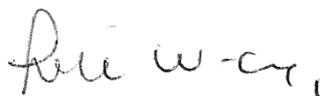


Date of issue: Friday, 25 January 2019

|  |   |  |
|--|---|--|
| <b>MEETING:</b>  | <b>CABINET</b>  |  |
|  | 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   |
| <b>DATE AND TIME:</b>                                      | <b>MONDAY, 4TH FEBRUARY, 2019 AT 6.30 PM</b>                  |  |
| <b>VENUE:</b>  | <b>THE VENUE - THE CURVE, WILLIAM STREET, SLOUGH, SL1 1XY</b> |  |
| <b>DEMOCRATIC SERVICES OFFICER:</b><br>(for all enquiries) | <b>NICHOLAS PONTONE</b>                                       | <b>01753 875120</b>  |

NOTICE OF MEETING

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



**JOSIE WRAGG**  
Chief Executive

**AGENDA**

**PART I**

| <u>AGENDA<br/>ITEM</u> | <u>REPORT TITLE</u>  | <u>PAGE</u>  | <u>WARD</u> |
|------------------------|--|--------------|-------------|
|                        | Apologies for absence.   |              |             |
| 1.                     | Declarations of Interest   | -            | -           |
|                        | <i>All Members who believe they have a Disclosable Pecuniary or other 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.</i> |              |             |
| 2.                     | Minutes of the Meeting held on 21st January 2019   | 1 - 8        |             |
| 3.                     | Quarterly Financial Update - Revenue, Quarter 3 2018/19  | 9 - 40       | All         |
| 4.                     | Quarterly Financial Update - Capital, Quarter 3 2018/19  | 41 - 64      | All         |
| 5.                     | <b>Five Year Plan 2019-2024</b>  | 65 - 86      | All         |
| 6.                     | <b>Revenue Budget 2019/20</b>  | 87 - 236     | All         |
| 7.                     | <b>Capital Strategy 2019-2024</b>  | 237 - 258    | All         |
| 8.                     | <b>Treasury Management Strategy 2019/20</b>  | 259 - 286    | All         |
| 9.                     | Care Leavers Council Tax Exemption Policy  | 287 - 304    | All         |
| 10.                    | <b>Alpha Street Car Park - Appropriation to Planning</b>   | 305 - 312    | Central     |
| 11.                    | <b>Proposed (Tower and Ashbourne) Compulsory Purchase Order 2019</b>   | 313 - 344    | Chalvey     |
| 12.                    | References from Overview & Scrutiny  | To<br>Follow | All         |
| 13.                    | Notification of Forthcoming Decisions  | 345 - 358    | All         |
| 14.                    | 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

|     |  |           |         |
|-----|--|-----------|---------|
| 15. | Part II Minutes - 21st January 2019  | 359 - 360 | -       |
| 16. | <b>Proposed (Tower and Ashbourne) Compulsory Purchase Order 2019 - Appendices C, D and E</b> | 361 - 384 | Chalvey |
| 17. | <b>Commercial Update</b>   | 385 - 392 | All     |

### Press and Public

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

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

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**Cabinet – Meeting held on Monday, 21st January, 2019.**

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

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

**Apologies for Absence:-** Councillor Carter

**PART 1**

**86. Declarations of Interest**

Councillor Hussain declared that Nova House (items 8 and 13) was in her ward.

**87. Minutes of the Meeting held on 17th December 2018**

**Resolved –** That the minutes of the meeting of the Cabinet held on 17<sup>th</sup> December 2018 be approved as a correct record.

**88. Housing Rents & Service Charges 2019/20**

The Head of Finance (Transformation) introduced a report that presented the changes in housing rents and service charges for 2019/20 for social housing and asked that they be recommended to full Council on 29<sup>th</sup> January 2019.

It was proposed that Council house dwelling rents would decrease by 1% from Monday 1<sup>st</sup> April 2019 and that garage rents, heat, utility, ancillary charges and service charges rise by 2.4% based on the September CPI inflation figure. The Cabinet noted that the decrease was in line with the legislative requirement that social rents be reduced by 1% less than the amount payable by the tenant in the preceding 12 months each year. This was the final year for which this policy would apply and the Government had indicated that from 2020 a greater degree of discretion would be given back to local authorities which would help them to invest in repairs and stabilise the decline in rental income.

It was confirmed that rents for Development Initiative for Slough Housing properties would be realigned and rent reductions and would be backdated to 2016/17.

Councillor Strutton addressed the Cabinet under Rule 30 and asked what was being done to ensure that tenants received good value from the increased service and other charges. The Leader commented that the rises were in line with inflation and the Council was committed to seek to deliver good value for money to tenants. The Lead Member for Corporate Finance & Housing would investigate any particular trends or patterns relating to housing complaints and address any issues that were raised.

## **Cabinet - 21.01.19**

After due consideration, the Cabinet agreed to recommend the proposed rent and service charges to full Council.

### **Recommended –**

- (a) Council house dwelling rents for 2019/20 to decrease by 1% over the 2018/19 rent with effect from Monday 1st April 2019. This was in line with current government guidelines and legislation.
- (b) Garage rents, heating, utility and ancillary charges to increase by 2.4% with effect from Monday 1st April 2019. This was based upon the September CPI figure.
- (c) Service charges to increase by 2.4% with effect from Monday 1st April 2019. This was based upon the September CPI figure.
- (d) 'Other committee' property rents to increase by 2.4% from Monday 1st April 2019 in line with the September CPI figure.
- (e) Properties leased from James Elliman Homes to increase by 2.4% from Monday 1st April 2019 in line with the September CPI figure; currently, these were Pendeen Court and 81-83 High Street used as emergency and temporary accommodation for homeless households.

## **89. Council Tax Support Scheme 2019-20**

The Lead Member for Corporate Finance & Housing and the Director of Finance & Resources introduced a report that sought approval of the Council Tax Support Scheme for 2019-20.

The Council was required to approve the scheme annually and it was proposed that the scheme for the current year be continued, with the relevant upratings. The scheme was last fully reviewed in 2016/17 and had taken account of changes to welfare benefits. Any significant changes would require a consultation and it was intended to carry out a further fundamental review during 2019/20.

The Cabinet agreed that the scheme was important in providing support to vulnerable people in Slough and commented that the level of support was consistent with that provided in previous years. The scheme detailed in Appendix A was therefore approved.

### **Resolved –**

- (a) To continue in 2019-20 with the current Council Tax Support Scheme, as adopted by Slough Borough Council for the 2018-19 financial year, and uprate the relevant premiums, applicable amounts, non dependant deductions and to reflect the changes in the housing benefits

regulations as defined in the scheme in line with the statement from the Department of Work and Pensions (DWP).

- (b) That the Council Tax Support scheme as detailed in appendix A to the report be agreed.

**90. Business Rates Policies 2019/20 - Retail Discounts**

The Cabinet considered a report that sought approval for a Business Rates Retail Discount Policy.

The Chancellor had announced the nationally funded scheme in the 2018 Autumn Budget to recognise the issues faced by the retail sector. The Council was required to adopt a policy to implement the scheme. It would provide a discount of one third of the bill for occupied retail properties with a rateable value of less than £51,000 in both 2019/20 and 2020/21. The policy closely followed Government guidance, however, it was proposed that takeaways, off licences and licenced sex establishments be excluded from the discount.

The Cabinet welcomed the support for retailers and agreed with the exclusions. Officers clarified how the discounts would apply to premises with multiple uses, for example a fuel retailer with an off-licence; the process for reimbursement for discounts; and the administrative burdens of operating the scheme. It was also noted that the discount would be applied automatically.

At the conclusion of the discussion, the policy as at Appendix A to the report was agreed.

**Resolved –** That the policy for Retail Discounts as set out in Appendix A to the report be approved.

**91. Delegation of CHC Commissioning, Placement, Procurement and Contract Management Functions**

The Lead Member for Health & Social Care introduced a report that sought agreement for the development of a new operating model for Continuing Health Care (CHC) and Section 117 of the Mental Health Act 1983 aftercare across East Berkshire.

The services were currently provided by East Berkshire Clinical Commissioning Group (CCG) but the proposal was to deliver them in partnership with the three East Berkshire local authorities with Slough Borough Council being delegated the commissioning, placement, procurement and contract management functions for a range of CHC service areas with effect from 1<sup>st</sup> April 2019. The Lead Member commented that it was an opportunity to further the integration and alignment of services with the NHS and local authority partners to deliver better outcomes to vulnerable residents. It was noted that East Berkshire CCG had agreed to delegate the management of CHC procurement and commissioning to the Council and,

## **Cabinet - 21.01.19**

subject to Cabinet agreement, this would involve the CCG commissioning team moving to Slough in phase 1 from 1<sup>st</sup> April 2019.

The Cabinet discussed the timescale for implementation, whether they were any staffing risks and the opportunities for further integration with the NHS for other services in the future. It was noted that staff would not be transferring under TUPE as this was a partnership agreement with staff co-located.

At the conclusion of the discussion, the Cabinet welcomed the proposal and agreed the recommendations.

### **Resolved –**

- (a) That the East Berkshire Clinical Commissioning Group (CCG) functions around CHC commissioning, placement, procurement and contract monitoring, is delegated to Slough Borough Council, Commissioning and Transformation Service with effect from 1st April 2019.
- (b) That the new operating model for CHC, including the timelines and governance, is supported by Cabinet; and the Council supports the longer term plans for CHC assessment and case management.
- (c) That authority be delegated to the Director of Adults and Communities and the Director for Finance and Resources to agree and execute the Section 75 NHS Act 2006 Agreement (the Section 75 Agreement), Memorandum of Understanding and any related legal agreements to give effect to the delegation of the CHC Commissioning, Placement, Procurement and Contract Management functions to the Council.

## **92. Contract in Excess of £250,000 - Bus Services**

A report was considered that sought approval to commence tendering for supported passenger transport contracts. Cabinet approval was required prior to tendering as the contract was not on the list approved in April 2018 and exceeded £250,000 over the lifetime of the contract.

The Cabinet discussed the background to the proposed contract and noted that since First Bus withdrawal of services in January 2018, Reading Transport Ltd had provided three bus services under emergency provisions with the Council. One of these, Route 5 between Moor Furlong and the town centre was now operating commercially from October 2018, however, the other two routes 4, evenings and 6, Sundays, were not sustainable commercially and the Cabinet was asked to procure them by means of competitive tender at an expected cost of £70,000 per annum with a contract length of 5 years.

The Cabinet discussed the proactive action that had been taken in the past year to increase the plurality of provision in bus services in Slough following the withdrawal of some First services. It was agreed that it was important to

encourage a competitive bus market in Slough to ensure services in the town were not over-reliant on a single operator.

Speaking under Rule 30, Councillor Strutton suggested that the through ticketing should be considered in the tendering process. The Leader commented that the problems of through ticketing were largely down to the decisions that First had taken, however, they had recently requested to re-establish the Bus Partnership. The Council had agreed and would continue to work with operators to promote integrated travel. It was also noted that the Transport Strategy would be presented to Cabinet for approval soon.

At the conclusion of the discussion, it was agreed that tendering for the supported passenger transport contracts be approved.

**Resolved** – That the commencement of tendering for supported passenger transport contracts be approved.

### **93. Nova House: Update on Progress**

The Director of Regeneration introduced a report that provided an update on progress on planning remedial works to Nova House and on the work to ensure the recovery of costs for the essential fire safety repairs.

The principle reason for the Council's acquisition of GRE5, the freeholder of Nova House, was to protect the safety of residents. A substantial amount of survey work had been undertaken to both inform the programme of remedial works and to provide support for the legal action to recover costs. The survey work had revealed substantial concerns about the fire resistance of the steel structure in addition to the issues regarding the cladding and compartmentation. It was noted that the work had been done in full liaison with the Royal Berkshire Fire & Rescue Service (RBFRS) and other statutory regulators. The proposed programme was to replace the cladding, install a sprinkler system and deal with the compartmentation and structural issues whilst the residents remained in situ. There was an alternative option of stripping back the building and effectively rebuilding it but this would cause more disruption to residents and would be more costly. The first option was therefore preferred, subject to RBFRS being in agreement that it would address the fire safety issues. It was envisaged that this agreement could be reached soon.

The Cabinet discussed the process undertaken to recover the costs and it was noted that the insurance policy for the compartmentation issues had been triggered and accepted in principle, subject to caveats, and a view on the coverage of the cladding was expected in early 2019. The option of action against third parties, including the developer, cladding sub-contractor and private sector Approved Inspector was being considered. Leaseholders would be liable to pay for the costs through service charges if not recovered through other routes. It was emphasised that the commencement of works would not be delayed by the action to recovery costs. The priority was to implement the measures and ensure safety in the meantime, for example

## **Cabinet - 21.01.19**

through the 24 hour waking watch which remained in place. The estimated cost of works was being assessed and the Cabinet would consider a further report in Part II of the agenda regarding the financial implications of Council support. There would be significant other support required from the Council and this would be subject to a Service Level Agreement with GRE5.

The Council had been in close contact with the Ministry of Housing, Communities and Local Government (MHCLG) about Nova House since the issues arose in 2017. It was proposed and agreed that the Council write to MHCLG setting out the case for financial support to Nova House, should that prove necessary. Lead Members discussed a number of issues arising from SBCs experience with Nova House and some of the lessons learned. It was agreed that the issues raised were significant and wide ranging and could help inform future policy. These included the role of private sector building inspectors and the prior approval of office to residential conversions. It was agreed that delegated authority be given to the Chief Executive and Director of Regeneration to write to Ministers and/or other bodies, possibly the Grenfell Tower Inquiry, to highlight the lessons learnt in Slough in the wider public interest.

The Cabinet agreed that the safety of residents was the top priority and sought assurance that all necessary steps were being taken in this regard. Officers provided assurance both in terms of the short term measures such as the waking watch trained fire presence and the heat detector system put in place, and the work programme to address the fundamental safety issues with the building.

At the conclusion of the discussion, the recommendations were approved and it was also agreed to widen the scope of the delegation to write to Ministers and relevant other bodies on the lessons learnt from Nova House.

### **Resolved –**

- (a) That the progress to date in establishing an appropriate programme of works for the remediation of Nova House and in ensuring the recovery of costs for the remediation works be noted;
- (b) That the Government's latest announcements of support to local authorities in ensuring the removal of ACM cladding from privately-owned housing blocks be noted and the Chief Executive/Cabinet Member/Leader of the Council be authorised to write to the Secretary of State restating the case for support in relation to Nova House, should this prove necessary, and to write to Ministers and appropriate bodies to raise any of the wider issues and lessons learned that had arisen during this process.
- (c) That significant support to GRE5 will be required from a number of Council services as the remedial works are planned and implemented be noted.

**94. References from Overview & Scrutiny**

The Cabinet considered a reference from the from the Overview & Scrutiny Committee, 10<sup>th</sup> January 2019 relating to a Member Call-in of Phase Three of the Chalvey Regeneration Strategy. The matters referred by the Committee and the response of Cabinet is set out as follows:

- (a) Redevelopment of Tower and Ashbourne – Subject to planning, this Council led project will see the demolition of the existing tower blocks, to provide circa 195 flats and houses – a net increase of 80-90 units. The Committee considered the proposals as over development of the site and that any final plans to include a children’s play area.*

The Cabinet agreed pass the comments on to the Officers developing the scheme and to the Planning Manager for consideration once the application had been submitted and to be assessed against the Council’s agreed policies.

- (b) Redevelopment of Montem Leisure Centre. The Committee sought assurance that there would be provision for appropriate green open space within the development.*

The Cabinet agreed to write to Chair of the Committee to give assurance on the provision of green open space in the development and to invite him to view the current plans.

**Resolved** – That the Cabinet’s response to the Call-in from the Overview & Scrutiny Committee be noted.

**95. Notification of Forthcoming Decisions**

The Cabinet considered and endorsed the Notification of Decisions published on 21<sup>st</sup> December 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 January to March 2019 be endorsed.

**96. Exclusion of Press and Public**

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

Below is a summary of the matter considered during Part II of the agenda.

## **Cabinet - 21.01.19**

### **97. Part II Minutes - 17th December 2018**

The minutes of the Part II meeting held on 17<sup>th</sup> December 2018 were approved.

