins Place.

5.1.2 **Engagement of Contractors**

All the major contracts and contractors required for the office move have been appointed and engaged.

Bouygues who presently provide our Repairs, Maintenance and Cleaning Services to all non-housing council stock, have been commissioned to not only provide overall project support for delivery of this project but also the internal fit out. As one of the largest construction companies in Europe and with experience and a successful track record in change management as well as construction, Bouygues will provide value for money. Market testing has evidenced that Bouygues will support delivery and transformation at very competitive rates.

Kier Construction have been contracted to rectify the defects identified as part of out due diligence process and extensive pre-acquisition inspections. Kier carried out the original refurbishment of 25WR, and therefore have expert knowledge of the building whilst carrying the original warranties associated with it.

Arvato our Customer Service and IT provider have commissioned the necessary elements to provide IT connectivity to the building.

Ameresco are providing energy efficiency and Re-Fit programme recommendations for implementation.

5.1.2 **Fit Out**

Bouygues are providing services works which includes change management, agile working, furniture management, conceptual design and all other associated works

that form the drivers of the programme including the mechanical & electrical, architectural and construction phase.

The advisory service will help us to shape our transformation process, whilst working with staff to engender a new culture of smarter working. They will also be reporting to the People Board to ensure these processes align with the council's vision and objectives.

The following outlines the outcomes Bouygues have been commissioned to deliver for the office fit out:

- Understanding organisational requirements based on data gathering, business analysis, the overall vision and site walk-arounds
- Investigating opportunities to recycle existing furniture
- Concept design following completion of data gathering and analysis
- Presenting a series of recommendations, the concept design and the design journey
- Developing and presenting a more detailed design and 3D design
- Developing construction drawings and handing-over to the Construction team
- Tendering for the Construction
- Project Managing and ensuring successful Construction delivery

Bouygues have already commenced fit out works in 25WR and are working towards a target of providing occupation of the building commencing in May 2019.

5.1.3 Assets in Scope

The relocation to the Town Centre has provided us with the opportunity to re-evaluate how we use all of our town centre assets for the benefit of our customers. Therefore the assets now in scope of this town centre campus project include:

25 Windsor Road;
The Curve;
Cornwall House;
Landmark Place (until May 2020);
St Martins Place.

25 Windsor Road - The Council currently occupies circa 79,000 sq.ft. across SMP and LMP, this includes the Slough Children's Services Trust. 25WR consists of 111,000 sq.ft. Grade A space, spread over six floors. At the time of purchase we understood that, in accordance with the business case, the top two floors would be let to commercial organisations, to generate an income stream to reduce borrowing costs. A marketing strategy for this commercial space has been developed and an agency engaged to manage the process on our behalf. We have had a number of enquiries and negotiations with prospective occupiers are ongoing.

The Curve – When considering how we provide services to our customers from the town centre in the future we will take the opportunity to evaluate how The Curve is performing and whether, or not, any changes are required as part of a town centre campus approach to service delivery.

Cornwall House – This building, for which the Council owns the freehold, has now been vacated by our previous tenants RBS. This building has been identified as the location for our new “front of house” services. Work has commenced on the ground floor in order to make ready for the fit-out. Further details, and related information, on the Council’s future Cashiers Service is subject to a separate report elsewhere on this Cabinet agenda.

Landmark Place – Our lease for the use of LMP runs until May 2020. This does afford some flexibility to the organisation with regard to timing of the move of services to 25WR and Cornwall House. This in turn will enable us to ensure a smooth and seamless transition for our customers.

St Martins Place – Decanting from SMP will enable greater delivery of social, affordable housing in the Borough. A more detailed report on the options, design and fit out of SMP will be included in the Chalvey Regeneration report which is due before Cabinet in November 2018.

5.1.4 Information Technology

Supply - Arvato have instructed Virgin Media to supply the required fibre optic connectivity to 25WR. The work for installation of this crucial infrastructure is currently ahead of programme.

Resources - It was recognised at an early stage that in order to meet the requirements of the HQ relocation and enhance the way we work, that we needed to invest and commit to addressing IT challenges. We need to implement solutions that will enable our staff and partners to efficiently serve our residents. Therefore, in August we enhanced the team that will support officers in bringing together our future ICT and Digital requirements and support our office move whilst driving our 5-year plan, putting our customers first when looking at ICT.

We have appointed an Interim IT Strategy Manager who has a wealth of experience in the public sector and has joined us to deliver the ICT strategy projects for the council and to modernise our ICT. This will help the development of new Digital and Agile solutions that will underpin our aspirations to deliver improved digital services for our customers, businesses and visitors.

In order to support the ICT and Digital requirements for the move an ICT Relocation Manager has also been appointed to work in collaboration with officers from across the Transformation programme to ensure that we deliver new solutions. These will enable our officers to truly work in a mobile and flexible way, ensuring that we make best use of modern and efficient technologies and to re-launch ICT to the council as part of the positive move to the new locations.

They have already produced a draft ICT and Digital Strategy for the council that is currently subject to review before final approval. The ICT approach for the relocation to 25 WR, and other town centre assets in scope, has also been developed. This is currently being evaluated and tested as part of our internal review.

The Council’s Technology Board has been set up and meets monthly and will oversee the IT elements for HQ re-location and Transformation agenda.

5.1.5 Energy Conservation

A high level assessment for the proposed energy conservation measures at 25 Windsor Road has been conducted and received from Ameresco our Re:Fit Contractor. As a result of these surveys we will be fitting a solar panel array to the roof of the building.

The survey revealed that 25 WR is already an efficient building that has implemented; LED lighting, occupancy sensors, efficient heating and cooling systems and modern BMS systems.

The rooftop Solar PV array of 30kW is estimated to cost £48,445. An investment that would yield £4,015 in annual guaranteed savings leading to a 12 year payback. These proposals will be implemented as part of our existing Re:Fit programme.

In addition to reviewing the above proposal, as part of the fit out works for all buildings in scope of this project, Bouygues will be looking to optimise the Building Management Systems (BMS) and therefore reviewing the heating and cooling system based on occupancy numbers. In addition timers will be installed on electrical systems to ensure we are not running electric unnecessarily i.e. on IT, Water Heaters, electrical equipment etc. More detailed proposals will be developed as part of the construction package.

5.1.5 Travel Strategy, Staff Car Parking and Fleet Challenge

It is recognised that the move to a new town centre HQ campus brings with it the challenges of travel and parking for both staff and visitors and raises the question of how we make a sustainable modal change around the traditional workplace travel methods.

A HQ Move Transport Steering Group has recently been set up to lead delivery of this workstream. The aim of this workstream steering group is to set out options to meet the objective of “helping to achieve a sustainable change to existing workplace travel methods by reducing the dependency on the private car and creating ease of access to other modes of travel”.

All options will ensure that we can incentivise a modal shift of our staff to look at using non private car modes of travel to and at work, thereby helping to reduce traffic levels, reduce air pollution and greenhouse gas emissions CO₂. The Fleet Challenge project will be a fundamental part of this project and will offer supportive solutions to help achieve this objective including enhancement of the electric fleet, bike storage facilities, showers etc.

The initial steps are to evaluate all the available data, including that received from the recent staff travel survey. The recommendations from this group will be being passed to the Transformation Board at its next meeting on 25 October 2018.

6 Comments of Other Committees

This report has not been considered by any other committees.

7 Conclusion

- 7.1 Relocating the Council's headquarters back into the town centre has been a long - term aspiration for the Council. It is important that we use this move as an opportunity to transform as much as of the organisations culture as possible, to a more agile workforce.
- 7.2 It is fortunate that we have engaged with partners at an early stage to help speed up the process and have therefore been able to engage contractors very quickly.
- 7.5 It is recognised that work has only just begun to start producing a Customer Service Strategy. Therefore it is appreciated that the HQ relocation project is somewhat ahead and delaying this project while awaiting the sign off of a Customer Strategy is not feasible. For this reason it is recognised that our future model should be flexible enough to enable the organisation to respond to the requirements of the Customer Strategy.

8 Appendices

None.

9 Background Papers

None.

4 Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	Customer insight work will determine if there are further mitigating steps needed as we seek to identify the profiles and behaviours of those customers that use this service. Mitigation will be addressed through a detailed Equality Impact Assessment to form part of the next report.
Community Support	N/A	The options appraisal will determine the work needed to support our customers through a smooth transition
Communications	N/A	The options appraisal will detail a robust communications plan ensuring that key stakeholders are engaged / consulted with and informed throughout the process.
Community Safety	N/A	N/A
Financial	N/A	The options appraisal will determine the financial impacts of the changes as well as realise any potential benefits resulting from this change
Timetable for delivery	N/A	The cabinet report on the options appraisal will be presented in

		January 2019.
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA at this stage. This will form part of the detailed options appraisal due to be presented in January 2019.

5. **Supporting Information**

5.1 There is compelling evidence to suggest that moving to cashless transactions is the right way forward for the Council. This would adopt similar processes to that of many other councils as well as helping us to achieve our Transformational ambitions to deliver services and customer improvements whilst modernising our business processes.

5.2 The Council currently provides a front line Cashiers Service for residents to pay for Council Services; this is located with MyCouncil in Landmark Place. The payments made via this service are paid in cash, by both debit and credit card and by cheque.

5.3 The Council also provides a number of other methods of payment which include

- Direct Debit
- BACS
- On-Line payments
- Paying in the Post Office
- Paying by telephone
- Paying at the kiosks

All of these payment methods are utilised to a greater or lesser extent and though there has been some publicity of these payment methods, much more could be done to encourage customers to use any of the above and to maximise take-up.