### **98. Nova House: Update on Progress and Facility for the Remedial Works Programme**

The Cabinet agreed the financial implications of the remedial works to address the fire safety issues at Nova House.

Chair

(Note: The Meeting opened at 6.32 pm and closed at 7.49 pm)

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 4th February 2019

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

**WARD(S):** All

**PORTFOLIO:** Councillor Nazir, Lead Member for Corporate Finance & Housing

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

**REVENUE BUDGET MONITOR REPORT – 2019-20 (QUARTER 3)****1 Purpose of Report**

This report provides Cabinet with an update on the financial position of the Council's revenue account for the third quarter (October to December) of the 2018-19 financial year.

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

The Cabinet is requested to resolve:

- a) That the reported and underlying financial position of the council as at the third 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 8.01 be approved; and
- d) That the write offs as requested in paragraph 8.03 be approved.

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

This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

#### 4. Other Implications

##### (a) Financial

The financial implications are contained within this report.

##### (b) Risk Management

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

##### (c) Human Rights Act and Other Legal Implications

None.

##### (d) Equalities Impact Assessment

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

## KEY MESSAGES

### 5 THE CURRENT POSITION

#### 5.01 Council Summary

At the end of period 9 (December 2018), the Council's profiled budget for this period was **£78.913m** and the total net expenditure for the same period was **£81.360m** this gives an adverse variance of **£2.448m** which is 3.10% of the profiled budget. The reasons behind this variance are explained later in the report and a summary for each Directorate is shown in the table below:

| <b>SUMMARY - CURRENT POSITION</b>             |                              |                            |                                 |                              |
|---|------------------------------|----------------------------|---------------------------------|------------------------------|
| <b>Directorate</b>                            | <b>Revised Annual Budget</b> | <b>Year to Date Budget</b> | <b>Year to Date Expenditure</b> | <b>Year to Date Variance</b> |
|   | <b>£'M</b>                   | <b>£'M</b>                 | <b>£'M</b>                      | <b>£'M</b>                   |
| Adult & Communities                           | 39.832                       | 29.874                     | 31.054                          | 1.181                        |
| Children Learning & Skills                    | 30.224                       | 25.566                     | 25.768                          | 0.202                        |
| Regeneration                                  | 8.937                        | 6.888                      | 7.816                           | 0.928                        |
| Finance & Resources                           | 8.236                        | 6.745                      | 7.382                           | 0.637                        |
| Chief Executive Office                        | 14.044                       | 9.840                      | 9.340                           | -0.500                       |
| <b>Total</b>                                  | <b>101.273</b>               | <b>78.913</b>              | <b>81.360</b>                   | <b>2.448</b>                 |
| <b>% of revenue budget over/(under) spent</b> |                              |                            |                                 | <b>3.10%</b>                 |
| <b>Non Departmental Cost</b>                  | 0.472                        |                            |                                 |                              |
| <b>Total Budget</b>                           | 101.745                      |                            |                                 |                              |

#### 5.02 Adult & Communities

The Directorate's profiled budget for this period was **£29.874m** and the total net expenditure was **£31.054m** this gives an adverse variance of **£1.181m** which is 3.95% of the budget. This is summarised in the table below:

| <b>Service</b>               | <b>Revised Annual Budget</b> | <b>Year to Date Budget</b> | <b>Year to Date Expenditure</b> | <b>Year to Date Variance</b> |
|------------------------------|------------------------------|----------------------------|---------------------------------|------------------------------|
|                              | <b>£'M</b>                   | <b>£'M</b>                 | <b>£'M</b>                      | <b>£'M</b>                   |
| Safeguarding and Governance  | 0.459                        | 0.344                      | 0.175                           | -0.169                       |
| ASC Management               | 1.181                        | 0.885                      | 0.893                           | 0.008                        |
| Directly Provided Services   | 2.137                        | 1.602                      | 1.699                           | 0.097                        |
| Mental Health Services       | 4.205                        | 3.154                      | 3.154                           | 0.000                        |
| Learning Disability Services | 9.197                        | 6.898                      | 7.102                           | 0.204                        |
| North Locality               | 3.561                        | 2.670                      | 2.700                           | 0.030                        |
| South Locality               | 3.324                        | 2.493                      | 3.016                           | 0.523                        |
| East Locality                | 4.417                        | 3.313                      | 3.819                           | 0.506                        |
| Reablement                   | 1.291                        | 0.969                      | 1.182                           | 0.213                        |
| Care Group Commissioning     | 3.986                        | 2.989                      | 2.835                           | -0.154                       |
| <b>Sub Total</b>             | <b>33.758</b>                | <b>25.318</b>              | <b>26.575</b>                   | <b>1.257</b>                 |
| <b>Public Health</b>         |                              |                            |                                 |                              |
| Staffing                     | 0.504                        | 0.378                      | 0.378                           | 0.000                        |
| Project Work                 | 5.369                        | 4.027                      | 4.027                           | 0.000                        |
| Internal Recharges           | 1.308                        | 0.981                      | 0.981                           | 0.000                        |
| Income                       | -7.793                       | -5.845                     | -5.845                          | 0.000                        |
| <b>Sub Total</b>             | <b>-0.612</b>                | <b>-0.459</b>              | <b>-0.459</b>                   | <b>0.000</b>                 |
| <b>Communities</b>           |                              |                            |                                 |                              |
| Community and Skills         | 6.268                        | 4.701                      | 4.047                           | -0.654                       |
| Enforcement and Regulation   | 0.418                        | 0.314                      | 0.891                           | 0.577                        |
| <b>Sub Total</b>             | <b>6.686</b>                 | <b>5.015</b>               | <b>4.938</b>                    | <b>-0.077</b>                |
| <b>TOTAL</b>                 | <b>39.832</b>                | <b>29.874</b>              | <b>31.1054</b>                  | <b>1.181</b>                 |

5.03 The main cause of this adverse variance is Adult Social Care; this is due to additional costs associated with care packages and is reflected in the forecasted year end position.

5.04 **Children Learning & Skills**

The Children Learning & Skills Directorate's profiled budget for the period under review was **£25.566m** and the total net expenditure during this period was **£25.768m** this gives a variance of **£0.202m** which is 0.79% of the profiled budget. The position is summarised in the table below:

| Directorate                              | Revised Annual Budget | Year to Date Budget | Year to Date Expenditure | Year to Date Variance |
|--|-----------------------|---------------------|--------------------------|-----------------------|
|  | £'M                   | £'M                 | £'M                      | £'M                   |
| Directorate Services                     | 0.942                 | 3.465               | 3.938                    | 0.473                 |
| Commissioning Partnerships & Performance | 0.073                 | 0.054               | 0.045                    | -0.009                |
| Slough Children's' Service Trust (SCST)  | 24.117                | 18.088              | 18.025                   | -0.063                |
| Access and Inclusion                     | 2.201                 | 1.651               | 1.481                    | -0.170                |
| School Effectiveness                     | 0.937                 | 0.705               | 0.747                    | 0.042                 |
| Early Years and Development              | 1.929                 | 1.523               | 1.467                    | -0.056                |
| Special Educational Needs & Disabilities | 0.362                 | 0.288               | 0.273                    | -0.015                |
| <b>Sub Total</b>                         | <b>30.561</b>         | <b>25.774</b>       | <b>25.976</b>            | <b>0.202</b>          |
| <b>Dedicated Schools Grant (DSG)</b>     | <b>-0.337</b>         | <b>-0.208</b>       | <b>-0.208</b>            | <b>0.000</b>          |
| <b>TOTAL</b>                             | <b>30.224</b>         | <b>25.566</b>       | <b>25.768</b>            | <b>0.202</b>          |

5.05 **Regeneration**

The profiled budget for this period was **£6.888m** and the total net expenditure during this period was **£7.816m** this gives a variance of **£0.928m** (13.47%). This is due mainly to the adverse variance of £1.441m in the Housing area which reflects the significant overspend projected for the Homelessness service.

5.06 The latest position is summarised in the table below:

| Directorate                                 | Revised Annual Budget | Year to Date Budget | Year to Date Expenditure | Year to Date Variance |
|---|-----------------------|---------------------|--------------------------|-----------------------|
|   | £'M                   | £'M                 | £'M                      | £'M                   |
| Directorate Management Unit                 | 0.405                 | 0.304               | 0.197                    | -0.107                |
| Major Infrastructure (Transport & Highways) | 3.965                 | 2.974               | 2.698                    | -0.276                |
| Transport & Parking                         | 2.118                 | 1.589               | 1.751                    | 0.162                 |
| Planning                                    | 0.520                 | 0.391               | 0.461                    | 0.070                 |
| Regeneration Development                    | -3.655                | -2.741              | -3.335                   | -0.594                |
| Regeneration Delivery                       | -0.856                | -0.642              | -0.485                   | 0.157                 |
| Building Management                         | 3.731                 | 2.791               | 2.785                    | -0.006                |
| Economic Development                        | -0.071                | -0.053              | 0.183                    | 0.236                 |
| Emergency Planning                          | 0.203                 | 0.152               | 0.088                    | -0.064                |
| Strategic Housing Services                  | 1.201                 | 1.112               | 2.553                    | 1.441                 |
| Neighbourhood Services                      | 1.376                 | 1.012               | 0.920                    | -0.092                |
| <b>TOTAL</b>                                | <b>8.937</b>          | <b>6.888</b>        | <b>7.816</b>             | <b>0.928</b>          |

### 5.07 **Finance & Resources**

At the end of the current period, the Directorate's profiled budget was **£6.745m** and the total net expenditure during this period was **£8.236m** this gives an adverse variance of **£0.637m** (7.61%). This is summarised in the table below:

| Directorate                   | Revised Annual Budget | Year to Date Budget | Year to Date Expenditure | Year to Date Variance |
|-------------------------------|-----------------------|---------------------|--------------------------|-----------------------|
|                               | £'M                   | £'M                 | £'M                      | £'M                   |
| Customer and Communications   | 0.398                 | 0.298               | 0.432                    | 0.134                 |
| Organisation Development & HR | 1.299                 | 0.974               | 1.104                    | 0.120                 |
| Governance                    | 1.620                 | 1.216               | 1.392                    | 0.176                 |
| Digital & Strategic IT        | 1.045                 | 0.784               | 0.763                    | -0.020                |
| Finance                       | -3.878                | -4.027              | -3.467                   | 0.560                 |
| Transactional Services        | 7.891                 | 7.501               | 7.159                    | -0.342                |
| Corporate and Departmental    | -0.139                | 0.000               | 0.000                    | 0.000                 |
| <b>TOTAL</b>                  | <b>8.236</b>          | <b>6.745</b>        | <b>7.382</b>             | <b>0.637</b>          |

### 5.08 **Chief Executive**

The profiled budget for this period was **£9.840m** and the total net expenditure during this period was **£9.340m** this gives a favourable variance of **-£0.500m**. The only significant variances relate to Environmental Services and the Chief Executive Office. This is summarised in the table below:

| Directorate                          | Revised Annual Budget | Year to Date Budget | Year to Date Expenditure | Year to Date Variance |
|--------------------------------------|-----------------------|---------------------|--------------------------|-----------------------|
|                                      | £'M                   | £'M                 | £'M                      | £'M                   |
| Local Welfare Provision              | 0.275                 | 0.206               | 0.097                    | -0.109                |
| Improvement & Development Management | 0.000                 | 0.000               | 0.000                    | 0.000                 |
| Executive's Office                   | 0.334                 | 0.251               | 0.466                    | 0.215                 |
| Strategy and Performance             | 0.703                 | 0.527               | 0.608                    | 0.081                 |
| Prevent                              | 0.000                 | 0.000               | 0.000                    | 0.000                 |
| Environmental Services               | 12.732                | 8.837               | 9.616                    | 0.778                 |
| DSO                                  | 0.000                 | 0.018               | -1.494                   | -1.512                |
| <b>TOTAL</b>                         | <b>14.044</b>         | <b>9.840</b>        | <b>9.340</b>             | <b>-0.500</b>         |

Environmental Services has a year to date adverse variance of **£0.778m** and this reflects the potential overspend in relation to the waste treatment contract.

The Chief Executive Office has a variance of **£0.215m** and this reflects additional staffing costs, consultancy and legal fees.

### 5.09 **Housing Revenue Account (HRA)**

The HRA's profiled budget for this period was **-£12.413m** and the total net expenditure for this period was **-£13.427m** this gives a favourable variance of **£1.014m**. This is mainly due to reduced expenditure within the tenant services area.

5.10 The latest position is summarised in the table below:

| Housing Revenue Account                     | Year to Date Budget | Year to Date Spend | Year to Date Variance |
|---|---------------------|--------------------|-----------------------|
|   | £'M                 | £'M                | £'M                   |
| <b>EXPENDITURE</b>                          |                     |                    |                       |
| Management Team (& Recharges)               | 2.981               | 2.758              | -0.223                |
| Supported Housing                           | 0.022               | 0.002              | -0.020                |
| Tenant Services                             | 1.170               | 0.773              | -0.397                |
| Neighbourhood Housing Area North            | 0.371               | 0.375              | 0.004                 |
| Neighbourhood Housing Area South            | 0.292               | 0.242              | -0.050                |
| Neighbourhood Housing Area East             | 0.338               | 0.411              | 0.073                 |
| Arears & Investigations                     | 0.386               | 0.339              | -0.047                |
| Client Services Team                        | 0.881               | 1.007              | 0.126                 |
| Neighbourhood Resilience & Enforcement Team | 0.241               | 0.130              | -0.111                |
| Housing Allocations                         | 0.046               | 0.054              | 0.008                 |
| Tenants Participation Team                  | 0.185               | 0.168              | -0.017                |
| Lettings                                    | 0.161               | 0.159              | -0.002                |
| Leaseholder Team                            | 0.164               | 0.164              | 0.000                 |
| Housing Repairs                             | 6.452               | 6.281              | -0.171                |
| Loans, Bad Debt & Council Tax               | 0.000               | 0.000              | 0.000                 |
| Depreciation & Funding of Capital Projects  | 0.000               | 0.000              | 0.000                 |
| <b>TOTAL EXPENDITURE</b>                    | <b>13.690</b>       | <b>12.863</b>      | <b>-0.827</b>         |
| <b>INCOME</b>                               |                     |                    |                       |
| Dwelling Rents                              | -23.653             | -23.914            | -0.261                |
| Garage Rents                                | -0.378              | -0.337             | 0.041                 |
| Shop Rent                                   | -0.369              | -0.365             | 0.004                 |
| Other Rents                                 | -0.185              | -0.168             | 0.017                 |
| Leaseholder Service Charges                 | -0.440              | -0.431             | 0.009                 |
| General Service Charges                     | -1.078              | -1.075             | 0.003                 |
| Interest                                    | 0.000               | 0.000              | 0.000                 |
| <b>TOTAL INCOME</b>                         | <b>-26.103</b>      | <b>-26.290</b>     | <b>-0.187</b>         |
| <b>TOTAL</b>                                | <b>-12.413</b>      | <b>-13.427</b>     | <b>-1.014</b>         |

## 6. THE FORECAST (YEAR END) POSITION

### 6.01 COUNCIL SUMMARY

The total 2018/19 approved net budget for the Council (net cost of services) is **£101.273m** and the total estimated net expenditure forecast for the year across all service areas is **£103.233m**. This represents a budget pressure of **£2.120m**. This however, assumes in year savings of totalling £0.821m will be achieved during this year in order to arrive at this reported variance which is 2.11% of the approved budget.