5.4 Information on how these payment methods are used in Slough at present is attached at Appendix A.

5.5 A number of Local Authorities across the country have implemented cashless payments; some have fully embraced this approach such as the London Borough of Brent, whilst other Local Authorities have partially embraced the change removing front of house cashiers services as well as accepting cash via kiosks and other payment options available commercially such as payzone.

5.6 Customers have also been making the change to cashless payments, as result of the change in approach adopted by the State Retirement Pension and DWP,

whereby benefits have been paid only into bank or post office accounts for a number of years for the majority of customers. This means most customers already have bank accounts.

- 5.7 The Council has also been working with customers without bank accounts in preparation for Universal Credit to ensure that they have at least basic bank accounts in order to receive their payments.
- 5.8 The development in cashless payments and finance technology should be seen as an opportunity, which can assist to help break cycles of dependency on frontline services, and thereby ensuring the right resources reach the right individuals in a timely and cost effective manner, especially in light of current budget provision.
- 5.9 However, there is a great deal of evidence that would need to be gathered and an action plan of support and communication to customers would need to be developed. This would ensure that any change made to the front of house cashiering service would have no detrimental impact on the income to the council or on the vulnerable customers that the Council serves.
- 5.10 In order to ensure that we can fully support our customers in a cashless authority it is necessary for a detailed and robust options appraisal to be conducted. This appraisal will be led by the Service Lead – Finance and will consist of the following:

Information Technology

- 5.11 To review, investigate and explore appropriate digital technology solutions that can be implemented to support the change, whilst doing so ensure that the technology is secure, tailored and streamlined to provide best quality user experience from customer transactions through to back-office accounting, return on investment (ROI) and long-term viability.
- 5.12 To use data insights from current and future transactions to help better structure the service and to ensure joined up services across the council e.g. if someone makes regular payments and misses a payment could this trigger an alert in case they may be needing additional support. The focus of this will be on both demand and preventative service provision - using data to better inform future solutions.
- 5.13 The current Council Tax and Business Rates bills have QR bar codes on them to make transactions easier, this can be extended to other bills dispatched by the Council to ensure a consistent methodology is deployed across the organisation.
- 5.14 To investigate the implementation of an ecommerce solution to drive more payments online; by developing an 'online shop' for products and services such as council tax and licenses which features a shopping basket for multiple items and final check-out and payment - this will assist in improving visibility, adopting a self service methodology as well as moving towards a more agile service provision tailored to meet customer need.

- 5.15 In addition customers who pay Sundry Debts do not as yet have the opportunity to pay by Direct Debit as this has not been implemented on Agresso. This is scheduled to 'go live' in April 2019.
- 5.16 There are various other options that need to be considered which would look at solutions such as the adoption of pre payment plans on Debit and Credit cards - which act as instalment payments without the need for the customer to remember to make a payment each month.
- 5.17 Data security and compliance will be a high risk consideration and will need to be thoroughly addressed. Many people do not like paying by digital technology for this reason. The communications plan should ensure that the security we have in place is clear to all our customers and that assurances are provided as to the safety of the solutions we would seek to implement.

Communication

- 5.18 A communication plan would need to be put in place as soon as possible. Securing community buy-in is key to the success of change and our commitment to engaging and consulting with our residents is embedded within our organisation ethos. A review of key stakeholders to embrace our diverse audience including the elderly or those lacking in digital skills or infrastructure would form a key target group. We would seek to use our Customer insight / CACI data to identify our customers to ensure a comprehensive communication plan supports this change to support the launch of any cashless campaign
- 5.19 The communication plan would ensure that customers are made aware of the changes, how to use the various different digital platforms and where to go if they are unable to do so. Accessibility remains key to this being a successful transition.
- 5.20 In addition, a more robust direct debit take up plan / campaign should need to be implemented. Currently the following pay by direct debit or BACS
- Business Rates 79%
 - Council Tax 58.2%
 - Rent 32.2%
 - Other 0%
- 5.21 Direct Debit is the most cost effective method of payment for both the Council and customers. It removes the need for customers to remember to make the payment, and ensures that reminders or costly court action does not take place providing a strong focus on a more proactive and preventative approach to customer delivery wherever possible.

Ensuring financial inclusion

- 5.22 It is vital to ensure customers understand that 'cashless' does not mean 'financially excluded'. Due consideration will need to be developed to ensure that cashless works for all customers including the most vulnerable.

Vulnerable Customers

5.23 There are a small number of extremely vulnerable customers who receive their weekly expenditure by cash from the Cashiers; (under 40) they are people for whom the council controls their finances. These must be reviewed, and a process put in place for them that ensure their needs are met. On early investigation and research gleaned other local authorities, about half of these customers could work with payments cards which are pre loaded each week. The remainder will continue to need cash and an appropriate process will need to be put in place to service these customers.

Other Areas within scope

5.24 In addition to the above, there are a number of other areas of the Cash Office service which will have to be considered as part of the detailed review, for example, payment of petty cash to staff. Most companies and council's pay this via the payroll system and this could be easily implemented utilising our Agresso Payroll system which has the functionality to adopt this approach to paying expenses.

5.25 Cashiers back office function – this will continue to be a required function going forward, and as such consideration of an appropriate solution will need to be sought to ascertain the most cost effective way of managing this.

5.26 Cash provided to children's centres - the completion of detailed impact assessments will consider what this is used for and if there are alternative options available.

5.27 An alternative operating model will need to be considered as part of the wider Customer Transformation Programme which will result in a much improved customer services offer for both front of house and for the back office. We would seek to use the decant of My Council following the end of the current lease as an opportunity to implement any proposed operating model

5.28 A review of the commercial and contractual delivery impact on the Arvato contract will also need to be factored into this appraisal as the cashiering service is currently provided by Arvato.

5.29 The options appraisal will also seek to review both existing and alternative methods of payment that can be used, and provide a cost benefit analysis of all the options which can be supported by an appropriate technology stack to achieve the required recommendations.

6 Financial Implications

6.1 The cashier function needs to be reviewed as part of the ongoing improvements offered to customers by the council and must consider the financial implications on the council as well as customers.

6.2 A full financial implications paper will be provided when the Options Appraisal is completed.

7 **Transformation**

The move to becoming a 'cashless' authority is aligned to the Council's Transformation ambitions and will be predicated on the key principles of the Council's Customer experience Strategy, currently in train. There are undoubtedly efficiencies to be realised as a result of this move and they will be scoped in more detail in readiness for a further report to be presented to Cabinet in January 2019.

8 **Comments of Other Committees**

None.

9 **Conclusion**

That Members are requested to agree and support the Council's ambition is to be "cashless" Authority by December 2019 and approve the commencement of further investigative work which will culminate into a detailed options appraisal for presentation at Cabinet in January 2019.

10 **Appendices Attached**

'A' - Current Payment Methods

11 **Background Papers**

None

Current Payment Methods

The Council collects a vast amount of income each financial year spread over various services for example Council Tax, Business Rates, Rents. In order to maximise the income there are a number of ways that Customers can pay including:

- Visiting Cashiers at Landmark Place
- Paying in the Post Office
- Paying over the web
- Paying by telephone
- Paying at the kiosks
- Paying by Direct Debit
- Paying by Standing Order

Over the last few years the Council has implemented or improved a number of these payment methods. Customers have been encouraged to use these payment methods as there is no queueing, payment can be made outside standard “office hours” and Customers are now more used to paying any number of bills on the web or over the telephone.

Payment by Direct Debit for Council Tax and Business Rates is increasing due to the ability to set up Direct Debits over the telephone and via the web. Paperless Direct Debits for Rents (over the telephone) went live in the middle of July which should also see increases in these numbers.

Currently 79% of our Business Rate payers pay by Direct Debit or BACS, 58.2% of our Council Tax Payers and 32.2% of our Rent payers also pay by Direct Debit.

In reviewing the payments made in 2017-18 there was a total of 693,903 transactions made via the following methods

Direct Debit	61.25%
Cashiers	10.62%
Post Office	10.25%
Web	4.45%
Automatic Telephone line	8.94%
Telephone via Contact Centre	2.69%
Kiosks	1.82%

This means that just nearly 90% of all payments were not made via the Cashiers Service.

The Cashiers service processed 73,689 payment transactions in 2017-18

These payments were for a variety of services, allocated as follows:

Council Tax	53.96%
Housing Rents	26.64%
Sundry Debts	10.63%
Business Rates	3.79%
Housing Benefits Overpayments	3.5%

The remaining 1.48% consists of payments for Community Halls, Mortgages Rechargeable Repairs, internal transactions etc.

In analysing the payments made via Cashiers the payments were made as follows:

Cash	59.9%
Cheque	15.8%
Card	23.4%

The remaining 0.9% of transactions are internal transactions for example, reversing payments for “bounced cheques”, cashing cheques for various Council Service areas, paying vulnerable people, those where we manage their money.