- 6.02 This latest position has as increased variance of **£0.396m** since last month. The current position is summarised in the table below with full details shown in Appendix A.

| <b>SUMMARY - FORECAST (YEAR END) POSITION</b> |                       |                         |                           |                      |               |
|---|-----------------------|-------------------------|---------------------------|----------------------|---------------|
| <b>Directorate</b>                            | <b>Revised Budget</b> | <b>Revised Forecast</b> | <b>Full Year Variance</b> | <b>Last Variance</b> | <b>Change</b> |
|   | <b>£'M</b>            | <b>£'M</b>              | <b>£'M</b>                | <b>£'M</b>           | <b>£'M</b>    |
| Adult & Communities                           | 39.832                | 40.332                  | 0.500                     | 0.500                | 0.000         |
| Children Learning & Skills                    | 30.224                | 31.111                  | 0.887                     | 0.932                | -0.045        |
| Regeneration                                  | 8.937                 | 10.331                  | 1.394                     | 1.419                | -0.025        |
| Finance & Resources                           | 8.236                 | 7.747                   | -0.490                    | -0.950               | 0.460         |
| Chief Executive Office                        | 14.044                | 13.873                  | -0.171                    | -0.177               | 0.006         |
| <b>Total</b>                                  | <b>101.273</b>        | <b>103.394</b>          | <b>2.121</b>              | <b>1.724</b>         | <b>0.396</b>  |
| <b>% of revenue budget over/(under) spent</b> |                       |                         | <b>2.09%</b>              |                      |               |
| <b>Non Departmental Cost</b>                  | 0.472                 |                         |                           |                      |               |
| <b>Total Budget</b>                           | <b>101.745</b>        |                         |                           |                      |               |

### 6.03 Budget Changes

There have been a budget virements of **£1.2m**. These are detailed in paragraph 8 below but for ease of reference they have been included in the reported budgets above. This is however subject to Cabinet approval.

### 6.04 Housing Revenue Account (HRA)

The HRA has a planned budget deficit of **£1.171m** this will be funded using a contribution from housing reserves. At present, the account is expected to spend as planned, which will result in a net expenditure of £1.171m and therefore no variance against the planned budget deficit. Further details on the HRA are given in paragraph 6.46.

The HRA is a statutory ringfenced account and any balances at the end of the year must be carried forward within this account to the next year. This latest overall position is summarised in the table below and it is unchanged from last month.

| <b>Service</b>  | <b>Revised Budget</b> | <b>Annual Forecast</b> | <b>Annual Variance</b> | <b>Year to Date Budget</b> | <b>Year to Date Spend</b> |
|-----------------|-----------------------|------------------------|------------------------|----------------------------|---------------------------|
|                 | <b>£'M</b>            | <b>£'M</b>             | <b>£'M</b>             | <b>£'M</b>                 | <b>£'M</b>                |
| HRA Expenditure | 37.197                | 37.197                 | 0.000                  | 13.690                     | 12.863                    |
| HRA Income      | -36.026               | -36.026                | 0.000                  | -26.103                    | -26.290                   |
| <b>Total</b>    | <b>1.171</b>          | <b>1.171</b>           | <b>0.000</b>           | <b>-12.413</b>             | <b>-13.427</b>            |

### 6.05 Dedicated Schools Grant (DSG)

The total funding provided to the Council for school services within the DSG for 2018/19 is **£68.903m**. The latest forecast shows that this will be overspent by **£2.004m**. When the balance carried forward from 17/18 is taken into account, the DSG will have an estimated cumulative overspend of **£7.068m** at the start of 19/20. Further details are given in paragraph 6.25.

6.06 The DSG is also a statutory ringfenced account and any balances at the end of the year must be carried forward within this account to the next year. This latest overall position is summarised in the table below and is unchanged from last month.

| DSG SUMMARY 2018/19            |                |               |                   |              |                 |               |
|--------------------------------|----------------|---------------|-------------------|--------------|-----------------|---------------|
| DETAILS                        | Revised Budget | Actuals (YTD) | Projected Outturn | Variance     | Brought Forward | Carry Forward |
|                                | £'M            | £'M           | £'M               | £'M          | £'M             | £'M           |
| Central Services Schools Block | 0.901          | 0.175         | 0.901             | 0.000        | 0.000           | 0.000         |
| Early Years Block (EYB)        | 14.604         | 5.622         | 14.604            | 0.000        | -0.450          | -0.450        |
| High Needs Block (HNB)         | 18.015         | 16.521        | 20.022            | 2.007        | 5.514           | 7.521         |
| Schools' Block                 | 35.383         | 26.537        | 35.380            | -0.003       | 0.000           | -0.003        |
| <b>Total</b>                   | <b>68.903</b>  | <b>48.855</b> | <b>70.907</b>     | <b>2.004</b> | <b>5.064</b>    | <b>7.068</b>  |

### 6.07 ADULTS & COMMUNITIES

The Directorate's approved budget is **£39.832m** with a net expenditure forecast of **£41.153m** it has an underlying budget pressure of **£1.226m** (3.08%). This is the same position reported last month. The underlying budget pressures lies within the Adult Social Care service and is caused by the effect of inflation on the prices paid for care packages. There have also been increases both in the numbers of clients being accepted for care as well as the length of time some clients are spending in receipt of care services.

6.08 The Adults Social Care service is exploring all means to reduce this budget pressure and ensure that the final net expenditure by the end of the financial year is kept within the approved budget. As a result, a plan to reduce cost and maximise income has been developed. This is currently expected to yield savings totalling **£0.821m** giving a projected overspend forecast for the Directorate of **£0.500m** which is 1.26% of the revised approved budget. A summary of the Directorate's latest budget position is shown below.

| Adult & Communities – Forecast Year End Summary |                |                   |                            |                         |                  |                    |                     |              |
|---|----------------|-------------------|----------------------------|-------------------------|------------------|--------------------|---------------------|--------------|
| DETAILS   | Revised Budget | Projected Outturn | Underlying Budget Pressure | Planned In Year Savings | Revised Forecast | Full Year Variance | Last Month Variance | Change       |
|   | £'M            | £'M               | £'M                        | £'M                     | £'M              | £'M                | £'M                 | £'M          |
| Adult Social Care                               | 33.758         | 35.313            | 1.555                      | -0.821                  | 34.492           | 0.734              | 0.734               | 0.000        |
| Public Health                                   | -0.612         | -0.612            | 0.000                      | 0.000                   | -0.612           | 0.000              | 0.000               | 0.000        |
| Community & Skills                              | 6.268          | 5.939             | -0.329                     | 0.000                   | 5.939            | -0.329             | -0.329              | 0.000        |
| Regulatory Services                             | 0.418          | 0.513             | 0.000                      | 0.000                   | 0.513            | 0.095              | 0.095               | 0.000        |
| <b>Total</b>                                    | <b>39.832</b>  | <b>41.153</b>     | <b>1.226</b>               | <b>-0.821</b>           | <b>40.332</b>    | <b>0.500</b>       | <b>0.500</b>        | <b>0.000</b> |

### 6.09 Adult Social Care

This service has an underlying budget pressure of £1.555m with a reported in year saving of £0.821m to be achieved. The variance has remained the same as reported last month. Overall, the *reported* pressure on the Adult Social Care budgets is **£0.734m** and a summary of the service's latest budget position is shown below.

| <b>Adult Social Care - Summary</b> |                       |                          |                 |
|------------------------------------|-----------------------|--------------------------|-----------------|
| <b>DETAILS</b>                     | <b>Revised Budget</b> | <b>Projected Outturn</b> | <b>Variance</b> |
|                                    | <b>£'M</b>            | <b>£'M</b>               | <b>£'M</b>      |
| Safeguarding & Governance          | 0.459                 | 0.397                    | -0.062          |
| ASC Management                     | 1.181                 | 0.668                    | -0.513          |
| Directly Provided Services         | 2.137                 | 2.204                    | 0.067           |
| Mental Health Services             | 4.205                 | 4.129                    | -0.076          |
| Learning Disability Services       | 9.197                 | 9.478                    | 0.281           |
| North Locality                     | 3.561                 | 3.552                    | -0.009          |
| South Locality                     | 3.324                 | 3.807                    | 0.483           |
| East Locality                      | 4.417                 | 5.114                    | 0.697           |
| Re-ablement                        | 1.291                 | 1.291                    | 0.000           |
| Care Group Commissioning           | 3.986                 | 3.852                    | -0.134          |
| <b>Sub Total</b>                   | <b>33.758</b>         | <b>34.492</b>            | <b>0.734</b>    |

6.10 There has been considerable progress against the original savings target. The Directorate remains on track to deliver these savings in full. Every effort is being made to deliver the in year recovery plans for Adult Social Care so that the Directorate's final outturn is no more than £0.500m overspent. The areas being examined for these in year savings are

- Maximising income from Continuing Health Care,;
- Further reviewing all care packages to ensure clients are only receiving the level of care appropriate to their *current* needs;
- Recoupment of Direct payments;
- Use of underspending accruing from the Better Care Fund (this will require agreement of our BCF partners); and
- Examine any opportunities afforded by the new winter pressures funding recently announced by the Government.

Good progress is being made on all fronts although the Directorate still faces a stiff challenge to deliver the targeted in year savings. At present a further £0.821m still needs to be saved.

#### 6.11 Public Health

This budget is fully funded by an external Government grant. It has planned spending commitments that are currently expected to be fully spent and therefore no budget variance is reported. This is unchanged from last month.

6.12 Most of these funds are committed on projects that are well established and where the expenditure commitment is known. The annual grant has been confirmed by the Government for the year and this is paid monthly. This is summarised in the table below.

| <b>Public Health - Summary</b> |                       |                          |                 |
|--------------------------------|-----------------------|--------------------------|-----------------|
| <b>DETAILS</b>                 | <b>Revised Budget</b> | <b>Projected Outturn</b> | <b>Variance</b> |
|                                | <b>£'M</b>            | <b>£'M</b>               | <b>£'M</b>      |
| Staffing                       | 0.504                 | 0.504                    | 0.000           |
| Project Work                   | 5.369                 | 5.369                    | 0.000           |
| Internal Recharges             | 1.308                 | 1.308                    | 0.000           |
| Income                         | -7.793                | -7.793                   | 0.000           |
| <b>Total</b>                   | <b>-0.612</b>         | <b>-0.612</b>            | <b>0.000</b>    |

### 6.13 Community & Skills

The Community & Skills service is forecasting an unchanged underspend of **£0.329m**. This is due to savings on the staffing budget caused by vacancies. Restructurings with the Library service and elsewhere are taking place. Once these are completed a clearer picture should emerge of any budget variance.

### 6.14 Regulatory Services

The service has an unchanged overspend of **£0.095m**. The overspend is due to an expected shortfall in income for the CCTV service and is partly offset by savings from staff vacancies in the Food Safety and Domestic Abuse services.

### 6.15 Management Action

The Directorate will continue to develop and review its recovery plan to ensure all measures are implemented in order to deliver the maximum possible in year savings and deliver a final budget variance of no more than £0.500m overspent.

## CHILDREN, LEARNING & SKILLS (CLS)

6.16 The Directorate's **net** controllable Revenue Budget for 2018/19 *including* the Dedicated Schools Grant (DSG) is **£30.224m**. The net expenditure projected for the year is **£31.111m** and therefore an over spend of **£0.887m** is reported. This is a decrease of £0.045m from last month which is due to staff vacancies. This is discussed in more detail later and the latest Directorate summary is below.

| Children, Learning & Skills - Summary    |                |                   |              |               |               |
|--|----------------|-------------------|--------------|---------------|---------------|
| DETAILS                                  | Revised Budget | Projected Outturn | Variance     | Last Variance | Change        |
|  | £'M            | £'M               | £'M          | £'M           | £'M           |
| Directorate Services                     | 0.942          | 1.752             | 0.810        | 0.808         | 0.002         |
| Commissioning, Partnership & Performance | 0.073          | 0.081             | 0.008        | 0.017         | -0.009        |
| Slough Children Services Trust           | 24.117         | 24.117            | 0.000        | 0.000         | 0.000         |
| Access and Inclusion                     | 2.201          | 2.408             | 0.207        | 0.177         | 0.030         |
| School Effectiveness                     | 0.937          | 0.771             | -0.166       | -0.119        | -0.047        |
| Early Years and Development              | 1.929          | 1.877             | -0.052       | -0.044        | -0.008        |
| Special Educational Needs                | 0.362          | 0.442             | 0.080        | 0.093         | -0.013        |
| <b>Sub-Total</b>                         | <b>30.561</b>  | <b>31.448</b>     | <b>0.887</b> | <b>0.932</b>  | <b>-0.045</b> |
| <b>DSG</b>                               | <b>-0.337</b>  | <b>-0.337</b>     | <b>0.000</b> | <b>0.000</b>  | <b>0.000</b>  |
| <b>TOTAL</b>                             | <b>30.224</b>  | <b>31.111</b>     | <b>0.887</b> | <b>0.932</b>  | <b>-0.045</b> |

6.17 The underlying budget pressure is due to additional PFI costs totalling £0.680m this is explained further within Directorate Services. There is also a budget pressure on Access & Inclusion which is overspending by £0.207m.

### 6.18 Directorate Services

This service area is reporting a budget pressure of **£0.810m**. This is due mainly to an unfunded budget gap in relation to the council's contribution to its PFI schemes from the General Fund and is unchanged from last month. A growth bid will be made for 2019/20 to address this problem from next year.

### 6.19 Commissioning Partnership & Performance

The service is expected to overspend by **£0.008m**. This is a reduction of £0.009m from previous month.

## 6.20 Slough Children Services Trust

The current approved budget available for the Trust is £24.117m although in addition to this core funding additional specific grants are paid over to the trust. The budget will therefore breakeven and is shown below.

| Detail                         | Budget        | Forecast      | Variance     |
|--------------------------------|---------------|---------------|--------------|
|                                | £'M           | £'M           | £'M          |
| Core Grant                     | 24.489        | 24.489        | 0.000        |
| Support Services               | 0.385         | 0.385         | 0.000        |
| DSG Services                   | 0.507         | 0.507         | 0.000        |
| Other Grant Funded Services    | 0.995         | 0.995         | 0.000        |
| Transformation Funded Services | 0.560         | 0.560         | 0.000        |
| Other Services                 | 0.069         | 0.069         | 0.000        |
| <b>TOTAL</b>                   | <b>27.005</b> | <b>27.005</b> | <b>0.000</b> |

## 6.21 Access and Inclusion

The service has an underlying budget pressure of **£1.188m** due to a pressure on the Transport Service; however various service initiatives will reduce the budget pressure to **£0.207m**. This has increased by £0.030m this month due to:

- a) Increase in the number of 1:1 journeys
- b) A rise in the number of SEN pupils accessing the service and
- c) Increase in the number of journeys made outside of the borough.

## 6.22 School Effectiveness

The service area is forecast to underspend by **£0.166m** due to staffing related cost savings.

## 6.23 Early Years & Development

The service is expecting to underspend by **£0.052m** due to some staffing vacancies.

## 6.24 Special Educational Needs & Disabilities (SEND)

SEND is expected to overspend by **£0.080m** reflecting the cost of additional staff needed to cover key core functions.

## 6.25 Dedicated Schools Grant (DSG)

The total funding provided to the Council for school services within the DSG for 2018/19 is **£68.903m**. The latest forecast shows that this will be overspent by **£2.004m**. When the balance carried forward from 17/18 is taken into account, the DSG will have an estimated cumulative overspend of **£7.068m** at the start of 19/20. This is due to the High Needs Block spending more than the available funds. A budget recovery plan is due to be presented to the January 19 Schools' Forum.

The DSG is also a statutory ringfenced account and any balances at the end of the year must be carried forward within this account to the next year. This latest overall position is summarised in the table below.

| DSG SUMMARY 2018/19            |                |                   |                  |                 |               |
|--------------------------------|----------------|-------------------|------------------|-----------------|---------------|
| DETAILS                        | Revised Budget | Projected Outturn | Current Variance | Brought Forward | Carry Forward |
|                                | £'M            | £'M               | £'M              | £'M             | £'M           |
| Central Services Schools Block | 0.901          | 0.901             | 0.000            | 0.000           | 0.000         |
| Early Years Block (EYB)        | 14.604         | 14.604            | 0.000            | -0.450          | -0.450        |
| High Needs Block (HNB)         | 18.015         | 20.022            | 2.007            | 5.514           | 7.521         |
| Schools' Block                 | 35.383         | 35.380            | -0.003           | 0.000           | -0.003        |
| <b>Total</b>                   | <b>68.903</b>  | <b>70.907</b>     | <b>2.004</b>     | <b>5.064</b>    | <b>7.068</b>  |

## 6.26 Management Action

The service is developing a plan to address the budget pressure on the High Needs Block within the DSG.

## REGENERATION

6.27 The Directorate's revised budget is **£8.937m**. The latest net expenditure forecast for the year is **£10.331m** this gives a projected overspend of **£1.394m**. This is £0.025m less than the amount reported last month. This improvement relates to vacant posts. The directorate budget has reduced by £0.301m affecting building management, DMU and Neighbourhood services. The latest position is summarised below.

| Regeneration - Summary   |                |                   |                  |                    |                     |               |
|--------------------------|----------------|-------------------|------------------|--------------------|---------------------|---------------|
| DETAILS                  | Revised Budget | Projected Outturn | Revised Forecast | Full Year Variance | Last Month Variance | Change        |
|                          | £'M            | £'M               | £'M              | £'M                | £'M                 | £'M           |
| Directorate Management   | 0.405          | 0.197             | 0.197            | -0.208             | -0.193              | -0.015        |
| Major Infrastructure     | 3.965          | 3.781             | 3.781            | -0.184             | -0.184              | 0.000         |
| Transport & Parking      | 2.118          | 2.018             | 2.018            | -0.100             | -0.100              | 0.000         |
| Planning                 | 0.520          | 0.495             | 0.495            | -0.025             | -0.025              | 0.000         |
| Regeneration Development | -3.655         | -3.655            | -3.655           | 0.000              | 0.000               | 0.000         |
| Regeneration Delivery    | -0.856         | -0.856            | -0.856           | 0.000              | 0.000               | 0.000         |
| Building Management      | 3.731          | 3.431             | 3.431            | -0.300             | -0.300              | 0.000         |
| Economic Development     | -0.071         | 0.169             | 0.169            | 0.240              | 0.240               | 0.000         |
| Emergency Planning       | 0.203          | 0.134             | 0.134            | -0.069             | -0.059              | -0.010        |
| Strategic Housing        | 1.201          | 3.261             | 3.261            | 2.060              | 2.060               | 0.000         |
| Neighbourhood Services   | 1.376          | 1.356             | 1.356            | -0.020             | -0.020              | 0.000         |
| <b>TOTAL</b>             | <b>8.937</b>   | <b>10.331</b>     | <b>10.331</b>    | <b>1.394</b>       | <b>1.419</b>        | <b>-0.025</b> |

## 6.28 Directorate Management Unit

This service is reporting a favourable variance as shown below.

| Service                     | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|-----------------------------|----------------|-----------------|-----------------|---------------|--------------|
|                             | £'M            | £'M             | £'M             | £'M           | £'M          |
| Directorate Management Unit | 0.405          | 0.197           | -0.208          | -0.193        | -0.015       |
| <b>Total</b>                | <b>0.405</b>   | <b>0.197</b>    | <b>-0.208</b>   | <b>-0.193</b> | <b>0.015</b> |

6.29 The Directorate Management Unit now have a budget of **£0.405m** following a budget transfer to other service areas to correct and realign the current staffing

establishment. This covers the cost of the Senior Management team and is expected to underspend due to vacant post.

### 6.30 Major Infrastructure (Transport & Highways)

The Major Infrastructure service has an unchanged forecast of **£0.184m** underspend.

6.32 This is summarised below:

| Service                   | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|---------------------------|----------------|-----------------|-----------------|---------------|--------------|
|                           | £'M            | £'M             | £'M             | £'M           | £'M          |
| Transport & Highways      | 1.048          | 0.935           | -0.113          | -0.113        | -0.000       |
| Public Transport          | 2.259          | 1.891           | -0.368          | -0.368        | -0.000       |
| Traffic Management System | 0.400          | 0.418           | 0.018           | 0.018         | -0.000       |
| Community Transport       | -0.019         | 0.287           | 0.306           | 0.306         | 0.000        |
| Environmental Quality     | 0.242          | 0.224           | -0.018          | -0.018        | 0.000        |
| Fleet Challenge           | 0.035          | 0.026           | -0.009          | -0.009        | 0.000        |
| <b>Total</b>              | <b>3.965</b>   | <b>3.781</b>    | <b>-0.184</b>   | <b>-0.184</b> | <b>0.000</b> |

6.33 The main variances within this area are explained as follows:

- **Community Transport** – is likely to overspend by **£0.306m** as a result of additional staff costs, higher leasing costs of and lower income than budgeted. This is offset by underspends on other services areas.
- **Transport & Highways** – an under spend of **£0.113m** is reported due to savings from vacant posts and recharges from Capital and Access Fund above the level expected.
- **Public Transport** – will underspend by **£0.368m** due to reduced activity on Concessionary Fares.

### 6.34 Transport & Parking

The Transport and Parking service is forecasting a new underspend of **£0.100m** and is summarised in the table below.

| Service                  | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|--------------------------|----------------|-----------------|-----------------|---------------|--------------|
|                          | £'M            | £'M             | £'M             | £'M           | £'M          |
| Transport & Highways     | 1.782          | 1.702           | -0.080          | -0.080        | 0.000        |
| Car Parks                | 0.442          | 0.422           | -0.020          | -0.020        | 0.000        |
| Car Parks & Street works | -0.106         | -0.106          | 0.000           | 0.000         | 0.000        |
| <b>Total</b>             | <b>2.118</b>   | <b>2.018</b>    | <b>-0.100</b>   | <b>-0.100</b> | <b>0.000</b> |

The reasons for the above variance are explained below:

- **Car Parks** – will underspend by **£0.020m** due to a surplus in total level of income collected across all sites. This £0.100m more than previously estimated due to additional temporary car parking spaces being provided on the currently vacant TVU site.
- **Transport & Highways** – have a projected underspend of **£0.080m** which is due to two staffing vacancies.

### 6.35 Planning

There are no budget pressures forecast for the Planning service as a whole at present and a underspend is forecast for year end of £0.025m in the local land charges. This is unchanged from last month. Most of these areas are heavily dependent on fee income and this is monitored regularly. Current income estimates show that this will be sufficient to meet budgeted levels. The latest position is summarised below:

| Service                | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|------------------------|----------------|-----------------|-----------------|---------------|--------------|
|                        | £'M            | £'M             | £'M             | £'M           | £'M          |
| Local Land Charges     | -0.071         | -0.096          | -0.025          | -0.025        | 0.000        |
| Planning Policy        | 0.337          | 0.337           | 0.000           | 0.000         | 0.000        |
| Building Control       | 0.056          | 0.056           | 0.000           | 0.000         | 0.000        |
| Development Management | 0.198          | 0.198           | 0.000           | 0.000         | 0.000        |
| <b>Total</b>           | <b>0.520</b>   | <b>0.495</b>    | <b>-0.025</b>   | <b>-0.025</b> | <b>0.000</b> |

### 6.36 Regeneration Development

A breakeven position is reported across this service area for the current period. The Regeneration Development and delivery includes additional savings target of £0.660m and sufficient additional income has been realised to meet these targets by both departments.

| Service                        | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|--------------------------------|----------------|-----------------|-----------------|---------------|--------------|
|                                | £'M            | £'M             | £'M             | £'M           | £'M          |
| Asset Management               | -0.261         | -0.261          | -0.187          | -0.187        | 0.000        |
| Commercial Properties          | -0.339         | -0.339          | -0.012          | -0.012        | 0.000        |
| Age Concern                    | 0.208          | 0.208           | 0.125           | 0.125         | 0.000        |
| Capital Disposal & Feasibility | -0.213         | -0.213          | 0.002           | 0.002         | 0.000        |
| Strategic Acquisition Board    | -3.055         | -3.055          | 0.117           | 0.117         | 0.000        |
| Property Management            | -0.037         | -0.037          | 0.001           | 0.001         | 0.000        |
| Bus Station                    | 0.042          | 0.042           | -0.046          | -0.046        | 0.000        |
| <b>Total</b>                   | <b>-3.655</b>  | <b>-3.655</b>   | <b>0.000</b>    | <b>0.000</b>  | <b>0.000</b> |

### 6.36 Regeneration Delivery

A breakeven position is reported across this service area for the current period. See comment above.

| Service           | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|-------------------|----------------|-----------------|-----------------|---------------|--------------|
|                   | £'M            | £'M             | £'M             | £'M           | £'M          |
| Property Services | -0.856         | -0.856          | 0.000           | 0.000         | 0.000        |
| <b>Total</b>      | <b>-0.856</b>  | <b>-0.856</b>   | <b>0.000</b>    | <b>0.000</b>  | <b>0.000</b> |

### 6.37 Building Management

Building Management has an unchanged projected underspend of **£0.300m** due to income targets being exceeded on some sites such as *Britwell*, *Orchard Youth Centre* and *Manor Park Hall*. A budget transfer of -£0.244m was processed to realign to correct establishment. The current and forecast position is summarised below.

| Service               | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change |
|-----------------------|----------------|-----------------|-----------------|---------------|--------|
|                       | £'M            | £'M             | £'M             | £'M           | £'M    |
| Landmark Place        | 0.373          | 0.369           | -0.004          | -0.004        | 0.000  |
| Building Management   | 0.227          | 0.137           | -0.090          | -0.090        | 0.000  |
| Facilities Management | 0.789          | 0.889           | 0.100           | 0.100         | 0.000  |

|                             |              |              |               |               |              |
|-----------------------------|--------------|--------------|---------------|---------------|--------------|
| St. Martins Place           | 0.596        | 0.611        | 0.015         | 0.015         | 0.000        |
| Community Caretakers        | 0.168        | 0.155        | -0.013        | -0.013        | 0.000        |
| Corporate Landlord Function | 1.578        | 1.270        | -0.308        | -0.308        | 0.000        |
| <b>Total</b>                | <b>3.731</b> | <b>3.431</b> | <b>-0.300</b> | <b>-0.300</b> | <b>0.000</b> |

### 6.38 Economic Development

This service has an unchanged forecast overspend of **£0.240m** due to budget pressure in the Economic Development service. This is due to savings targets of £0.300m for income generation and the sponsorship of town hall assets which the service is struggling to achieve this year. The Directorate is looking at ways to increase income from other services to cover the shortfall. This is offset by savings of £0.060m due to vacancies in the service area.

The latest summary for this service area is shown below:

| Service              | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|----------------------|----------------|-----------------|-----------------|---------------|--------------|
|                      | £'M            | £'M             | £'M             | £'M           | £'M          |
| Economic Development | -0.071         | 0.169           | 0.240           | 0.240         | 0.000        |
| <b>Total</b>         | <b>-0.071</b>  | <b>0.169</b>    | <b>0.240</b>    | <b>0.240</b>  | <b>0.000</b> |

### 6.38 Emergency Planning

This service has a favourable variance of **£0.069m** due to vacancies in the Emergency Planning service area.

The latest summary for this service area is shown below:

| Service            | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|--------------------|----------------|-----------------|-----------------|---------------|--------------|
|                    | £'M            | £'M             | £'M             | £'M           | £'M          |
| Emergency Planning | 0.203          | 0.134           | -0.069          | -0.059        | 0.010        |
| <b>Total</b>       | <b>0.203</b>   | <b>0.134</b>    | <b>-0.069</b>   | <b>-0.059</b> | <b>0.010</b> |

### 6.39 Strategic Housing Services

This service area has an unchanged projected overspend of **£2.060m**. This is because of a significant overspend on the Temporary Accommodation service area of **£1.850m** and the on the Home Improvements service of **£0.210m**.

6.40 The latest position for Strategic Housing Services is summarised below:

| Strategic Housing Services    | Revised Annual Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|-------------------------------|-----------------------|-----------------|-----------------|---------------|--------------|
|                               | £'M                   | £'M             | £'M             | £'M           | £'M          |
| Housing Allocations           | 0.053                 | 0.053           | 0.000           | 0.000         | 0.000        |
| Housing Revenues & Reviews    | 0.097                 | 0.097           | 0.000           | 0.000         | 0.000        |
| Temporary Accommodation       | 0.108                 | 1.958           | 1.850           | 1.850         | 0.000        |
| Housing Advice & Homelessness | 0.612                 | 0.612           | 0.000           | 0.000         | 0.000        |
| Customer & Business Support   | 0.141                 | 0.141           | 0.000           | 0.000         | 0.000        |
| Home Improvements             | -0.073                | 0.137           | 0.210           | 0.210         | 0.000        |
| Social Lettings               | 0.037                 | 0.037           | 0.000           | 0.000         | 0.000        |
| Strategic Housing             | 0.226                 | 0.226           | 0.000           | 0.000         | 0.000        |
| JEH – Pendeen Court           | 0.000                 | 0.000           | 0.000           | 0.000         | 0.000        |
| JEH – High Street             | 0.000                 | 0.000           | 0.000           | 0.000         | 0.000        |
| JEH – General Admin           | 0.000                 | 0.000           | 0.000           | 0.000         | 0.000        |
| <b>Total</b>                  | <b>1.201</b>          | <b>3.261</b>    | <b>2.060</b>    | <b>2.060</b>  | <b>0.000</b> |

#### 6.41 Temporary Accommodation (TA)

This is forecast to overspend by **£1.850m** due to the increased numbers being accommodated. The latest monthly projections do show a small reduction in numbers and the current homelessness is 430. The projections reflect this approximation for the year end forecast. The increase in homelessness numbers in comparison to previous years places pressure on the unit price being paid for some accommodation such as Bed & Breakfast. It is estimated B&B prices will rise to a unit price of over £60-£70 a night where currently the average unit price is at £55 per night.

#### 6.42 Actions to mitigate

The council has provided transformation funding to assist in new initiatives aimed at improvements and reductions in cost. James Elliman Homes Ltd. has been created and will invest up to £18m in accommodation that will provide extra units for temporary accommodation in the future. The Government has also provided Flexible Homeless Grants to assist with the crisis. The Medium Term Financial Strategy currently includes additional growth for Temporary Accommodation from 2019/20.

6.43 The Service Lead for Strategic Housing is working on a few initiatives that are being discussed with Directors, including an independent review of the housing services with recommendations to assist and improve the service.

#### 6.44 Home Improvements (HIA)

The HIA has a budgeted income level that cannot be achieved based on its current levels of funding and capacity. The service is expected to make an income based expenditure of approximately £1.250m. However the current expenditure capacity with its available resources is about £0.700m. As a result there will be a shortfall in income of **£0.210m**. In the short term the Service Lead is examining ways to secure additional grants and speed up the processing of claims both of which could lead to an increase in the 2018/19 income for the service. In the longer term other proposals including a growth bid to resolve this historic under funding could be considered.

#### 6.45 Neighbourhood Services

The Neighbourhood Services service area is expected underspend by **-£0.020m**. This is unchanged from last month. There are some underlying pressures in the Regulation and Enforcement areas. However these pressures are being contained either through staff management or new initiatives for example via the HMO Licensing project. The budget for neighbourhood areas has reduced by £0.082m due to realignment of saving target.

| Services                 | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change       |
|--------------------------|----------------|-----------------|-----------------|---------------|--------------|
|                          | £'M            | £'M             | £'M             | £'M           | £'M          |
| Caravan Parks            | -0.085         | -0.081          | 0.004           | 0.004         | 0.000        |
| Enforcement              | 0.390          | 0.390           | 0.000           | 0.000         | 0.000        |
| NET Team North           | 0.213          | 0.204           | -0.009          | -0.009        | 0.000        |
| NET Team South           | 0.172          | 0.172           | 0.000           | 0.000         | 0.000        |
| NET Team East            | 0.223          | 0.208           | -0.015          | -0.015        | 0.000        |
| Neighbourhood Resilience | 0.463          | 0.463           | 0.000           | 0.000         | 0.000        |
| <b>Total</b>             | <b>1.376</b>   | <b>1.356</b>    | <b>0.020</b>    | <b>0.020</b>  | <b>0.000</b> |

#### 6.46 Housing Revenue Account (HRA)

The HRA is budgeted to spend **£37.197m** this financial year, with budgeted income of **£36.026** expected, this gives a planned net deficit budget for the HRA of **£1.171m**. This deficit will be made up by a planned contribution from the housing reserves.

The capital programme for new developments is being reviewed which could require more funding from the HRA but most of this funding is already included in the current forecast. This is summarised in the table below, with further details attached as Appendix B.

| Details         | Revised Budget | Projected Outturn | Variance |
|-----------------|----------------|-------------------|----------|
|                 | £'M            | £'M               | £'M      |
| HRA Expenditure | 37.197         | 37.197            | 0        |
| HRA Income      | -36.026        | -36.026           | 0        |
| <b>Total</b>    | <b>1.171</b>   | <b>1.171</b>      | <b>0</b> |

#### 6.47 Management Action

The Regeneration Directorate has the following action to address its current budget issues.