A total of only 6.35% of all payment transaction made to the Council are currently being made in cash, 6.35% via the Cashiers and 0.005% via the kiosks.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15 October 2018
CONTACT OFFICER: Stephen Gibson, Project Manager, Regeneration
(For all enquiries) (01753) 875852
WARD(S): All
PORTFOLIO: Leader of Council and Cabinet Member for Regeneration and Strategy - Cllr Swindlehurst

PART I
KEY DECISION

PROPOSED DISPOSAL ASSETS

1 Purpose of Report

- 1.1 In the report to Cabinet dated 28 May 2018, Cabinet agreed to consider a report in October 2018 that would make recommendations for the disposal of assets to reduce the Council’s future borrowing requirements.
- 1.2 The purpose of this report is to make recommendations on a programme of disposal over the period to April 2020. Since some of the sites are subject to an option to Slough Urban Renewal (“SUR”), this report simultaneously seeks approval to negotiate the release of the options.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That it be reaffirmed that all properties and land detailed in section 5.5 of the report are declared surplus.
- (b) That it be noted that the financial implications and estimated sales prices detailed in confidential Appendix One.
- (c) That it be agreed to dispose of land at Alpha Street, land at 150-160 Bath Road, a wedge of former public space Mercian Way, the site of the former Maria Cowland centre and land at Belfast Avenue (see sections 5.4 – 5.6) as shown in Appendix Four to Appendix Eight to the Housing Revenue Account (“HRA”) for full market value to assemble land to develop a pipeline of up to 152 social and/or affordable housing properties within 4 years.
- (d) That subject to (c) above, agree that the total price should be reduced by the value of land at Trelawney Avenue (see sections 5.7 – 5.8), which will be transferred to the General Fund to develop the proposed health-led hub.

- (e) That delegated authority be given to the Director of Regeneration, following consultation with the Director of Finance & Audit and the Leader of the Council to agree final valuations in relation to the proposed disposals described in (c) above and the proposed land swap in section 2.4.
- (f) That delegated authority be given to the Director of Regeneration, following consultation with the Director of Finance & Audit and the Leader of the Council to approve any non-financial terms for the proposed disposals.
- (g) That in the event that the HRA decides that it would not purchase some or all of the sites, delegate authority to the Director of Regeneration, following consultation with the Director of Finance & Audit and the Leader of the Council, to take all appropriate action to dispose of the assets listed above for the best consideration reasonably available.
- (h) That delegated authority be given to the Director of Regeneration following consultation with the Council's section 151 Officer to seek the determination of the current SUR option agreement over land at Weekes Drive and Alpha Street. This delegated approval will include authority to agree all terms, including (but not limited to) the removal of SUR's charge over the sites and (where appropriate), agree and pay SUR's abortive costs and approve the final disposal.
- (i) That approval be provided for Asset Management to liaise with and agree **draft** terms with the third parties who are likely to have a special interest in the various assets referred to in Confidential Appendix Two.
- (j) That it be noted that Asset Management will present an update report on the Asset Disposal Programme to Cabinet by February 2019 regarding sites with a third party interest and/or regenerative benefit.

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

The creation of expediently delivered high quality new housing will increase council tax receipts and provide an income stream that can be used to contribute towards the provision of front line services.

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

Disposing of sites to the HRA will ensure that the Council increases the supply of affordable new build homes and make a material contribution to realising the objectives of the Housing Strategy. Should the HRA determine that it does not wish to acquire the sites, selecting a tenderer with a track record of delivery will ensure that the new housing is delivered expediently, creating local employment opportunities.

3b. **Five Year Plan Outcomes**

Working expediently to deliver the site into the market place is addressing the five year plan outcomes through:

- **Outcome 2** – High quality new homes will attract residents who are likely to manage their own care needs,
- **Outcome 3** – High quality new homes will encourage people to live, work and stay in Slough.

- **Outcome 4** – Increasing the supply of new homes will directly contribute towards our residents having access to good quality homes.

4 **Other Implications**

a) Financial

See Appendix One (contains exempt information)

Risk Management

Risk	Mitigating action	Opportunities
Legal – compliance with s.123 of the Local Government Act 1972	An open market competitive informal tender will ensure that the best land value is achieved.	Land speculators and other unsuitable bidders can be removed via the tender review process.
Human Rights	No risks identified	
Health and Safety	No risks identified	
Employment Issues	No risks identified	
Equalities Issues	No risks identified	
Community Support	No risks identified	Selling land to the HRA to provide social and affordable instead of disposing to a private developer will be viewed positively.
Communications	No risks identified	
Community Safely	No risks identified	
Finance – No profit share revenue or interest on loan notes for sites that would otherwise have been developed via SUR.	The Council will still receive full market value for land.	The land receipt is received within 12 months rather than being linked to the completion and sale of a scheme.
Timetable for Delivery – schemes are delayed	SUR have been unable to progress the small sites listed in 5.5, therefore no risks are anticipated.	
Project Capacity	No risks identified	
Governance	No risks identified	
Performance	No risks identified	

b) Human Rights Act and Other Legal Implications

Local authorities are generally under a duty to comply with Section 123 (2) of the Local Government Act 1972, with regard to land held in the General Fund, as is the case here, which requires that except with the consent of the Secretary of State a Council shall not dispose of land under this section for a consideration less than the best that can reasonably be obtained.

The possible need for Secretary of State consent will need to be considered on a site-by-site basis.

c) Equalities Impact Assessment

There are no equalities issues associated with this report.

e) Property Issues

As mentioned above, Section 123 (2) of the Local Government Act 1972 prevents the Council from disposing of land for less than the “best that can reasonably be obtained” without the consent of the Secretary of State. The sites can be marketed at the earliest opportunity.

5. **Supporting Information**

Background

- 5.1 On 28 May 2018, Cabinet approved a report that recommended the purchase of a Strategic Asset, which has since been disclosed as the Council’s future corporate headquarters at 25 Windsor Road. In approving that report, Cabinet agreed to remodel St Martins Place into a mix of social and affordable housing. To reduce the Council’s borrowing costs, Cabinet also agreed to consider a report by October 2018 that recommended the disposal of various non-operational/surplus Council-owned assets.
- 5.2 Whilst some of the disposals proposed in this report are straightforward internal transactions between the General Fund and HRA, the report also seeks Cabinet to consider the potential for selling other income generating assets, some of which are leased to community groups. In all cases, the General Fund is required to secure best consideration.
- 5.3 In partnership with a local developer and with the support of Slough Clinical Commissioning Group and local GP’s, the Council is continuing to develop proposals for a mixed-use project at Trelawney Avenue. This project, which will provide a health-led hub and circa 30 properties for rent (a mix of affordable and private rented properties), will be the subject of a separate report to Cabinet later this year. Since the land at Trelawney Avenue is owned by the HRA, the redevelopment of this site was the catalyst for the proposed property transactions set out below.

Proposed Land Disposal of Land to HRA

- 5.4 In order to facilitate the proposed health-led hub at Trelawney Avenue and create a pipeline of Council-built social and affordable housing, officers have been discussing the potential of a property transaction between the General Fund and HRA. This approach supersedes a previous Cabinet decision to redevelop these sites via SUR, which would have seen the resulting properties sold at open market prices.
- 5.5 The General Fund and HRA have jointly commissioned the District Valuers Office (“the DV”) to undertake an independent valuation of six sites.

Asset	Description	Comment
Alpha Street site	This General Fund (GF) site is currently being used as a temporary car park (19 spaces). The site has been optioned to Slough Urban Renewal (SUR), which has secured planning permission for a 14 unit site to deliver affordable housing commuted from the hotels-led development.	In order to do so, the Council will require SUR to release the option.
Land at 150 – 160 Bath Road	SBC demolished a terrace of two storey Victorian town houses in 2014 to accommodate the Bath Road widening scheme. The remaining land was left without vehicular access and the acquisition of further land needed to create access was completed in December 2016 .Whilst the intention was to develop via the GF small sites strategy, this asset has not been optioned to SUR. The site has been valued on the basis of a capacity study that indicates that a block of 8 flats 2 x 3 bedrooms and 6 x 2 bedrooms).	

Land at Mercian Way	The site was formerly public open space but was severed from the main area when Mercian Way extended for the new development to the east. The site has been valued on the basis of a capacity study that indicates 5x3 bedroom houses.	
Former Maria Cowland Centre site	The site was formerly a community hall which has now been demolished. The site has been valued on the basis of a capacity study commissioned by the Council that indicates 12 x 1 & 2 bedroom flats over 4 floors.	
Land at Belfast Avenue	This site has planning permission (Planning Application Ref: P/17086/000) for the construction of 12 new dwellings comprising 14 properties 5 x 2 beds, 6 x 3 beds and 1 x 4.	
Land at Weekes Drive	The land at Weekes Drive is jointly owned by the GF and HRA. The area owned by the GF is subject to an option in favour of SUR. Based on an initial feasibility study undertaken by SUR; the overall site has a capacity for 113 residential units.	In order to do so, the Council will require SUR to release the option.

- 5.6 The valuation for each site is included in Confidential Appendix One. The DV valuations are based on the special assumption of an internal land transaction. Should the HRA decide it does not wish to acquire some or all of the sites, the DV recommends that it would be prudent to get further planning advice **and consider overage provisions.**

Proposed Acquisition of Land at Trelawney Avenue

- 5.7 As described above, the introduction of a mixed-use project at Trelawney Avenue has been a long-term aspiration of the Council and has received ongoing support from Cabinet. Whilst it has taken longer than anticipated to develop a conditional business case, the expectation is that Cabinet will receive a report before December 2018 based on an agreed planning proposal.
- 5.8 Since the GF will own the community element of the hub, it makes sense for the HRA to release the site. Rather than taking a capital receipt, the HRA has a preference to discount the purchase price of the assets listed in section 5.5 above with the market value of its site. The valuation provided by the DV has made the special assumption that the land at Trelawney Avenue would otherwise have been developed exclusively for affordable housing. However as the GF can in turn dispose of the site for a health led community hub, which the HRA cannot do directly, the HRA will receive 50% of the uplift in value.