- Examine and agree alternative proposals to deliver the savings that will not be achieved for sponsorship of town hall assets, both in this financial year and in subsequent years..

## 6.48 FINANCE & RESOURCES

This Directorate's current net budget is **£8.236m**. The latest assessment of the year end position is for a saving of **-£0.489m** (5.94%). This is an increase of **£0.460m** on the variance reported last month.

- 6.49 This forecast assumes that the council wide savings of **£1.826m** will be allocated across the council Directorates and will be achieved in full.

The latest position is summarised below:

| Finance & Resources - Summary |                |                   |                    |                     |              |
|-------------------------------|----------------|-------------------|--------------------|---------------------|--------------|
| DETAILS                       | Revised Budget | Projected Outturn | Full Year Variance | Last Month Variance | Change       |
|                               | £'M            | £'M               | £'M                | £'M                 | £'M          |
| Customer & Communications     | 0.398          | 0.519             | 0.121              | 0.121               | 0.000        |
| Organisation Development & HR | 1.299          | 1.475             | 0.176              | 0.076               | 0.100        |
| Governance                    | 1.620          | 1.805             | 0.185              | 0.038               | 0.147        |
| Digital & Strategic IT        | 1.045          | 0.980             | -0.065             | -0.065              | 0.000        |
| Finance                       | -3.878         | -3.787            | 0.091              | 0.156               | -0.065       |
| Transactional Services        | 7.891          | 7.616             | -0.275             | -0.275              | 0.000        |
| Corporate and Departmental    | -0.139         | -0.861            | -0.722             | -1.000              | 0.278        |
| <b>TOTAL</b>                  | <b>8.236</b>   | <b>7.747</b>      | <b>-0.489</b>      | <b>-0.949</b>       | <b>0.460</b> |

## 6.50 Customer & Communications

This area is now projected to overspend by **£0.121m**. This forecast now includes previously identified budget pressures where it was assumed compensating savings would be identified.

| Service                | Revised Budget | Projected Outturn | Variance     | Last Variance | Change       | Budget (YTD) | Actual (YTD) | Variance (YTD) |
|------------------------|----------------|-------------------|--------------|---------------|--------------|--------------|--------------|----------------|
|                        | £'M            | £'M               | £'M          | £'M           | £'M          | £'M          | £'M          | £'M            |
| Information Governance | 0.076          | 0.071             | -0.005       | -0.005        | 0.000        | 0.056        | 0.054        | -0.003         |
| Media & Communications | 0.365          | 0.445             | 0.080        | 0.080         | 0.000        | 0.274        | 0.381        | 0.107          |
| Events                 | 0.003          | 0.022             | 0.019        | 0.019         | 0.000        | 0.002        | 0.047        | 0.045          |
| Fireworks              | 0.011          | 0.007             | -0.004       | -0.004        | 0.000        | 0.008        | -0.006       | -0.014         |
| Printing               | -0.057         | -0.027            | 0.030        | 0.030         | 0.000        | -0.043       | -0.043       | -0.001         |
| <b>Total</b>           | <b>0.398</b>   | <b>0.519</b>      | <b>0.121</b> | <b>0.121</b>  | <b>0.000</b> | <b>0.298</b> | <b>0.432</b> | <b>0.134</b>   |

The reasons for this variance in more detail are as follows:

- Information Governance - a **£0.005m** saving is reported due to the transfer of the FOI service budget the corresponding pressure relating from severance payments and agency staffing to the Digital & Strategic IT service
- Media and Communications – is now expected to overspend by **£0.080m** due to additional staff agency costs;
- Events Administration – is reporting a budget pressure of **£0.019m** due to costs of events outstripping the income generated;
- Fireworks – this event is projecting a saving of **£0.004m** as latest estimates of the total cost is now likely to be less than the available resources; and
- Printing – the estimated total costs of printing will exceed the level of income received via recharges by **£0.030m**. The recharge rate is being examined as a means of increasing recharged income.

## 6.51 Organisation Development & HR

The OD&HR service is projected to overspend by **£0.176m** as the previously identified underlying pressures are now included in the formal reported variance. This is summarised in the table below.

| Service                    | Revised Budget | Projected Outturn | Variance     | Last Variance | Change       | Budget (YTD) | Actual (YTD) | Variance (YTD) |
|----------------------------|----------------|-------------------|--------------|---------------|--------------|--------------|--------------|----------------|
|                            | £'M            | £'M               | £'M          | £'M           | £'M          | £'M          | £'M          | £'M            |
| Human Resources            | 0.897          | 0.975             | 0.078        | -0.022        | 0.100        | 0.673        | 0.808        | 0.135          |
| Health and Safety          | 0.142          | 0.233             | 0.091        | 0.091         | 0.000        | 0.107        | 0.165        | 0.059          |
| Training                   | 0.233          | 0.231             | -0.002       | -0.002        | 0.000        | 0.175        | 0.107        | -0.067         |
| Equalities                 | 0.000          | 0.000             | 0.000        | 0.000         | 0.000        | 0.000        | 0.000        | 0.000          |
| Union Work                 | 0.027          | 0.036             | 0.009        | 0.009         | 0.000        | 0.020        | 0.028        | 0.009          |
| The Slough academy Project | 0.000          | 0.000             | 0.000        | 0.000         | 0.000        | 0.000        | -0.005       | -0.005         |
| <b>Total</b>               | <b>1.299</b>   | <b>1.475</b>      | <b>0.176</b> | <b>0.076</b>  | <b>0.100</b> | <b>0.974</b> | <b>1.104</b> | <b>0.130</b>   |

6.52 The reasons for this variance are:

- Human Resources – an overspend of **£0.078m** is expected due to staffing related cost pressures;
- Health and Safety – is forecast to overspend by **£0.091m** as a result of a combination of factors such as the Occupational Health contract costs (£0.011m), the Devolved software licence fee (£0.018m) and recharge income target (£0.062m) that will not be fully realised;

## 6.53 Governance

The budgets within the Governance service have a projected overspend of **£0.185m**. This is due mainly to a **£0.093m** pressure from the Procurement Service resulting from a budget reduction relating to a saving from a deleted AD post and a £0.068m shortfall against planned income due to the fact that this is a non major election year. This is summarised in the table below with further details following.

| Service                    | Revised Budget | Projected Outturn | Variance     | Last Variance | Change       | Budget (YTD) | Actual (YTD) | Variance (YTD) |
|----------------------------|----------------|-------------------|--------------|---------------|--------------|--------------|--------------|----------------|
|                            | £'M            | £'M               | £'M          | £'M           | £'M          | £'M          | £'M          | £'M            |
| Law & Corporate Governance | 0.061          | 0.289             | 0.228        | 0.135         | 0.093        | 0.046        | 0.254        | 0.208          |
| Corporate Procurement      | 0.224          | 0.190             | -0.034       | -0.080        | 0.046        | 0.168        | 0.109        | -0.060         |
| Committees Services        | 0.793          | 0.782             | -0.011       | -0.029        | 0.018        | 0.595        | 0.597        | 0.003          |
| Elections                  | 0.226          | 0.294             | 0.068        | 0.076         | -0.008       | 0.169        | 0.253        | 0.084          |
| Electoral Registration     | 0.087          | 0.040             | -0.047       | -0.042        | -0.005       | 0.065        | 0.026        | -0.039         |
| Mayorality/Civic           | 0.094          | 0.094             | -0.000       | -0.002        | 0.002        | 0.071        | 0.067        | -0.004         |
| Group Support              | 0.135          | 0.117             | -0.018       | -0.018        | 0.000        | 0.102        | 0.086        | -0.016         |
| <b>Total</b>               | <b>1.620</b>   | <b>1.805</b>      | <b>0.185</b> | <b>0.040</b>  | <b>0.145</b> | <b>1.216</b> | <b>1.392</b> | <b>0.176</b>   |

The reasons for this variance are:

- Law and Corporate Governance - is expected to overspend by **£0.228m**. This is caused by the fact that having realised the saving linked to the outsourcing of the legal service there are still other recharge income targets that are not expected to be met. There is also a pressure in relation to the Library case and unbudgeted additional HB Law charges.

- Corporate Procurement – is reporting an underspend of **£0.034m** in the Procurement Team due to staff vacancies. This more than offsets the pressure caused by income targets that will not be achieved;
- Committee Services - is projected to underspend by **£0.011m** due to staff vacancy saving and higher than budgeted income from schools;
- Election Service – have a reported budget pressure of **£0.068m** due to a shortfall against planned income caused by the fact that this is a non major election year.
- Electoral Registration - projects an underspend of **£0.047m** due to a one-off prior year income retrieved from suspense account; and
- Group Support – has a forecast underspend of **£0.018m** due to staff vacancies and lower than budgeted expenditure on running costs.

#### 6.54 Digital & Strategic IT

This service is forecast to underspend by **£0.065m**. The previously reported budget pressures due to increased IT costs have been offset by pension growth income of £0.420m.

6.55 The latest budget summary for this Service Area is reported in the table below.

| Service                       | Revised Budget | Projected Outturn | Variance      | Last Variance | Change       |
|-------------------------------|----------------|-------------------|---------------|---------------|--------------|
|                               | £'M            | £'M               | £'M           | £'M           | £'M          |
| IS & IT                       | 0.782          | 0.683             | -0.099        | -0.099        | 0.000        |
| Systems Support & Development | 0.191          | 0.191             | -0.000        | -0.000        | 0.000        |
| Information Governance-FOI    | 0.072          | 0.106             | 0.034         | 0.034         | 0.000        |
| <b>Total</b>                  | <b>1.045</b>   | <b>0.980</b>      | <b>-0.065</b> | <b>-0.065</b> | <b>0.000</b> |

#### 6.56 Finance

This Service Area is currently reporting a budget **£0.091m** pressures mainly due to consultancy cost of £0.042m and bank charges £0.047m.

| Service                  | Revised Budget | Projected Outturn | Variance     | Last Variance | Change        |
|--------------------------|----------------|-------------------|--------------|---------------|---------------|
|                          | £'M            | £'M               | £'M          | £'M           | £'M           |
| Finance Miscellaneous    | 0.125          | 0.123             | -0.002       | -0.022        | 0.020         |
| Corporate Finance        | -3.057         | -2.914            | 0.143        | 0.113         | 0.030         |
| Insurance and Risk       | 0.426          | 0.426             | 0.000        | 0.046         | -0.046        |
| Internal Audit           | 0.190          | 0.190             | 0.000        | 0.068         | -0.068        |
| Investigations Unit      | 0.042          | 0.025             | -0.017       | -0.017        | 0.000         |
| Flooding/Extreme Weather | 0.032          | 0.000             | -0.032       | -0.032        | 0.000         |
| Finance & Resources      | -1.637         | -1.637            | 0.000        | 0.000         | 0.000         |
| <b>Total</b>             | <b>-3.878</b>  | <b>-3.787</b>     | <b>0.091</b> | <b>0.156</b>  | <b>-0.064</b> |

#### 6.58 Transactional Services

Transactional Services is now forecast to underspend by **£0.275m** as the budget pressures previously reported will now be met by contract novation work being undertaken with arvato.

6.59 The latest position is shown below:

| Service                | Revised Budget | Projected Outturn | Variance      | Last Variance | Change       | Budget (YTD) | Actual (YTD) | Variance (YTD) |
|------------------------|----------------|-------------------|---------------|---------------|--------------|--------------|--------------|----------------|
|                        | £'M            | £'M               | £'M           | £'M           | £'M          | £'M          | £'M          | £'M            |
| Transactional Services | 7.891          | 7.616             | -0.275        | -0.275        | 0.000        | 7.501        | 7.159        | -0.342         |
| <b>Total</b>           | <b>7.891</b>   | <b>7.616</b>      | <b>-0.275</b> | <b>-0.275</b> | <b>0.000</b> | <b>7.501</b> | <b>7.159</b> | <b>-0.342</b>  |

#### 6.60 Corporate & Departmental Services

The council has retained an additional £1m of Business rates collected for being a member of the Berkshire wide NNDR pilot. The variance has reduced due to additional IAS 19 charge and an increase in telephone costs.

6.61 The latest position is shown below:

| Service                  | Revised Budget | Projected Outturn | Variance      | Last Variance | Change       |
|--------------------------|----------------|-------------------|---------------|---------------|--------------|
|                          | £'M            | £'M               | £'M           | £'M           | £'M          |
| Corporate & Departmental | -0.139         | -0.861            | -0.722        | -1.000        | 0.278        |
| <b>Total</b>             | <b>-0.139</b>  | <b>-0.861</b>     | <b>-0.722</b> | <b>-1.000</b> | <b>0.278</b> |

#### 6.62 Management Actions

A corporate decision is needed on how to allocate the historic savings.

### 6.63 CHIEF EXECUTIVE SERVICES

This area is projected to underspend by **-£0.171m**. This movement is the result of a review of the forecast shown for Environmental Services and the DSO. These are explained in more detail below. The latest summary for the service is shown below:

| Service                   | Revised Budget | Projected Outturn | Variance      | Last Variance | Change       |
|---------------------------|----------------|-------------------|---------------|---------------|--------------|
|                           | £'M            | £'M               | £'M           | £'M           | £'M          |
| Local Welfare Provision   | 0.275          | 0.275             | 0.000         | 0.000         | 0.000        |
| Improvement & Development | 0.000          | 0.000             | 0.000         | 0.000         | 0.000        |
| Executive's Office        | 0.334          | 0.600             | 0.266         | 0.242         | 0.024        |
| Strategy and Performance  | 0.703          | 0.760             | 0.057         | 0.055         | 0.002        |
| Prevent                   | 0.000          | 0.000             | 0.000         | 0.000         | 0.000        |
| Environmental Services    | 12.732         | 14.117            | 1.385         | 1.331         | 0.055        |
| DSO                       | 0.000          | -1.879            | -1.879        | -1.805        | -0.074       |
| <b>Total</b>              | <b>14.044</b>  | <b>13.873</b>     | <b>-0.171</b> | <b>-0.177</b> | <b>0.006</b> |

### 6.64 Executive Office

There is a projected budget pressure of **£0.266m** on this budget. This is due a combination of staffing cost overspend due to the use of agency staff totalling **£0.061m**, consultancy fees of **£0.154m**, unbudgeted legal fees and disciplinary investigation costs of **£0.031m** as well as extra costs for corporate subscriptions of **£0.020m**.

### 6.57 Strategy & Performance

The area has a projected overspend of **£0.057m**. This is due to cost of redundancies resulting for the recent service restructure. This is summarised below:

| Service                | Revised Budget | Projected Outturn | Variance     | Last Variance | Change       | Budget (YTD) | Actual (YTD) | Variance (YTD) |
|------------------------|----------------|-------------------|--------------|---------------|--------------|--------------|--------------|----------------|
|                        | £'M            | £'M               | £'M          | £'M           | £'M          | £'M          | £'M          | £'M            |
| Policy and Performance | 0.219          | 0.144             | -0.075       | -0.021        | -0.054       | 0.164        | 0.163        | -0.001         |
| Policy & Scrutiny      | 0.484          | 0.616             | 0.132        | 0.076         | 0.056        | 0.363        | 0.445        | 0.082          |
| <b>Total</b>           | <b>0.703</b>   | <b>0.760</b>      | <b>0.057</b> | <b>0.055</b>  | <b>0.002</b> | <b>0.527</b> | <b>0.608</b> | <b>0.081</b>   |

### 6.65 Environmental Services

This area has a reported pressure of £1.385m due to the Waste Management contract cost.

| Service                  | Revised Budget | Projected Outturn | Variance     | Last Variance | Change       |
|--------------------------|----------------|-------------------|--------------|---------------|--------------|
|                          | £'M            | £'M               | £'M          | £'M           | £'M          |
| Waste Management         | 3.763          | 5.174             | 1.411        | 1.383         | 0.028        |
| Chalvey Transfer Station | 1.583          | 1.483             | -0.100       | -0.100        | 0.000        |
| Cleansing                | 1.948          | 1.892             | -0.056       | -0.056        | 0.000        |
| Public Conveniences      | 0.000          | 0.000             | 0.000        | 0.029         | -0.029       |
| Domestic Refuse          | 4.374          | 4.362             | -0.012       | -0.012        | 0.000        |
| Grounds Maintenance      | 0.770          | 0.931             | 0.161        | 0.159         | 0.002        |
| Waste & Environment      | 0.294          | 0.276             | -0.019       | -0.072        | 0.054        |
| <b>Total</b>             | <b>12.732</b>  | <b>14.117</b>     | <b>1.385</b> | <b>1.330</b>  | <b>0.055</b> |

## 6.66 DSO

There is a projected surplus of **£1.879m** due to further capital recharges. The budget surplus of £1.879m is based upon the DSO's own direct costs including its own office staff. However, it does not include the cost of the services provided by the Council to the DSO such as HR, Health & Safety, Procurement, Corporate Accountancy, share of the costs of Microsoft licences and Agresso, Communications etc.