Potential Disposal of Other Assets

- 5.9 In addition to proposed disposals to the HRA listed above, the potential exists to dispose of several assets that (if disposed as a package) would have a positive impact on revenue and capital budgets. These are broken into residential properties, and disposal of assets that have a third party interest. These assets are discussed in Confidential Appendix Two.

Disposal Approach

- 5.10 In the event that the assets listed above are sold on the open market, the proposal is to market the sites via informal tender. The advantages of this route are that SBC will remain in a strong negotiating position with multiple potential purchasers, unsuitable tenderers (i.e. land speculators/ developer with no track record of delivery) can be

discounted at the tender review stage and this approach is relatively inexpensive and a buyer can be selected on criteria other than price.

6 **Comments of Other Committees**

6.1 This report has not been considered by any other committee.

7. **Conclusion**

7.1 The disposal of land held within the General Fund to the HRA will facilitate the Council affordable housing programme. It will provide a pipeline of sites that can be developed by the Council to provide a mix of house types for social and affordable rent.

7.2 The sites at Alpha Street and Weekes Drive are currently subject to individual options in favour of SUR. Consequently, the Council will need to secure approval from the Board of SUR to release its option for these sites. A precedent has already been established recently through the release of the option for land at Upton Road. The proposed terms set out above are based on this transaction.

8 **Appendices**

Confidential Appendix 1	Financial implications and values
Confidential Appendix 2	Sites with third party interests
Confidential Appendix 3	Site Boundary Plans for third party assets
Appendix 4	Site Boundary Plans for third party assets
Appendix 5	Site Boundary Plan – Bath Road, 150-160
Appendix 6	Site Boundary Plan – Belfast Avenue
Appendix 7	Site Boundary Plan – Maria Cowland Centre
Appendix 8	Site Boundary Plan – Mercian Way
Appendix 9	Site Boundary Plan – Weekes Drive
Confidential Appendix 10	Independent Valuation Report – To Follow

Appendices 1, 2, 3 and 10 contain exempt information and are included in Part II of the agenda.

9 **Background Papers**

None

Appendix Four – Site Boundary Plan – Alpha Street

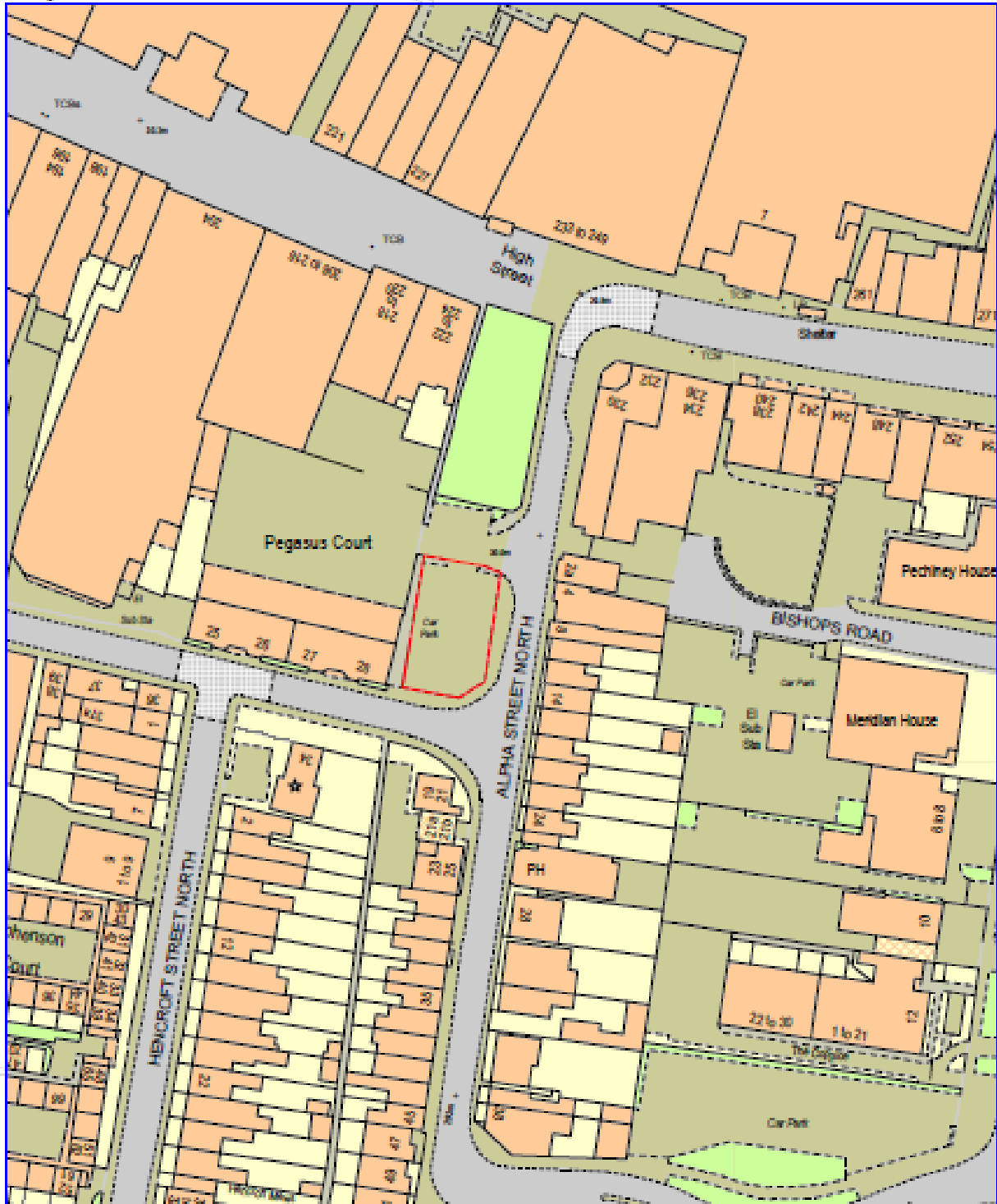
Resources Asset Management

Scale 1: 1,000



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Alpha Street



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Appendix Five – Site Boundary Plan – Bath Road, 150-160

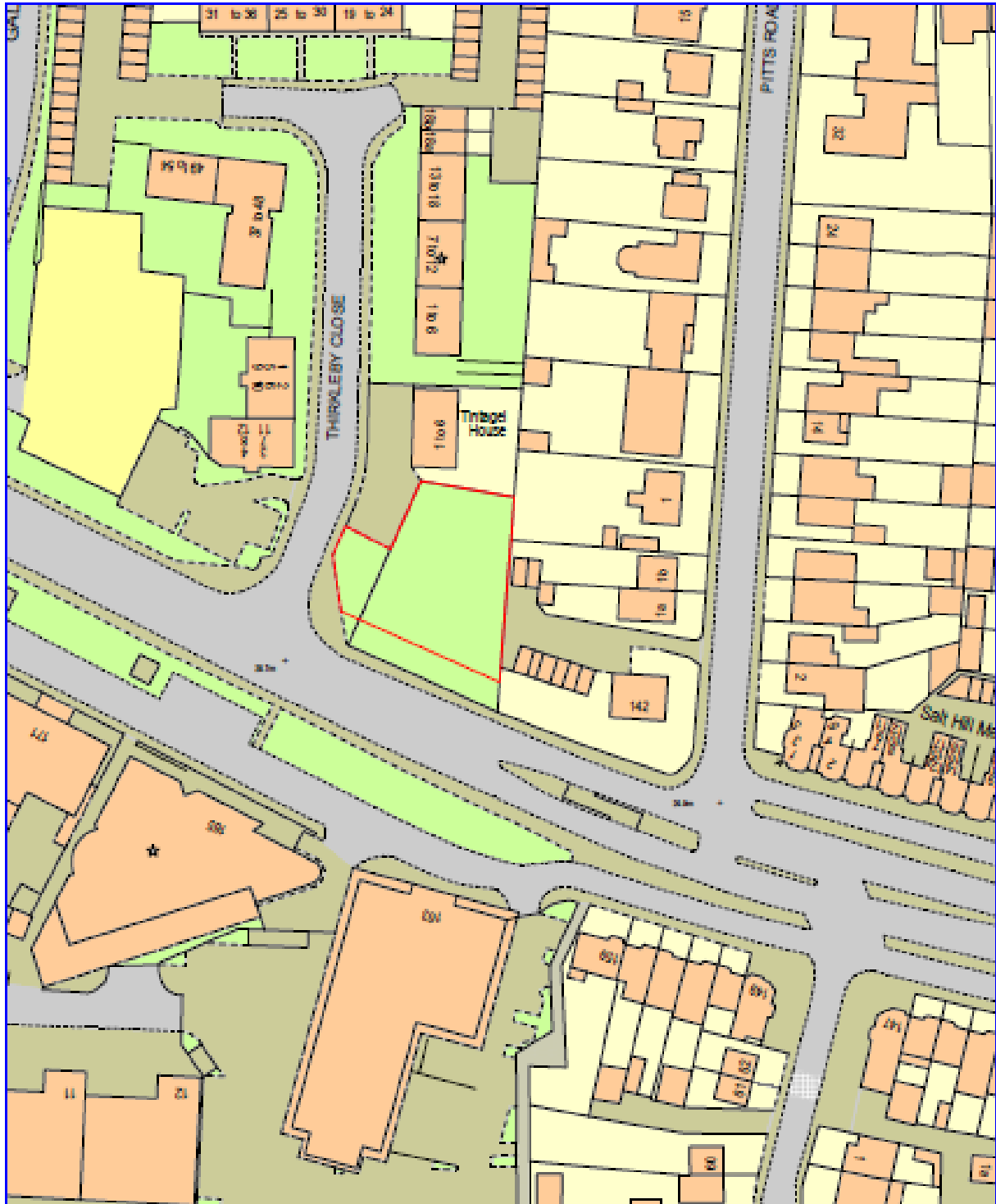
Resources Asset Management

Scale 1: 1,000



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Land at 150-160 Bath Road



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Appendix Six – Site Boundary Plan – Belfast Avenue