The Environmental services and the DSO are now expected to underspend by **£0.494m** due to the net saving between the budget pressure of £1.413m from the new Waste Management contract and the budget surplus of £1.879m on the DSO.

## 7 SAVINGS

### 7.01 Current Position

As part of its budget plans at the start of the year the Council committed to revenue savings of **£7.042m**. At present **£2.152m** have already been saved which is 31% of the total agreed. This is an improvement of £0.200m on the reported position last month. The latest position in relation to these savings is shown in the table below.

| RAG SAVINGS SUMMARY |                |              |               |                   |            |                    |
|---------------------|----------------|--------------|---------------|-------------------|------------|--------------------|
| Directorate         | Savings Agreed | Amount Saved | Will be Saved | Will Not Be Saved | %age Saved | %age Will be Saved |
| Adult & Communities | 1.273          | 1.080        | 1.273         | 0.000             | 85%        | 100%               |
| Regeneration        | 2.305          | 0.000        | 2.005         | 0.300             | 0%         | 87%                |
| Finance & Resources | 3.260          | 1.072        | 3.260         | 0.000             | 33%        | 100%               |
| Chief Executive     | 0.204          | 0.000        | 0.204         | 0.000             | 0%         | 100%               |
| <b>TOTAL</b>        | <b>7.042</b>   | <b>2.152</b> | <b>6.742</b>  | <b>0.300</b>      | <b>28%</b> | <b>96%</b>         |
| <b>Percentage</b>   | <b>100%</b>    | <b>31%</b>   | <b>96%</b>    | <b>4%</b>         |            |                    |

### 7.02 Forecast Position

At present the forecast is that the council will achieve 96% (**£6.742m**) of the savings agreed at the start of the year, of this £2.152m have already been declared as achieved. Savings to the value of £0.300m from the Regeneration Directorate have now been declared as will not be achieved. This is also unchanged to the position reported last month.

### 7.03 RAG Analysis

| RAG SAVINGS SUMMARY |              |            |            |              |
|---------------------|--------------|------------|------------|--------------|
| Directorate         | GREEN        | AMBER      | RED        | Total        |
| Adult & Communities | 920          | 353        | 0          | 1,273        |
| Regeneration        | 2,005        | 0          | 300        | 2,305        |
| Finance & Resources | 2,952        | 308        | 0          | 3,260        |
| Chief Executive     | 204          | 0          | 0          | 204          |
| <b>TOTAL</b>        | <b>5,831</b> | <b>911</b> | <b>300</b> | <b>7,042</b> |
| <b>Percentages</b>  | <b>83%</b>   | <b>13%</b> | <b>4%</b>  | <b>100%</b>  |
|                     | <b>96%</b>   |            |            |              |

7.04 Full details are shown in Appendix C

## 8 VIREMENTS

8.01 The following virements have been prepared since the last quarter.

- a) **£1.2m** from below the line to finance £0.754m and resources and regeneration £0.446m.
- b) **£0.216m** to Chief Executive from Regeneration
- c) **£0.751m** to Finance & Resources
- d) **£0.233m** to Regeneration

8.02 Cabinet is requested to approve the transfer of budgets between the services shown in accordance with the financial procedure rules. Full details are shown in the table below.

| Virement Ref       | Reason for Budget Adjustment                  | Below the Line Additions | Chief Executive | Finance and Resources | Regeneration   | Regeneration    |
|--------------------|---|--------------------------|-----------------|-----------------------|----------------|-----------------|
| PL-456             | Realignment of Defunct Code (Staffing budget) |                          |                 | 189,400               | -189,400       |                 |
| PL-485             | Realignment of Defunct Codes                  |                          | 244,000         |                       | -244,000       |                 |
| PL-498             | Audit Fee Budgets                             | -334,000                 |                 | 334,000               |                |                 |
| PL-500             | Realignment of Defunct Codes                  |                          | -27,900         |                       | 27,900         |                 |
| PL-554             | Realignment of Savings to services            |                          |                 | -91,230.00            | 91,230         |                 |
| PL-560             | Realignment of Savings to services            |                          |                 | 100,269.00            | 100,269        |                 |
| PL-563             | Realignment of Savings to services            | -446,130                 |                 |                       | 446,130        |                 |
| PL-564             | Realignment of Savings to services            |                          |                 |                       | 330,150        | -330,150        |
| PL-565             | Funding of IT License Pressures               | -420,000                 |                 | 420,000               |                |                 |
| <b>Grand Total</b> |   | <b>-1,200,130</b>        | <b>216,100</b>  | <b>751,901</b>        | <b>562,979</b> | <b>-330,150</b> |

## WRITE OFFS

8.03 Write offs totalling £ have been agreed over the past 3 months. Cabinet is requested to approve these write offs in accordance with the council's financial procedures rules.

| <b>WRITE-OFF SCHEDULE</b>                               |                   |                    |                   |
|---|-------------------|--------------------|-------------------|
| <b>3rd Quarter 2018/19</b>                              |                   |                    |                   |
| <b>Reason</b>   | <b>NNDR</b>       | <b>Council Tax</b> | <b>Total</b>      |
|   | <b>£</b>          | <b>£</b>           | <b>£</b>          |
| Unable to trace/ Absconded                              | 68,131.94         | 3,311.96           | 71,443.90         |
| <b>Vulnerable persons</b>                               |                   |                    |                   |
| Deceased  |                   | 10,515.56          | 10,515.56         |
| Statute Barred/Unable to Enforce                        |                   | 6,247.64           | 6,247.64          |
| Bankruptcy  |                   | 4,204.21           | 4,204.21          |
| Instruction from Client                                 |                   |                    |                   |
| Dissolved/Proposal to Strike/Liquidation/Administration | 660,254.40        |                    | 660,254.40        |
| Miscellaneous (including uneconomical to pursue)        | 10,752.94         | 9,301.92           | 20,054.86         |
| Credit Balances   | -178,742.58       | -419.25            | -179,161.83       |
| <b>TOTAL</b>  | <b>560,396.70</b> | <b>33,162.04</b>   | <b>593,558.74</b> |

## 9 CONCLUSIONS

- 9.1 The current General Fund revenue position for the Council is an over spend of **£6.386m**.
- 9.2 The General Fund revenue position for the Council as forecast at the end of the financial year is an over spend of **£2.121m**.
- 9.3 The forecast for the Council's Housing Revenue Account (HRA) is a planned net expenditure of **£1.171m** which will be funded from specific housing reserves.
- 9.4 The DSG is expected to overspend by **£2.004m** and have a cumulative net overspend of **£7.067m** by the end of the year
- 9.5 Management actions are being prepared and implemented to address some of the underlying budget issues raised in the report.

### Appendices Attached

- 'A' - General Fund Revenue Summary
- 'B' - HRA Account Summary
- 'C' - Savings Review

### Background Papers

- '1' - Supporting working papers held in finance

## APPENDIX A – REVENUE GENERAL FUND 2018/19

| Directorate                              | Revised Budget | Projected Outturn | Planned In Year Savings | Revised Outturn | Full Year Variance | Last Month Variance | Change        |
|--|----------------|-------------------|-------------------------|-----------------|--------------------|---------------------|---------------|
|  | £'M            | £'M               | £'M                     | £'M             | £'M                | £'M                 | £'M           |
| <b>Adult &amp; Communities</b>           |                |                   |                         |                 |                    |                     |               |
| Adult Social Care                        | 33.758         | 35.313            | -0.821                  | 34.492          | 0.734              | 0.734               | 0.000         |
| Public Health                            | -0.612         | -0.612            | 0.000                   | -0.612          | 0.000              | 0.000               | 0.000         |
| Community and Skills                     | 6.268          | 5.939             | 0.000                   | 5.939           | -0.329             | -0.329              | 0.000         |
| Enforcement and Regulation               | 0.418          | 0.513             | 0.000                   | 0.513           | 0.095              | 0.095               | 0.000         |
| <b>Total</b>                             | <b>39.832</b>  | <b>41.153</b>     | <b>-0.821</b>           | <b>40.332</b>   | <b>0.500</b>       | <b>0.500</b>        | <b>0.000</b>  |
| <b>Children Learning &amp; Skills</b>    |                |                   |                         |                 |                    |                     |               |
| Directorate Services                     | 0.942          | 1.752             | 0.000                   | 1.752           | 0.810              | 0.808               | 0.002         |
| Commissioning Partnerships               | 0.073          | 0.081             | 0.000                   | 0.081           | 0.008              | 0.017               | -0.009        |
| Slough Children's' Service Trust         | 24.117         | 24.117            | 0.000                   | 24.117          | 0.000              | 0.000               | 0.000         |
| Access and Inclusion                     | 2.201          | 2.408             | 0.000                   | 2.408           | 0.207              | 0.177               | 0.030         |
| School Effectiveness                     | 0.937          | 0.771             | 0.000                   | 0.771           | -0.166             | -0.119              | -0.047        |
| Early Years and Development              | 1.929          | 1.877             | 0.000                   | 1.877           | -0.052             | -0.044              | -0.008        |
| Special Educational Needs & Disabilities | 0.362          | 0.442             | 0.000                   | 0.442           | 0.080              | 0.093               | -0.013        |
| <b>Sub Total</b>                         | <b>30.561</b>  | <b>31.448</b>     | <b>0.000</b>            | <b>31.448</b>   | <b>0.887</b>       | <b>0.932</b>        | <b>-0.045</b> |
| Dedicated Schools Grant (DSG)            | -0.337         | -0.337            | -0.337                  | -0.337          | 0.000              | 0.000               | 0.000         |
| <b>Total</b>                             | <b>30.224</b>  | <b>31.111</b>     | <b>-0.337</b>           | <b>31.111</b>   | <b>0.887</b>       | <b>0.932</b>        | <b>-0.045</b> |
| <b>Regeneration</b>                      |                |                   |                         |                 |                    |                     |               |
| Directorate Management Unit              | 0.405          | 0.197             | 0.000                   | 0.197           | -0.208             | -0.193              | -0.015        |
| Major Infrastructure                     | 3.965          | 3.781             | 0.000                   | 3.781           | -0.184             | -0.184              | 0.000         |
| Transport & Parking                      | 2.118          | 2.018             | 0.000                   | 2.018           | -0.100             | -0.100              | 0.000         |
| Planning                                 | 0.520          | 0.495             | 0.000                   | 0.495           | -0.025             | -0.025              | 0.000         |
| Regeneration Delivery                    | -3.655         | -3.655            | 0.000                   | -3.655          | 0.000              | 0.000               | 0.000         |
| Regeneration Development                 | -0.856         | -0.856            | 0.000                   | -0.856          | 0.000              | 0.000               | 0.000         |
| Building Management                      | 3.731          | 3.431             | 0.000                   | 3.431           | -0.300             | -0.300              | 0.000         |
| Economic Development                     | -0.071         | 0.169             | 0.000                   | 0.169           | 0.240              | 0.240               | 0.000         |
| Emergency Planning                       | 0.203          | 0.134             | 0.000                   | 0.134           | -0.069             | -0.059              | -0.010        |
| Strategic Housing Services               | 1.201          | 3.261             | 0.000                   | 3.261           | 2.060              | 2.060               | 0.000         |
| Neighbourhood Services                   | 1.376          | 1.356             | 0.000                   | 1.356           | -0.020             | -0.020              | 0.000         |
| <b>Total</b>                             | <b>8.937</b>   | <b>10.331</b>     | <b>0.000</b>            | <b>10.331</b>   | <b>1.394</b>       | <b>1.419</b>        | <b>-0.025</b> |
| <b>Finance &amp; Resources</b>           |                |                   |                         |                 |                    |                     |               |
| Customer and Communications              | 0.398          | 0.519             | 0.000                   | 0.519           | 0.121              | 0.121               | 0.000         |
| Organisation Development & HR            | 1.299          | 1.475             | 0.000                   | 1.475           | 0.176              | 0.076               | 0.100         |
| Governance                               | 1.620          | 1.805             | 0.000                   | 1.805           | 0.185              | 0.038               | 0.147         |
| Digital & Strategic IT                   | 1.045          | 0.980             | 0.000                   | 0.980           | -0.065             | -0.065              | 0.000         |
| Corporate Resources                      | -3.878         | -3.787            | 0.000                   | -3.787          | 0.091              | 0.156               | -0.065        |
| Transactional Services                   | 7.891          | 7.616             | 0.000                   | 7.616           | -0.275             | -0.275              | 0.000         |
| Corporate and Departmental               | -0.139         | -0.861            | 0.000                   | -0.861          | -0.722             | -1.000              | 0.278         |
| <b>Total</b>                             | <b>8.236</b>   | <b>7.747</b>      | <b>0.000</b>            | <b>7.747</b>    | <b>-0.489</b>      | <b>-0.949</b>       | <b>0.460</b>  |
| <b>Chief Executive Office</b>            |                |                   |                         |                 |                    |                     |               |
| Local Welfare Provision                  | 0.275          | 0.275             | 0.000                   | 0.275           | 0.000              | 0.000               | 0.000         |
| Improvement & Development                | 0.000          | 0.000             | 0.000                   | 0.000           | 0.000              | 0.000               | 0.000         |
| Executive's Office                       | 0.334          | 0.600             | 0.000                   | 0.600           | 0.266              | 0.242               | 0.024         |
| Strategy & Performance                   | 0.703          | 0.760             | 0.000                   | 0.760           | 0.057              | 0.055               | 0.002         |
| Prevent                                  | 0.000          | 0.000             | 0.000                   | 0.000           | 0.000              | 0.000               | 0.000         |
| Environmental Services                   | 12.732         | 14.117            | 0.000                   | 14.117          | 1.385              | 1.331               | 0.055         |
| DSO                                      | 0.000          | -1.879            | 0.000                   | -1.879          | -1.879             | -1.805              | -0.074        |
| <b>Total</b>                             | <b>14.044</b>  | <b>13.873</b>     | <b>0.000</b>            | <b>13.873</b>   | <b>-0.171</b>      | <b>-0.177</b>       | <b>0.006</b>  |
| <b>GRAND TOTAL</b>                       | <b>101.273</b> | <b>104.215</b>    | <b>-1.158</b>           | <b>103.394</b>  | <b>2.121</b>       | <b>1.724</b>        | <b>0.396</b>  |
| <b>% of revenue budget over/(under)</b>  |                |                   |                         |                 | <b>2.09%</b>       |                     |               |
| <b>Non Departmental Cost</b>             | <b>0.472</b>   |                   |                         |                 |                    |                     |               |
| <b>Total Budget</b>                      | <b>101.745</b> |                   |                         |                 |                    |                     |               |

## Appendix B – HOUSING REVENUE ACCOUNT 2018/19

| Housing Revenue Account                     | Revised Budget | Annual Forecast | Annual Variance | Last Variance | Change in Variance |
|---|----------------|-----------------|-----------------|---------------|--------------------|
|   | £'M            | £'M             | £'M             | £'M           | £'M                |
| <b>EXPENDITURE</b>                          |                |                 |                 |               |                    |
| Management Team (& Recharges)               | 4.374          | 4.374           | 0.000           | 0.000         | 0.000              |
| Supported Housing                           | 0.030          | 0.030           | 0.000           | 0.000         | 0.000              |
| Tenant Services                             | 1.560          | 1.560           | 0.000           | 0.000         | 0.000              |
| Neighbourhood Housing Area North            | 0.494          | 0.494           | 0.000           | 0.000         | 0.000              |
| Neighbourhood Housing Area South            | 0.389          | 0.389           | 0.000           | 0.000         | 0.000              |
| Neighbourhood Housing Area East             | 0.451          | 0.451           | 0.000           | 0.000         | 0.000              |
| Arears & Investigations                     | 0.515          | 0.515           | 0.000           | 0.000         | 0.000              |
| Client Services Team                        | 1.174          | 1.174           | 0.000           | 0.000         | 0.000              |
| Neighbourhood Resilience & Enforcement Team | 0.324          | 0.324           | 0.000           | 0.000         | 0.000              |
| Housing Allocations                         | 0.061          | 0.061           | 0.000           | 0.000         | 0.000              |
| Tenants Participation Team                  | 0.246          | 0.246           | 0.000           | 0.000         | 0.000              |
| Lettings                                    | 0.215          | 0.215           | 0.000           | 0.000         | 0.000              |
| Leaseholder Team                            | 0.220          | 0.220           | 0.000           | 0.000         | 0.000              |
| Housing Repairs                             | 8.550          | 8.550           | 0.000           | 0.000         | 0.000              |
| Loans, Bad Debt & Council Tax               | 6.648          | 6.648           | 0.000           | 0.000         | 0.000              |
| Depreciation & Funding of Capital           | 11.946         | 11.946          | 0.000           | 0.000         | 0.000              |
| <b>INCOME</b>                               |                |                 |                 |               |                    |
| Dwelling Rents                              | -31.537        | -31.537         | 0.000           | 0.000         | 0.000              |
| Garage Rents                                | -0.491         | -0.491          | 0.000           | 0.000         | 0.000              |
| Shop Rent                                   | -0.635         | -0.635          | 0.000           | 0.000         | 0.000              |
| Other Rents                                 | -0.800         | -0.800          | 0.000           | 0.000         | 0.000              |
| Leaseholder Service Charges                 | -0.869         | -0.869          | 0.000           | 0.000         | 0.000              |
| General Service Charges                     | -1.679         | -1.679          | 0.000           | 0.000         | 0.000              |
| Interest                                    | -0.015         | -0.015          | 0.000           | 0.000         | 0.000              |
| <b>Total</b>                                | <b>1.171</b>   | <b>1.171</b>    | <b>0.000</b>    | <b>0.000</b>  | <b>0.000</b>       |

| SAVING MONITOR 2018/19 |                         |                |              |                   |  |       |  |
|------------------------|-------------------------|----------------|--------------|-------------------|--|-------|--|
| Directorate            | Service                 | Savings Agreed | Amount Saved | Will Not Be Saved | Savings Item   | RAG   | Comments   |
| A&C                    | Adult Social Care       | 32             | 32           | 0                 | Redesign of supported employment service   | GREEN |  |
| A&C                    | Adult Social Care       | 200            | 249          | 0                 | Continuing Health Care (transfer of funding responsibility from NHS)                       | GREEN | More savings have been made in these 2 areas to compensate for the cancellation of the saving in relation to the Curve below |
| A&C                    | Adult Social Care       | 150            | 278          | 0                 | Re-assessments to reduce Personal Budget levels  | GREEN |  |
| A&C                    | Adult Social Care       | 150            | 171          | 0                 | Direct Payment recoupment  | GREEN |  |
| A&C                    | Adult Social Care       | 100            | 100          | 0                 | Increase in income (for those not currently paying)  | GREEN |  |
| A&C                    | Adult Social Care       | 200            |              | 0                 | Vacant posts (one off)   | GREEN | Keep vacant for 18/19 where possible   |
| A&C                    | Communities and Leisure | 323            | 250          | 0                 | Leisure Services - leisure contract management savings                                     | Amber | Savings only going to be £250K on Leisure Contract   |
| A&C                    | Communities and Leisure | 88             |              | 0                 | Make the Curve self funding  | GREEN | Achieved by overachieving on savings 2 & 3 above   |
| A&C                    | Regulatory Services     | 30             |              | 0                 | Review of management structure to delivery the SAFE services or other alternative delivery | Amber | On going, not yet finished   |
| <b>TOTAL</b>           |                         | <b>1,273</b>   | <b>1,080</b> | <b>0</b>          |  |       |  |

| Directorate | Service                | Savings Agreed | Amount Saved | Will Not Be Saved | Savings Item  | RAG   | Comments |
|-------------|------------------------|----------------|--------------|-------------------|---|-------|----------|
| Regen       | Regeneration Delivery  | 583            | 0            | 0                 | <b>Asset Management - Rental Income-</b><br>Increase rent for Crown Court 65k,<br>Strategic acquisitions 115k and<br>commercial properties rents  | GREEN |          |
| Regen       | Regeneration Delivery  | 350            | 0            | 0                 | <b>Recharging of Staff Time to Capital<br/>Projects</b> - to generate more income<br>through recharging more staff time to<br>Capital.  | GREEN |          |
| Regen       | Planning               | 8              | 0            | 0                 | <b>At least a 35% reduction in subsidy</b><br>through additional income from<br>discretionary work, expected increase<br>in application numbers off the back of<br>local plan review/growth agenda and<br>review of fees and charges. | GREEN |          |
| Regen       | Planning               | 11             | 0            | 0                 | Reduction in subsidy - from income<br>from pre-application and increased<br>planning application numbers  | GREEN |          |
| Regen       | Neighbourhood Services | 82             | 0            | 0                 | Review of management structure to<br>delivery the SAFE services or other<br>alternative delivery  | GREEN |          |
| Regen       | Planning               | 4              | 0            | 0                 | <b>Reducing specialist consultancy<br/>support</b> by training existing staff to<br>undertake both petroleum licensing<br>and environmental permitting.   | GREEN |          |

| Directorate  | Service                | Savings Agreed | Amount Saved | Will Not Be Saved | Savings Item  | RAG   | Comments                                |
|--------------|------------------------|----------------|--------------|-------------------|---|-------|---|
| Regen        | Building Management    | 10             | 0            | 0                 | <b>Additional income - Maximise Use of Office Space</b> - Embed flexible and mobile working to get better use of office space. Develop commercial approach to floor space at SMP through external lettings. | GREEN |   |
| Regen        | Building Management    | 5              | 0            | 0                 | <b>FM Contracts Review</b> - Review all FM Contracts to establish if savings can be made.   | GREEN |   |
| Regen        | Planning               | 2              | 0            | 0                 | Re-negotiate landfill monitoring contract   | GREEN |   |
| Regen        | Regeneration Delivery  | 700            | 0            | 0                 | Strategic Acquisition board   | GREEN | Full year effect of 2017/18 investments |
| Regen        | Transport Planning     | 150            | 0            | 0                 | Charging Staff time to capital  | GREEN |   |
| Regen        | All Regeneration       | 200            | 0            | 200               | Income Generation   | RED   |   |
| Regen        | Planning               | 50             | 0            | 0                 | LED Lighting - HRA Contribution   | GREEN |   |
| Regen        | All Regeneration       | 100            | 0            | 100               | Sponsorship of Town Centre assets   | RED   |   |
| Regen        | Neighbourhood Services | 50             | 0            | 0                 | Income generation through delivery of a licencing service for private landlords, housing associations etc   | GREEN |   |
| <b>TOTAL</b> |                        | <b>2,563</b>   | <b>0</b>     | <b>300</b>        |   |       |   |

| Directorate     | Service                | Savings Agreed | Amount Saved | Will Not Be Saved | Savings Item   | RAG   | Comments |
|-----------------|------------------------|----------------|--------------|-------------------|--|-------|----------|
| F&R             | Governance             | 25             | 25           | 0                 | Delete vacant level 5 post & Savings related to AD for procurement | GREEN |          |
| F&R             | Governance             | 122            | 122          | 0                 | Legal Service - delete Vacant posts                                | GREEN |          |
| F&R             | Finance                | 60             | 60           | 0                 | Audit fee reductions   | GREEN |          |
| F&R             | Finance                | 225            | 225          | 0                 | Increased Treasury Management returns                              | GREEN |          |
| F&R             | Council Wide           | 640            | 640          | 0                 | 2017/18 Senior Management Restructure                              | GREEN |          |
| F&R             | Council Wide           | 450            | 0            | 0                 | Reduction in Agency Staff  | GREEN |          |
| F&R             | Council Wide           | 1,376          | 0            | 0                 | Service Lead Reviews   | GREEN |          |
| Regen           | Strategy & Performance | 54             | 0            | 0                 | Deletion of Policy Support for Children Services                   | GREEN |          |
| F&R             | All F&R                | 308            | 0            | 0                 | Restructure of Finance and Resources                               | Amber |          |
| <b>TOTAL</b>    |                        | <b>3,260</b>   | <b>1,072</b> | <b>0</b>          |  |       |          |
| Chief Executive | Environmental Services | 204            | 0            | 0                 | Environmental Services Review                                      | GREEN |          |
| <b>TOTAL</b>    |                        | <b>204</b>     | <b>0</b>     | <b>0</b>          |  |       |          |

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

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 4th February 2019

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

**WARD(S):** All

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

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

**CAPITAL MONITORING REPORT AT 31<sup>st</sup> DECEMBER 2018**

**1 Purpose of Report**

To provide Cabinet with a summary of spend against capital budgets for the second quarter of the 2018-19 financial year

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

The Cabinet is requested to resolve that the Capital activities for the third quarter of 2018/19 (April to December 2018) as set out in the body of this report be noted.

**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**

The report helps achieve the Five Year Plan outcomes by contributing to the Council's financial planning and particularly that The Council's income and the value of its assets will be maximised.

#### 4 Other Implications

(a) Financial: As detailed within the report.

(b) Risk Management

| <b>Recommendation from section 2 above</b>   | <b>Risks/Threats/ Opportunities</b>  | <b>Current Controls</b>   | <b>Using the Risk Management Matrix Score the risk</b> | <b>Future Controls</b>   |
|--|--|---|--|--|
| <p>Cabinet is requested to note the Capital activities for the first nine months of 2018-19 as set out in this report.</p> | <p>The Capital strategy should be both affordable and prudent. Council has agreed to increase the 2018-19 borrowing requirement to support its capital programme. Extra interest costs can impact on future revenue budgets. If interest rates rise faster than expected interest payable costs could impact on revenue budgets going forward.</p> | <p>The council will work with its Treasury advisors in order to mitigate interest rate risk and ensure long term borrowing decisions are taken at the most advantageous time.</p> | <p>9</p>   | <p>The Council has recently converted £50m of short term temporary borrowing into longer term PWLB Borrowing. The council will look to convert more of its Temporary Borrowing which has funded Capital Expenditure in recent years to Longer Term Borrowing in the future.. This may be more expensive initially but will reduce risk in the medium term.</p> |

| <b>Risk</b>   | <b>Mitigating action</b>   | <b>Opportunities</b>                                |
|---|--|---|
| Legal   | None   | none  |
| Property  | None   | None  |
| Human Rights  | None   | None  |
| Health and Safety   | None   | None  |
| Employment Issues   | None   | None  |
| Equalities Issues   | None   | None  |
| Community Support   | None   | None  |
| Communications  | None   | None  |
| Community Safety  | None   | None  |
| Financial   | Detailed within the report   | None  |
| Timetable for delivery – capital programme delivered under the 80% mark | Monthly review at Capital Strategy Group and the Bi-Monthly Strategic Finance Board and quarterly by O&S / Cabinet | Ability to increase the delivery of capital schemes |
| Project Capacity  | None   | None  |
| Other   | None   | None  |

(c) Human Rights Act and Other Legal Implications

No specific legal implications arising from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, if required, for projects contained within the Capital Strategy.

## 5. Consolidated Capital Budgets 2018-19

5.1 The budgets, spend to date and projected outturns are shown in the table below.

|                             | 18-19 approved budget | Adj            | Revised 18-19 budget | Actual to end December 2018 | Projected Outturn | Slippage %   |
|-----------------------------|-----------------------|----------------|----------------------|-----------------------------|-------------------|--------------|
| <b>Directorate</b>          |                       |                | <b>£000s</b>         |                             | <b>£000s</b>      | <b>£000s</b> |
| Children, Learning & Skills | 25,197                | 6,913          | 32,400               | 12,462                      | 16,970            | 48%          |
| Chief Executive             | 0                     | 830            | 830                  | 319                         | 807               | 3%           |
| Finance and Resources       | 3,400                 | 380            | 3,780                | 1,734                       | 3,419             | 10%          |
| Adults and Communities      | 15,668                | 8,869          | 24,782               | 9,963                       | 19,787            | 20%          |
| Regeneration                | 41,367                | 131,754        | 173,121              | 104,743                     | 157,305           | 9%           |
| Housing Revenue Account     | 5,524                 | 5,181          | 10,705               | 3,570                       | 8,782             | 18%          |
| Affordable Housing          | 12,000                | (1,242)        | 10,758               | 5,498                       | 10,758            | 0%           |
| <b>Total</b>                | <b>103,156</b>        | <b>152,685</b> | <b>256,376</b>       | <b>138,289</b>              | <b>217,828</b>    | <b>15%</b>   |

5.2 Capital budgets were approved by Cabinet in February 2018 as part of the agreed capital strategy. These budgets have been adjusted during the financial year and the revised budgets shown in the table above were approved at Cabinet on 17<sup>th</sup> September 2018.

## **6 Revised 2018-19 Capital Programme**

6.1 The current agreed capital budgets for 2018/19 are shown in the following appendices:

- Appendix A: General Fund 2018-2019 budget
- Appendix B: HRA 2018-2019 budget

6.2 Appendix C and D shows the re-profiling of the Capital Budget from 2019-20 to 2023/24.

- Appendix C: General Fund 2019-2024 budget
- Appendix D: HRA 2019-2024 budget

## **7 Detailed Directorate Narrative**

7.1 Children, Learning and Skills.

7.1.1 The Capital Budget for Children, Learning and Skills is £32.323m.

7.1.2 So far after the first nine months of the Financial Year, £12.462m of expenditure has been incurred this is predominantly due to £8.134m being spent on the Secondary School Expansion project. It is currently projected that 52% of the budget will be spent by the end of the financial year and this slippage is predominantly due to £9.3m of the Secondary School Expansion project for SASH2 being moved to 2019-20. Also £3.3m for the SEN Resource Expansion and £2m of the Special School Expansion project will be moved to 2019-20.

7.2 Chief Executive

7.2.1 The budgets for this new Directorate in 2018-19 are for two Environmental Services projects that have been moved into this Directorate- the Mayrise Insourcing Project and the procuring of a new Refuse Fleet and grounds Plant equipment and the capitalisation of Domestic Wheeled Bins. It is currently projected that all the budget remaining in this area will be spent by the end of the financial year.

7.3 Finance and Resources

7.3.1 The revised budget for this new Directorate in 2018-19 is £3.780m and includes £1.817m for the Community Investment Fund. Another significant budget is in respect of the LAAP Mortgage scheme (£1.0m) though most of this budget has been relinquished and there is some doubt whether this scheme will now go ahead. Other projects are in respect of IT and thus far only £1.734m of the revised budget has

been spent and it is currently projected that 90% of the budget will be spent by the end of the financial year.

#### 7.4 Adults and Communities

7.4.1 The revised budget for this new Directorate is now £24.782m. Large Projects include £11.938m of the new Leisure Centre at Farnham Road, £2.197m for the refurbishment of Langley Leisure Centre and £2.24m for the Cemetery Expansion scheme. Thus far £9.963m of the revised budget (40%) has been spent in the first nine months of 2018-19, though it is expected that 80% of the budget will be spent by the end of the Financial Year.

#### 7.5 Regeneration

7.5.1 The revised budget for this area is now £173.121m with the majority of projects previously shown under the Places and Developments Directorate being moved to the Regeneration Directorate. Large projects being transferred include the LED Street Lighting project (£7.892m), the A332 Windsor Road Widening LEP Transport Scheme (£4.637m), the Burnham station LEP Scheme (£1.220m), the Langley Station LEP Scheme (£1.313m) and £25.95m for Capital Loans to James Elliman Homes, a wholly owned subsidiary of the council set up to increase the supply of accommodation for those in temporary accommodation, the homeless and key workers.