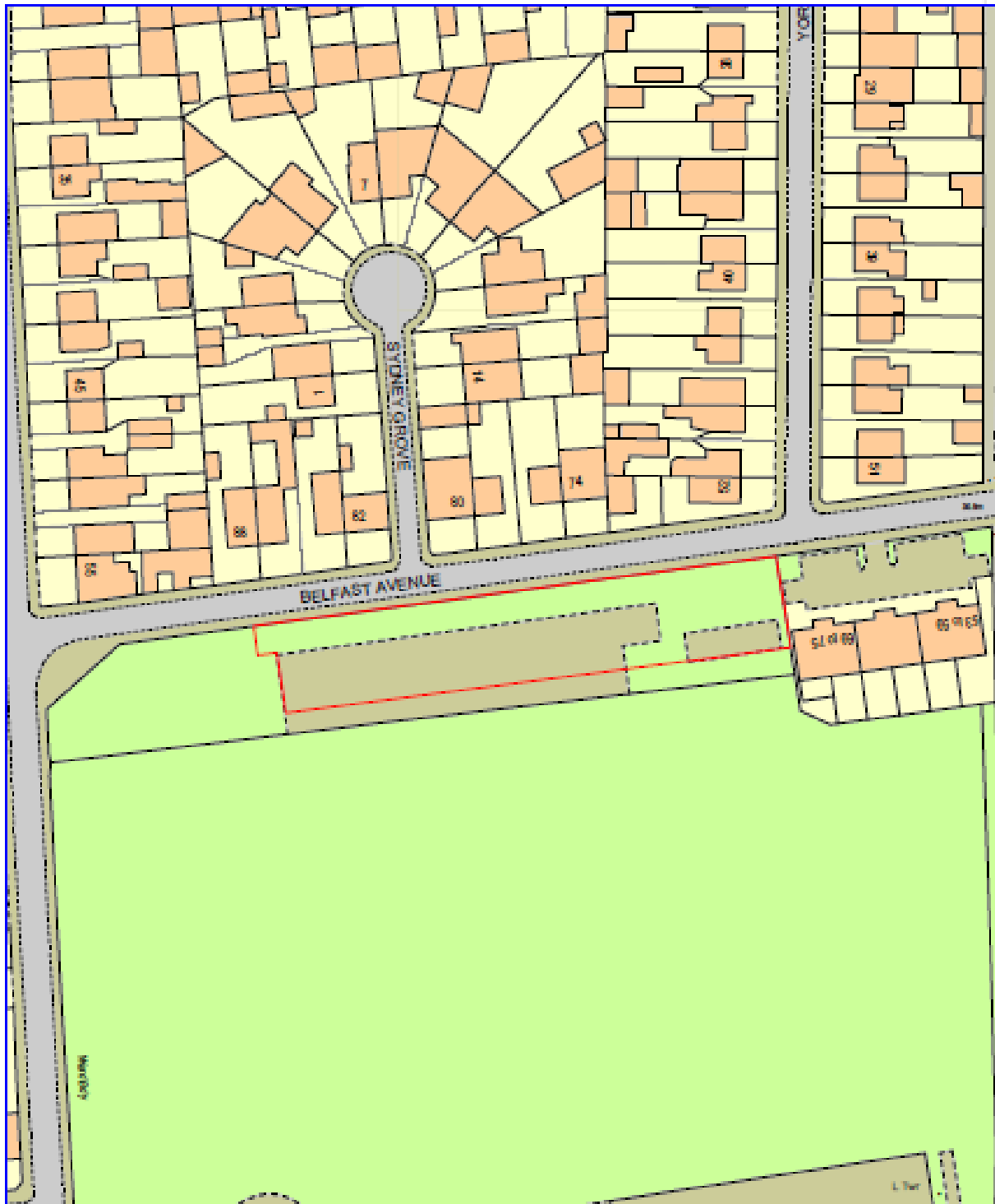
Resources Asset Management

Scale 1: 1,000



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Land at Belfast Avenue



Appendix Seven – Site Boundary Plan – Maria Cowland Centre

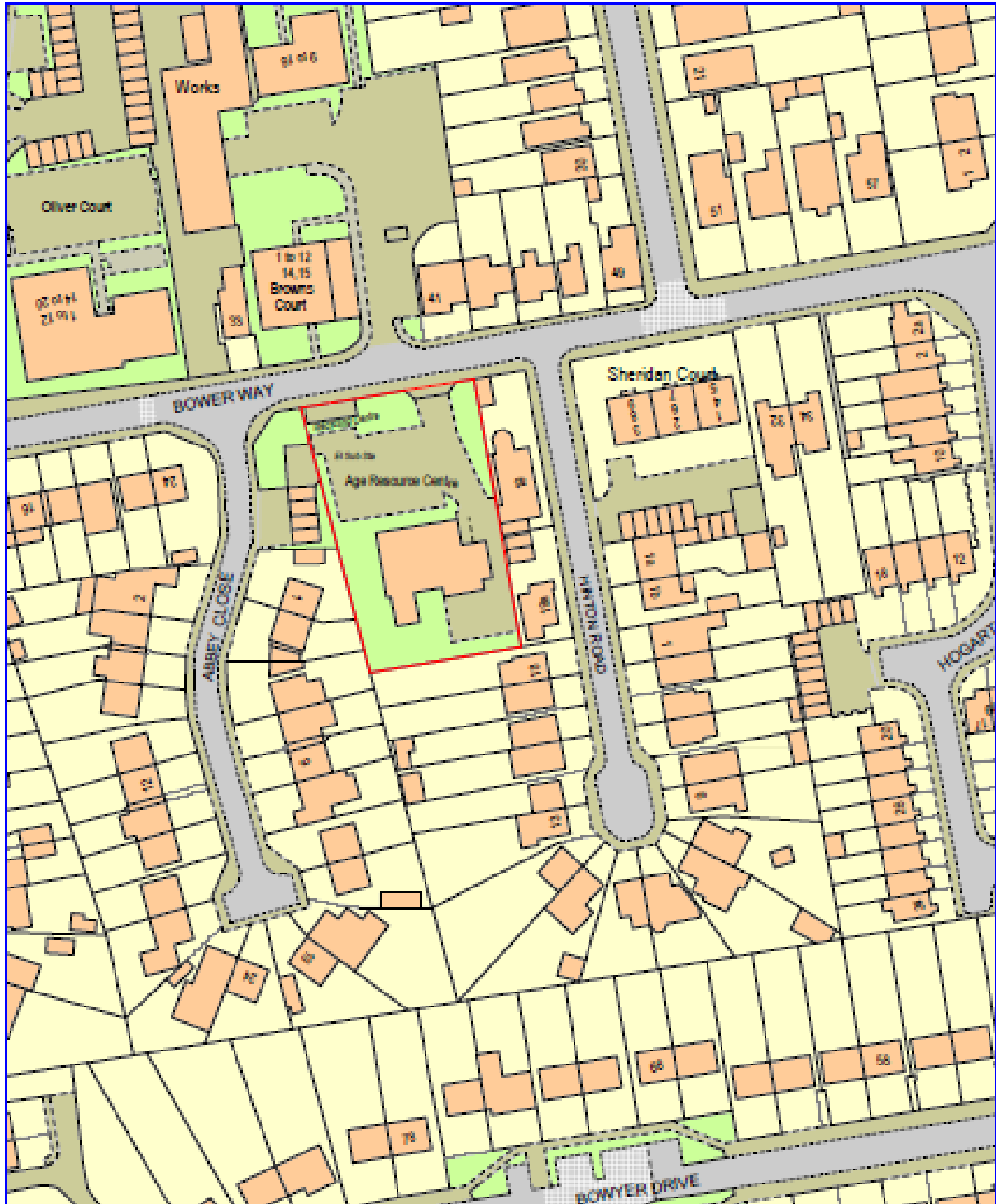
Resources Asset Management

Scale 1: 1,000



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Former Maria Cowland Centre



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Appendix Eight – Site Boundary Plan – Mercian Way

Resources Asset Management

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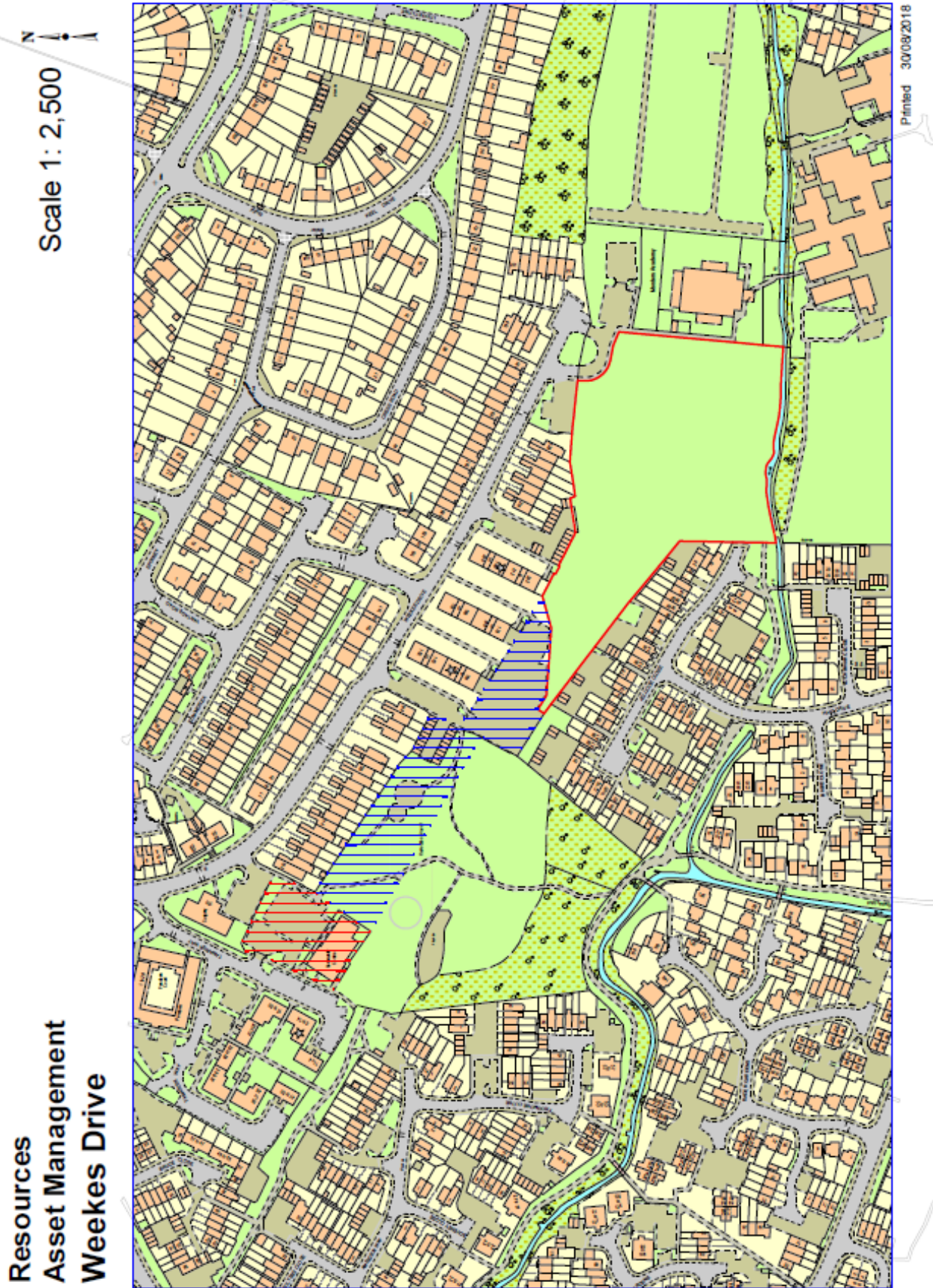
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Land at Mercian Way



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Appendix Nine – Site Boundary Plan – Weekes Drive



SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th October 2018

CONTACT OFFICER: Michael Sims – Licensing Manager
(For all enquiries) (01753) 477387

WARD(S): ALL

PORTFOLIO: Cllr Pavitar Mann - Cabinet Member for Regulation & Consumer Protection

PART I
KEY DECISION**FEES FOR THE ANIMAL WELFARE (LICENSING OF ACTIVITIES INVOLVING ANIMALS) (ENGLAND) REGULATIONS 2018****1 Purpose of Report**

For members to review and approve the proposed fees for new licenses under The Animal Welfare Licensing Regulations as set out in Appendix A.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the new animal licensing fees as set out at Appendix A be approved.

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

New fees need to be set to cover 'reasonable anticipated costs'. The new Animal Welfare Licensing regime will contribute to the Five Year Plan with the specific outcomes of:

- Slough will be an attractive place where people choose to live, work and visit.
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

4 Other Implications**(a) Financial**

The duration of licenses under new animal licensing legislation and the types of licensable activities will depend on a risk rating, with some licences being granted for a longer period than others and some of our existing licensees may not be suitable for licensing under the new legislation, which could reduce licence fee revenue – although this in turn would reduce administration and costs incurred by the Council. In addition to this, there may be an increase in the number of licences that are

granted as the threshold for requiring a licence will be reducing, and increased enforcement powers could lead to more businesses being identified.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
The Cabinet is requested to resolve to approve the new animal licensing fees as set out at Appendix A	The new legislation authorises local authorities to set their own fees to cover 'reasonable anticipated costs' of administration and enforcement of the new licensing regime.	Fees are currently in place under current legislation for some animal licensing activities. These will be rescinded once the new fees are approved.	2	At this time the fees have been set at an anticipated level to cover reasonable costs of administration and enforcement, however, the fees will need to be reviewed after a maximum of 3 year as licenses can be issued for a period from 1 year to 3 years dependant on the risk rating.

(c) Human Rights Act and Other Legal Implications

Section 1 and Schedule 1 Parts I & II of The Human Rights Act 1998 apply:

Article 1 – Every person is entitled to the peaceful enjoyment of his or her possessions including the possession of a licence and shall not be deprived of the possession except in the public interest.

Article 6 – That in the determination of civil rights and obligations everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law.

(d) Equalities Impact Assessment

An Equality Impact Assessment has not been conducted as this is primary legislation and applies nationally to all local authorities in England and Wales. The level of fees to be set is a matter for each local authority.

5 Supporting Information

5.1 Schedule One of The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 defines 5 new animal licensing activities, i.e.

- (1) **Selling animals as pets** – (or with a view to their being later resold as pets in the course of a business including keeping animals in the course of a business with a view to making a profit or earning a commission or fee.
- (2) **Providing or arranging for the provision of boarding for cats of dogs** - Providing or arranging for the provision of accommodation for other people’s cats or dogs in the course of a business on any premises where the provision of that accommodation is a purpose of the business by—
 - (a) providing boarding for cats;
 - (b) providing boarding in kennels for dogs;
 - (c) providing home boarding for dogs; or
 - (d) providing day care for dogs.
- (3) **Hiring out horses** - Hiring out horses in the course of a business for either or both of the following purposes—
 - (a) riding;
 - (b) instruction in riding.
- (4) **Breeding Dogs** - Either or both of the following—
 - (a) breeding three or more litters of puppies in any 12-month period (unless none of the animals are sold);
 - (b) breeding dogs and advertising a business of selling dogs.
- (5) **Keeping or training animals for exhibition** - Keeping or training animals for exhibition in the course of a business for educational or entertainment purposes—
 - (a) to any audience attending in person, or
 - (b) by the recording of visual images of them by any form of technology that enables the display of such images.

(Zoo’s and Dangerous Wild Animals will continue to be covered by their own specific legislation)

5.2 In setting the proposed fees, regard has been given to Open for Business: LGA guidance on locally set licence fees, which sets out the steps that must be taken to set fair and reasonable fees, and explains the EU Services Directive upon which the LGA guidance is based. Regard has also been given to the BEIS Guidance for Business on the Provision of Services Regulations. As with other areas of licensing, regard has also been had to the principles in the Regulators’ Code. “Reasonable anticipated costs” will be fact specific and dependent on the local authority in question.

5.3 Regulation 13 of the Regulations set out what a local authority may charge such fees as it considers necessary for:

- (a) The costs of consideration of an application, including any inspection relating to that consideration for the grant, renewal or variation of a licence;
- (b) The reasonable anticipated costs of consideration of a licence holder’s compliance with the Regulations and the licence conditions to which a licence holder is subject. This includes the costs of any further inspections related to compliance;
- (c) The reasonable anticipated costs of enforcement in relation to any licensable activity of an unlicensed operator; and

(d) The reasonable anticipated costs of the local authority compiling and submitting the data required by regulation 29 to the Secretary of State.

- 5.4 The new animal licensing scheme falls within the definition of ‘Services’, and is subject to the EU Services Directive, incorporated into UK law under the ‘Provision of Services Regulations 2009’.
- 5.5 The proposed fees (attached at **Appendix A**) are split into two parts – the application fees, payable at the time of the submission to cover the Council’s costs in considering and determining the application and conducting an initial inspection, or inspections, and the licence grant fee, which covers the administration of the grant of the licence and ongoing enforcement and compliance requirements.
- 5.7 All current licence holders whose licenses expire on the 31st December each year due to the current legislative requirements, have been appraised of the impending changes and advised that an application form (yet to be published by DEFRA) and guidance will be provided to them together with the new applicable licence fee as soon as possible.
- 5.8 The regulations came into effect on 1st October 2018 and therefore the fees need to be approved in order for existing operators to submit their application with the new fee before the 31st December 2018.

6 **Comments of Other Committees**

None

7 **Conclusion**

Cabinet is requested to resolve to approve the new animal licensing fees as set out at Appendix A.

8 **Appendices Attached**

‘A’ - Proposed fees.

9 **Background Papers**

‘1’ - The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

‘2’ - DEFRA - The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 – Procedural guidance notes for local authorities (July 2018)

‘3’ - Animal Licensing Costings Project for 2018 (Excel Format)

APPENDIX A

Licence Activity	Application Fee – Non-Refundable	Grant Fee	Additional Cost to Applicant	Total Fee
Selling Animals as Pets	£219.60	£170.80	N/A	£390.40
Renewal	£340.60	N/A	N/A	£340.60
Variation	£183.00	N/A	N/A	£183
Re-Rating Visit	£158.60	N/A	N/A	£158.60
Transfer due to death of licensee	£48.80	N/A	N/A	£158.60
Boarding Cats and Dogs (Including Dog Day Care/Home Boarding)	£219.60	£170.80	N/A	£390.40
Renewal	£340.60	N/A	N/A	£340.60
Variation	£183.00	N/A	N/A	£183.00
Re-rating Visit	£158.60	N/A	N/A	£158.60
Transfer due to death of licensee	£48.80	N/A	N/A	£48.80
Hiring Out Horses	£219.60	£170.80	Vets fee for inspections on application and annually throughout the duration	£390.40
Renewal	£340.60	N/A	As above	£340.60
Variation	£183.00	N/A	N/A	£183.00
Re-Rating Visit	£158.60	N/A	N/A	£158.60
Transfer due to death of licensee	£48.80	N/A	N/A	£48.80
Breeding Dogs	£219.60	£170.80	Vets fee for inspections on application and annually throughout the duration	£390.40
Renewal	£340.60	N/A	As above	£340.60
Variation	£183.00	N/A	N/A	£183.00
Re-Rating Visit	£158.60	N/A	N/A	£158.60
Transfer due to death of	£48.80	N/A	N/A	£48.80

licensee				
Keeping or Training Animals for Exhibition	£195.20	£73.20	N/A	£268.40
Renewal	£244.00	N/A	N/A	£244.00
Variation	£183.00	N/A	N/A	£183.00
Transfer due to death of licensee	£48.80	N/A	N/A	£48.80
Combination of Activities	Equal to the highest activity fee	Equal to the highest activity fee	Vets fees where required as above	Equal to highest activity fee

NOTES:

1. The procedural guidance notes for local authorities (July 2018) have been used, together with the new regulations, to estimate reasonable fees required in order to recover the costs of these applications.
2. Fees are the same for each activity included on a licence, irrelevant of the time period of the duration of the licence (one to three years) as the cost to the Council is expected to be very similar.
3. Fees will apply to new businesses from the 1st October 2018, existing businesses will need to apply for a new licence before the 31st December 2018.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th October 2018

CONTACT OFFICER: Surjit Nagra, Service Lead People
(For all enquiries) (01753) 875135

WARD(S): All

PORTFOLIO: Transformation and Performance
Councillor Hussain

PART I
NON-KEY DECISION**PURCHASE OF TALENT MANAGEMENT SYSTEM****1 Purpose of Report**

To gain authority for an exemption to competitive tendering for the purchase of a talent management system to support the implementation and long term development of The Slough Academy.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that an exemption to competitive tendering be granted to purchase a talent management system from Cornerstone, noting that the evaluation of several talent management system providers during the business case process identified that Cornerstone had the best product to meet the Council's requirements.

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

A talent management system will contribute to the development of our workforce in alignment with all our strategic priorities.

Priorities:

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

3b Five Year Plan Outcomes

The system will increase our ability to attract, retain and develop the best people to deliver the services required by Slough residents. By contributing to the Academy's upskilling programme for our staff, a new talent management system has the potential to contribute towards attracting, retaining and growing business and investment to provide opportunities for our residents.

- *Slough children will grow up to be happy, healthy and successful*

- *Our people will be healthier and manage their own care needs*
- *Slough will be an attractive place where people choose to live, work and stay*
- *Our residents will live in good quality homes*
- *Slough will attract, retain and grow businesses and investment to provide opportunities for our residents*

4 **Other Implications**

(a) **Financial**

The total annual licence fee for the talent management system will be £52,500. This system will replace the current learning management system from Learning Pool for which the licence fee is £23,500 per annum. Therefore the annual incremental costs for the new system will be £29,000 for the additional functionality to support Continuous Professional Development and Succession Planning.

In the first year, there will also be one off set up costs of £47,500 to ensure the talent management system interfaces with Agresso and the data in the current learning management system is transferred across.

A talent management system will contribute to the reduction of training delivery and associated administration costs, and improve efficiency and service delivery. These benefits will be measured by course and learning cost measurement as well as comparison with staff retention data.

The Capital Monitoring Group has already approved the funding for a talent management system, but because the service contract is ongoing, the total cost exceeds £250,000 and therefore, Cabinet approval is required to proceed with the exemption.

(b) **Risk Management**

Recommendation from section 2 above	Risks/Threats/Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Approve the purchase of a Talent Management System	There is a risk that the full functionality of the system is never actually adopted by the council into working practises. Therefore additional cost will have been incurred without realising the benefits.	The current controls only extend to the current Learning Management System which is not fit for purpose and is time consuming leading to unnecessary administration.	Not applicable	Ensure the Workforce Development Strategy takes full advantage of the increased system functionality to support delivery of its objectives.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications.

There may be General Data Protection Act implications, but a full General Data Protection Act Risk Assessment has been completed and accepted.

(d) Equalities Impact Assessment

No identified need for EIA for the commencement of tendering, however, an EIA was completed when the Slough Academy project was initiated.

(e) Workforce

We will be better able to manage and grow our talent bank to develop skills and competencies to deliver services to residents.

The system will provide the functionality to generate detailed, accurate and real-time analysis of the skills and competencies we need to develop in existing staff or recruit new staff to fill the gaps.

Therefore, the workforce implications are that we will be continually striving to ensure our workforce is equipped to deliver the services our residents require. This means we will expect our workforce to continually improve throughout their careers.

5 Supporting Information

5.1 The Slough Academy's mission of 'growing our own talent through Continuous Professional Development opportunities' will be delivered in three phases:

- Phase 1 – Modern Apprenticeships
- Phase 2 – Continuous Professional Development
- Phase 3 – Succession Planning

5.2 Phase 1 – Modern Apprenticeships

5.2.1 Phase 1 has been in progress since February 2018 and aims to take advantage of Apprenticeship Reforms' legislative requirements and the Apprenticeship Levy as a new funding stream to support the development Academy's infrastructure whilst meeting our responsibilities as a local authority.

5.2.2 November 2018 will see the formal launch of the Academy when the volumes of Apprenticeships for new and existing staff within the council will start to increase as we progress towards our annual 2.3% Apprenticeship headcount target.

5.2.3 In preparation for the number of apprentices and the level of coursework this will generate, an e-portfolio system will be implemented to store, monitor, track and report the progress of apprentices and training providers. This technology is another step towards modernisation because previously coursework was kept in manual, hard copy files or in various Microsoft

applications held by the training providers without the ability to report at SBC level.

5.2.4 The e-portfolio system will only be used by apprentices and their managers and will allow SBC to view instantly and in real-time the progress of our learners so that we know where to direct our support to ensure successful completion of training programmes.

5.2.5 This will be a radical step forward for SBC because we also want the system to interface with Agresso to avoid any unnecessary data silos. This means we are starting to build our workforce profile which will ultimately lead to our Workforce Development Plan to enable the right resources in the right place at the right time.

5.3 Phases 2 & 3 – Continuous Professional Development and Succession Planning

5.3.1 The timing of the apprenticeship reforms was helpful because it coincided with the setting up of the Academy and it is providing a framework and funding to establish the concept of Continual Professional Development within the council.

5.3.2 To continue to drive the long-term aim of the Academy to build a culture able to identify the next generation of leaders, managers and key workers, the project is proposing to implement a talent management system to support Phases 2 & 3 of the Slough Academy project.

5.3.3 A talent management system is an integrated software product which typically supports the four elements of talent management: recruitment, performance management, learning and development and compensation management.

5.3.4 At SBC, recruitment is outsourced to Arvato and compensation management is dealt with through People Services. These areas are out of scope for the Academy and therefore our requirements centre around the two areas of performance management and learning and development.

5.3.5 We have conducted initial investigations into the provider market for talent management systems and the market leader is Cornerstone which also best suits to SBC's requirements. By combining the two Cornerstone modules of performance management and learning and development and ensuring they interface with Agresso and the e-portfolio system, we will be able drive our continuous professional development to enable succession planning.

5.3.6 Our current learning management system does not provide a sufficiently robust or comprehensive approach to effectively support the increased demand that Continuous Professional Development will generate. Therefore if we do not upgrade to a talent management system, we will miss the opportunity to exploit the increased workforce data generated as a management tool and provide support to our staff in their ongoing development.

5.3.7 Eventually, all employees will use a talent management system, even if it is just from a learning and development perspective. At this stage however, it is expected that there will be a phased implementation to gradually give access to nominated user groups.

5.3.8 The council has never truly implemented Continuous Professional Development or talent management or succession planning and therefore does not have a track record on which to develop Workforce Planning. As a result, the council does not currently have a system which could support this approach.

5.3.9 The overall purpose of a talent management system is to provide a systematic method to drive the implementation of phases 2 & 3 of the Academy; in the same way that the apprenticeship reforms have driven phase 1.

5.3.10 An added benefit is that by its nature, a talent management system will drive SBC's learning and development offering into the next generation by the need to respond to an increasingly development-hungry workforce. The system will include collaborative learning tools connected to the Performance Management module to help set goal and competency management to lead to strategically aligned professional development plans and reviews.

6 **Comments of Other Committees**

This report has not been considered by any other Committees.

7 **Conclusion**

In conclusion, the purpose of a talent management system is to align our workforce with our service plans to ensure we have the relevant skills, experience, knowledge and capability to adapt to the changing priorities and demands in service needs. Talent management systems are designed for this purpose and we want to take full advantage of this leading-edge technology to drive achievement of the Slough Academy's objectives.

Our current Learning Management System is not designed for this purpose and does not have the functionality we need to support achievement of our objectives.

The Cabinet is therefore requested to authorise an exemption to competitive tendering for the purchase of a new talent management system from Cornerstone.

8 **Appendices Attached**

None

9 **Background Papers**

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th October 2018

CONTACT OFFICER: Dave Gordon (Scrutiny Officer)
(For all enquiries) (01753) 875411

WARD(S): All

PORTFOLIO: Cllr Pantelic –
Cabinet Member for Health and Social Care

PART I
NON-KEY DECISION**REFERENCES FROM OVERVIEW AND SCRUTINY –**
PUBLIC HEALTH SERVICES IN SLOUGH**1. Purpose of Report**

The purpose of this report is to ask Cabinet to consider the recommendation of the Health Scrutiny Panel (11th September 2018). The Panel has received a number of progress reports on the delivery of the public health programme in Slough. The latest report was a focus on the services provided by Solutions4Health, one of the providers commissioned by the Slough public health team to deliver parts of the public health programme.

2. Matters for resolution from Cabinet

The Health Scrutiny Panel made the following recommendation at its meeting on 11th September 2018:

- That Cabinet encourages members and representatives from Public Health, and other Council departments, to work closely with Solutions4Health in developing future integrated models for prevention and behaviour change that will continue to benefit and improve the health of Slough residents beyond 2020.

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

The Public Health agenda supports the following priority of the Slough Joint Wellbeing Strategy:

- Increases in healthy life expectancy by focussing on health inequalities

3b **Five Year Plan Outcomes**

The range of Public Health services also supports the following Five Year Plan outcome:

- Our people will be healthier and manage their own care needs.

4 **Other Implications**

(a) Financial

The Public Health Grant for 2018 – 19 is £7,563,000; within this, the programmes discussed on 11th September 2018 have a combined annual cost of £289,000. These services are provided under contract with Solutions4Health and currently funded by the public health grant

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Future Controls
Members and representatives from Public Health do not engage sufficiently with Solutions4Health	Ensuring that members and Council officers work alongside Solutions4Health	Contractual arrangements with service provider	Commitment from political and staff leadership on joint working

(c) Human Rights Act and Other Legal Implications

There are no legal implications to the content of this report.

(d) Equalities Impact Assessment

It is not necessary to undertake an Equalities Impact Assessment at this stage. Any future changes to the provision of the service may require an assessment as appropriate at the time.

5 **Supporting Information**

5.1 At its meeting on 11th September 2018, the Health Scrutiny Panel took an item on the Public Health programmes. This item followed an introduction to the work of Solutions4Health (given at the previous meeting on 28th June 2018) and provided more detailed information on the following 4 programmes:

- **Eat4Health** – a programme aimed at reducing obesity in adults through both healthy eating and more active lifestyles

- **Let's Get Going** – a programme for 7 – 12 year olds with the objective of getting children to adopt more active and healthy routines for life
- **Cardiowellness4Life** – a programme covering an array of aspects connected to heart conditions (e.g. smoking, alcohol, lifestyle) and encouraging take-up of health checks
- **FallsFree4Life** – work on primary prevention of falls, aiming to stop such incidents before they occur through risk assessment and similar measures

5.2 The report outlined the nature of each of these programmes, and the progress being made by each one. 22 Eat4Health courses (each lasting 12 weeks) had been provided in 2017 – 18, whilst Let's Get Going had seen 47 children participate in 3 programmes (10 weeks in duration). Cardiowellness4Slough provided an ongoing service with 767 residents attending in the first 6 months of 2018, whilst FallsFree4Life undertook assessments for 636 who may be at high risk of a fall in their own home. In each case, early indications were that the programmes were achieving their stated aims and objectives.

5.3 As a result, the Panel wished to signal their support for this work so far, and their appreciation of achievements thus far. However, the Panel have also taken a series of agenda items on the Adult Social Care Transformation Programme and are aware of the financial realities of the current situation. Nevertheless, the Panel argued that the outlay on the programmes outlined above was modest and in line with SBC's local priorities.

5.4 Given this, the Panel wished to recommend to Cabinet that support for this work be maintained, with the expansion of targeted public health campaigns a possible area for investigation. In addition, members were keen to note their willingness to be involved in outreach work such as this which benefitted local residents. Should the Panel or the wider body of Councillors be able to promote healthy living, they would welcome the opportunity to do so.

5.5 However, the Panel were also aware of the wider financial position of such services across local authorities. Given the ongoing year on year reduction in the public health grant (and uncertainty over its future from March 2020 onwards), the Panel were aware of the constraints on SBC with regards to making financial commitments over long periods. In addition, any work with external partners would be subject to contract management and performance monitoring; this would further restrict any pledges which could be made regarding the future. Finally, any such arrangements would be subject to standard procedure and procurement rules which may require open tendering processes.

6 Comments of Other Committees

The report on Public Health programmes had not been taken by any other committees at SBC. It is publically available in the agenda papers for the Health Scrutiny Panel's meeting on 11th September 2018 (item 7).

7 **Conclusion**

The Cabinet is requested to decide upon the recommendation outlined in section 2 and discussed in section 5 of this report.

8 **Appendices**

None

9 **Background Papers**

'1' - Agenda papers and minutes, Health Scrutiny Panel
(11th September 2018)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th October 2018

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

WARD(S): All

PORTFOLIO: Leader, Regeneration & Strategy – Councillor Swindlehurst

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS**1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be endorsed.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

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

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

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

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

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Current Notification of Decisions – published 13th September 2018.

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 OCTOBER 2018 TO 31 DECEMBER 2018

Date of Publication: 13th September 2018

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 94 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 - Regeneration & Strategy | Councillor Swindlehurst |
| • Deputy Leader - Transformation & Performance | Councillor Hussain |
| • Environment & Leisure | Councillor Anderson |
| • Planning & Transport | Councillor Carter |
| • Regulation and Consumer Protection | Councillor Mann |
| • Corporate Finance & Housing | Councillor Nazir |
| • Health & Social Care | Councillor Pantelic |
| • Children & Education | Councillor Sadiq |

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.

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Are there exceptions to the above arrangements?

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

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

Cabinet - 15th October 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Medium Term Financial Strategy Update</u></p> <p>To consider an update on the Council's Medium Term Financial Strategy and financial planning assumptions.</p>	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		
<p><u>Treasury Management Strategy Update</u></p> <p>To receive an update on the performance against the Treasury Management Strategy, as approved by Council in February 2018.</p>	F&H	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		
<p><u>LWP Update</u></p> <p>Further to the Cabinet report on 18th January 2018, to receive an in-year update on Local Welfare Provision spend and activity.</p>	F&H	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		
<p><u>Increase in Fees for Pest Control and Confined Stray Dog Collection contracted service</u></p> <p>To consider an increase in service charge fees for Pest Control and Confined Stray Dog Collection.</p>	F&H	All Wards	All	Ian Blake, Neighbourhood Manager Tel: 07917 092909	-			

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<p><u>Council HQ Relocation to Town Centre Update</u></p> <p>To receive an update and take any necessary decisions on the relocation of the Council HQ to the town centre including fit out, transport and parking, energy conservation, IT, future of the cashier service and associated estate matters.</p>	R&S	All	All	Joe Carter, Director of Regeneration Tel: (01753) 875653	-	None		Yes, p3 LGA
<p><u>SMP Remodelling Options Appraisal</u></p> <p>To consider a report on the options appraisal for remodelling of St Martin's Place following the relocated of the Council's HQ to the town centre.</p>	R&S	Chalvey	All	Joe Carter, Director of Regeneration Tel: (01753) 875653	-	None	√	Yes, p3 LGA
<p><u>Asset Disposal Report</u></p> <p>Further to the Cabinet decision of 29th May 2018, to consider a report on the potential to dispose of assets to reduce the Council's borrowing costs following a performance review of assets.</p>	R&S	All	All	Joe Carter, Director of Regeneration Tel: (01753) 875653	-	None	√	Yes, p3 LGA
<p><u>New Animal Licensing Fees</u></p> <p>To agree a new schedule of fees for animal licensing.</p>	R&C	All	All	Michael Sims, Licensing Manager Tel: 01753 47	-	None	√	

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

<u>Contract in Excess of £250,000 - Talent Management System</u> To seek authority to commence tendering for a Talent Management System to support the implementation and long term development of The Slough Academy.	C&E, F&H	All	All	Surjit Nagra, HR Business Partner Tel: (01753) 875727	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	T&P	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>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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Cabinet - 19th November 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Performance & Projects Report Q2 2018/19</u> To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2018-19.	T&P	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Quarterly Financial Update - Revenue, Quarter 2 2018/19</u> To receive an update on the latest revenue position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.	F&H	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<u>Quarterly Financial Update - Capital, Quarter 2 2018/19</u> To receive an update on the capital programme to for the second quarter of the year.	F&H	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	T&P	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>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

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

Cabinet - 17th December 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Council Taxbases for 2019/20</u> To present information on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2019/20 financial year.	F&H	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	T&P	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>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

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

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