7.5.2 Other large projects include the Strategic Acquisition Fund (£52.243m), the Thames Valley University Development (£9.962m), the Hotel Development (£4.01m) and the Stock Condition Survey (£2.4M). A further £100m expenditure was approved by Full Council on 7th June 2018- £50m for the acquisition and renovation of a new council Headquarters and £50m for new Strategic acquisitions.

7.5.3 Thus far £104.743m of this budget has already been spent mainly due to £42.213m on the purchase of a new Corporate Headquarters, £8.374m incurred for the second instalment of the Thames Valley University acquisition and £18.2m Capital Loans paid to James Elliman homes and £25.197m on new Strategic acquisitions. The budget for the Thames Valley University site was increased by £4m following the transfer of this amount from the 2020-21 financial year. This transfer was authorised at a meeting of the Strategic Finance Board on 15th November 2018.

#### 7.6 Housing Revenue Account

7.6.1 The Housing Revenue Account Capital Programme for 2018-19 has a budget of £10.705m which excludes the £10.758m Affordable Housing Budget.

7.6.2 Thus far, £3.570m has been spent in the first nine months of the 2018-19 Financial Year. It is currently projected that 82% of revised budget will be spent in 2018/19.

#### 7.7 Affordable Housing

7.7.1 The Affordable Housing Budget in 2018-19 of £12m has been reduced to £10.758m due to an over spend against this budget in 2017-18.

## 8 **Comments of Other Committees**

None

## 9 **Conclusion**

The Cabinet is asked to note the summary of spend and the forecasted outturn position against capital budgets for the 2018-19 financial year, as at the end of December 2018.

## 10 **Appendices Attached**

- Appendix A: General Fund 2018-2019 budget
- Appendix B: HRA 2018-2019 budget
- Appendix C: General Fund 2019-2024 budget
- Appendix D: HRA 2019-2024 budget

**2018-19 Budgets – General Fund**

| Cost Centre | Scheme Name                           | Lead Officer | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment                  |
|-------------|---------------------------------------|--------------|------------------------|--------------------------|----------------------|------------------------|-------------------------------|----------------------|----------|----------|--------------------------|
|             | Children, Learning and Skills         |              | £'000                  | £'000                    | £'000                | £'000                  | £'000                         | £'000                | £'000    | £'000    |                          |
| P051        | Primary Expansions (Phase 2 for 2011) | Tony M       | 2,413                  | (794)                    | 1,619                | 920                    | 413                           | 1,333                | (286)    | -18%     |                          |
| P076        | Town Hall Conversion                  | Tony M       |                        | 400                      | 400                  | 462                    | 13                            | 475                  | 75       | 19%      | Overspent                |
| P093        | Schools Modernisation Programme       | Tony M       | 666                    | (7)                      | 659                  | 264                    | 215                           | 479                  | (180)    | -27%     | £180k slipped to 19/20   |
| P101        | SEN Resources Expansion               | Tony M       | 2,054                  | 2,135                    | 4,189                | 140                    | 349                           | 489                  | (3,700)  | -88%     | £3,000k slipped to 19/20 |
| P749        | Children's Centres Refurbishments     | M Jarrett    |                        | 48                       | 48                   | 1                      | 47                            | 48                   | 0        | 0%       |                          |
| P783        | Schools Devolved Capital              | Tony M       | 110                    |                          | 110                  | 320                    |                               | 320                  | 210      | 191%     |                          |
| P139        | 323 High St/Haybrook                  | Tony M       |                        | 118                      | 118                  | 62                     | 56                            | 118                  | 0        | 0%       |                          |
| P123        | 2 year old expansion programme        | Tony M       |                        |                          | 40                   | 41                     |                               | 41                   | 1        | 3%       |                          |

| Cost Centre | Scheme Name                                       | Lead Officer | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment                          |
|-------------|---|--------------|------------------------|--------------------------|----------------------|------------------------|-------------------------------|----------------------|----------|----------|----------------------------------|
| P153        | Special School Expansion-                         | Tony M       | 9,194                  | (4,501)                  | 4,693                | 2,101                  | 592                           | 2,693                | (2,000)  | -43%     | £2,000k slipped to 19/20         |
| P142        | Children's Centres IT                             | Tony M       |                        | 81                       | 81                   | 17                     | 64                            | 81                   | 0        | 0%       |                                  |
| P131        | School meals provision                            | Tony M       | 60                     | (60)                     | 0                    |                        |                               | 0                    | 0        |          |                                  |
| P095        | Secondary Expansion Programme                     | Tony M       | 8,900                  | 11,293                   | 20,193               | 8,134                  | 2,759                         | 10,893               | (9,300)  | -46%     | 9.3m slipped to 19/20 for SASH 2 |
|             | PRU Expansion                                     | Tony M       | 1,800                  | (1,800)                  | 0                    |                        |                               | 0                    | 0        |          | £1.8M moved into P153            |
| P196        | Early Years Service Capital Development Programme | M Jarrett    |                        |                          | 250                  |                        |                               | 0                    |          |          | £250k slipped to 19/20           |
|             | Total Children, Learning & Skills                 |              | 25,197                 | 6,913                    | 32,400               | 12,462                 | 4,508                         | 16,970               | (15,180) |          |                                  |
|             |   |              |                        |                          |                      |                        |                               |                      |          |          |                                  |
| Cost Centre | Scheme Name                                       | Lead Officer | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment                          |
|             | Chief Executive                                   | £'000        | £'000                  | £'000                    | £'000                | £'000                  | £'000                         | £'000                | £'000    | £'000    |                                  |
| P580        | Mayrise Insourcing                                | R West       |                        | 38                       | 38                   | 15                     |                               | 15                   | (23)     | -61%     |                                  |

| Cost Centre | Scheme Name                            | Lead Officer | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment                                 |
|-------------|--|--------------|------------------------|--------------------------|----------------------|------------------------|-------------------------------|----------------------|----------|----------|---|
| P581        | Domestic Wheeled Bins and Containers   | R West       |                        | 125                      | 125                  | 102                    | 23                            | 125                  | 0        | 0%       |   |
| P176        | Refuse fleet & Grounds Plant equipment | R West       |                        | 667                      | 667                  | 202                    | 465                           | 667                  | 0        | 0%       |   |
|             | Total Chief Executive                  |              | 0                      | 830                      | 830                  | 319                    | 488                           | 807                  | (23)     | (1)      |   |
|             |  |              |                        |                          |                      |                        |                               |                      |          |          |   |
|             | Regeneration                           | £'000        | £'000                  | £'000                    | £'000                | £'000                  | £'000                         | £'000                | £'000    | £'000    |   |
| P006        | Disabled Facilities Grant              | C Moone      | 550                    |                          | 550                  | 405                    | 145                           | 550                  | 0        | 0%       |   |
| P005        | Housing Renovation Grant               | A Mann       | 0                      | 79                       | 79                   | 8                      | 71                            | 79                   | 0        | 0%       |   |
| P179        | James Elliman Homes                    | N Cooper     | 18,000                 | 7,950                    | 25,950               | 18,200                 | 7,750                         | 25,950               | 0        | 0%       |   |
| P102        | Local Sustainable Transport Fund       | S De Cruz    |                        | 299                      | 299                  | 107                    | 192                           | 299                  | 0        | 0%       |   |
| P111        | Major Highways Programmes              | S Dhuna      | 765                    | 98                       | 863                  | 1,001                  |                               | 1,001                | 138      | 16%      |   |
| P174        | Highways Maintenance Annual Programme  | S Dhuna      | 774                    | 75                       | 849                  | 308                    | 541                           | 849                  | 0        |          | No spend to date. DSO behind with works |
| P160        | LED Upgrade                            | Sing Wai     |                        | 7,892                    | 7,892                | 3,939                  | 3,953                         | 7,892                | 0        | 0%       |   |

| Cost Centre | Scheme Name                                 | Lead Officer | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment   |
|-------------|---|--------------|------------------------|--------------------------|----------------------|------------------------|-------------------------------|----------------------|----------|----------|---|
| P728        | Highway Reconfigure & Resurface             | S Dhuna      | 500                    | 12                       | 512                  | 179                    | 333                           | 512                  | 0        | 0%       |   |
| P881        | Colnbrook Bypass                            | Sing Wai     | 131                    |                          | 131                  |                        |                               | 0                    | (131)    | -100%    | Slippage due to delay in runway decision. Move to 19/20 |
| P149/P098   | A332 Windsor Road Widening Scheme LEP/Other | S De Cruz    |                        | 4,637                    | 4,637                | 81                     |                               | 81                   | (4,556)  | -98%     | Not requ'd. Project near completion                     |
| P148        | A355 Tuns Lane LEP Transport Scheme         | S De Cruz    |                        | 1,031                    | 1,031                |                        |                               | 0                    | (1,031)  | -100%    | Not requ'd. Project near completion                     |
| P144        | Slough MRT                                  | S De Cruz    |                        |                          |                      | (81)                   | 81                            | 0                    | 0        |          |   |
| P186        | Bridge Capital Works                        | K Hothi      |                        | 150                      | 150                  | 12                     |                               | 12                   |          |          |   |
| P187        | Flood Defence Measures SBC/EA Partnership   | Sing Wai     | 100                    |                          | 100                  |                        |                               | 0                    | (100)    | -100%    |   |
| P189        | Potholes                                    | S De Cruz    |                        | 500                      | 500                  | 119                    | 381                           | 500                  | 0        | 0%       | 500k agreed by cabinet 16th April 2018                  |

| Cost Centre | Scheme Name                       | Lead Officer  | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment               |
|-------------|-----------------------------------|---------------|------------------------|--------------------------|----------------------|------------------------|-------------------------------|----------------------|----------|----------|-----------------------|
| P157        | Burnham Station LEP               | M Choudhury   |                        | 1,056                    | 1,056                | 7                      |                               | 7                    | (1,049)  | -99%     |                       |
| P053        | Langley Station LEP               | M Choudhury   |                        | 1,314                    | 1,314                | 149                    |                               | 149                  | (1,165)  | -89%     |                       |
|             | LTP Implementation Plan           | S De Cruz     | 400                    |                          | 400                  |                        |                               | 0                    | (400)    | -100%    |                       |
| P579        | A4 Cycle                          | M Choudhury   |                        | 572                      | 572                  | (115)                  | 115                           | 0                    | (572)    | -100%    |                       |
|             | Community Transport Fleet         | J Northam     | 981                    |                          | 981                  |                        |                               | 0                    | (981)    |          |                       |
| P155        | Air Quality Monitoring            | J Newman      | 116                    |                          | 116                  | 1                      |                               | 1                    | (115)    | -99%     | move 60k into 19/20   |
| P147        | DEFRA Air Quality                 | J Newman      |                        | 15                       | 15                   | 22                     |                               | 22                   | 7        | 47%      |                       |
| P125        | Electric Vehicle Network          | J Newman      | 450                    | 100                      | 550                  | (29)                   | 29                            | 0                    | (550)    | -100%    | move £200k into 19/20 |
| P170        | Carbon Management-Fleet Challenge | J Newman      | 150                    | 41                       | 191                  | 10                     |                               | 10                   | (181)    | -95%     |                       |
| P168        | Re-fit Programme                  | J Newman      | 800                    | 287                      | 1,087                | 329                    |                               | 329                  | (758)    | -70%     |                       |
| P054        | Slough Transport Model            | S De Cruz     |                        | 92                       | 92                   | 172                    | 80                            | 252                  | 160      |          |                       |
|             | Car Club                          | J Newman      | 400                    |                          | 400                  |                        |                               | 0                    | (400)    |          |                       |
| TBA         | Compulsory Purchase Order Reserve | Amir Salarkia | 2,100                  |                          | 2,100                |                        | 120                           | 120                  | (1,980)  |          | £1.9m moved to 19/20  |

| Cost Centre | Scheme Name                                      | Lead Officer | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment                             |
|-------------|--|--------------|------------------------|--------------------------|----------------------|------------------------|-------------------------------|----------------------|----------|----------|-------------------------------------|
| P185        | Manor Park Hall & Community Centre Refurbishment | C Dhillon    |                        | 510                      | 510                  | 474                    | 36                            | 510                  | 0        |          |                                     |
| P181        | Fire Risk Assessment (Nova House)                | J Griffiths  |                        |                          | 0                    | 760                    |                               | 760                  | 760      |          |                                     |
| P191        | Fire Risk Assessment Works                       | C Dhillon    |                        | 500                      | 500                  |                        | 298                           | 298                  | (202)    |          |                                     |
| P184        | Refurbishment 2 Victoria St and 34 Herschel St   | P Thomas     |                        | 431                      | 431                  | 340                    | 91                            | 431                  | 0        |          | Repair works agreed by CSB in Feb18 |
| P056        | Slough Dog Recreation Area                       | I Blake      | 0                      | 16                       | 16                   |                        |                               | 0                    | (16)     |          |                                     |
| P128        | Corporate Property Asset Management              | S Gibson     | 250                    |                          | 250                  | 338                    |                               | 338                  | 88       | 35%      |                                     |
| P171        | Slough Basin                                     | S Gibson     |                        | 80                       | 80                   | 1                      |                               | 1                    |          |          |                                     |
| P135        | Plymouth Road (dilapidation works)               | S Gibson     |                        | 140                      | 140                  | 13                     |                               | 13                   | (127)    | -91%     |                                     |
| P172        | TVU development                                  | S Gibson     | 8,000                  | 1,962                    | 9,962                | 8,374                  | 150                           | 8,524                | (1,438)  | -14%     | £4m moved 20/21                     |

| Cost Centre | Scheme Name                                    | Lead Officer | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment                             |
|-------------|--|--------------|------------------------|--------------------------|----------------------|------------------------|-------------------------------|----------------------|----------|----------|-------------------------------------|
| P156        | Strategic Acquisition fund                     | S Gibson     | 0                      | 52,243                   | 52,243               | 25,197                 | 27,046                        | 52,243               | 0        | 0%       |                                     |
| P159        | Hotel development                              | S Gibson     | 4,500                  | (490)                    | 4,010                | 1,421                  | 2,589                         | 4,010                | 0        |          |                                     |
| P180        | Capital works following Stock Condition Survey | A Thomas     | 2,400                  |                          | 2,400                | 712                    | 688                           | 1,400                | (1,000)  |          |                                     |
| P178        | Lease surrender Serena Hall                    | S Aislabie   | 0                      | 162                      | 162                  | 76                     | 86                            | 162                  | 0        |          |                                     |
|             | Purchase new Corporate HQ                      | S Gibson     |                        | 50,000                   | 50,000               | 42,213                 | 7,787                         | 50,000               | 0        |          | Approved full council 7th June 2018 |
|             | Total Regeneration                             |              | 41,367                 | 131,754                  | 173,121              | 104,743                | 52,562                        | 157,305              | (15,599) |          |                                     |
| Cost Centre | Scheme Name                                    | Lead Officer | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment                             |
|             | Finance and Resources                          |              | £'000                  | £'000                    | £'000                | £'000                  | £'000                         | £'000                | £'000    | £'000    |                                     |
| P143        | LAAP Mortgage Scheme                           | N Wilcox     | 1,000                  |                          | 1,000                |                        |                               | 0                    | (1,000)  | -100%    |                                     |
| P145/P161   | Financial Systems Upgrade                      | N Wilcox     |                        |                          | 0                    | 801                    |                               | 801                  |          |          |                                     |

| Cost Centre | Scheme Name                              | Lead Officer   | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment |
|-------------|--|----------------|------------------------|--------------------------|----------------------|------------------------|-------------------------------|----------------------|----------|----------|---------|
| P578        | Digital Transformation programme phase 1 | N Vat          | 0                      | 162                      | 162                  |                        |                               | 0                    | (162)    | -100%    |         |
| P084        | IT Infrastructure Refresh                | S Pallet       | 1,350                  | (569)                    | 781                  | 297                    | 484                           | 781                  | 0        | 0%       |         |
| P109        | Superfast Broadband                      | N Cooper       |                        | 20                       | 20                   | 20                     |                               | 20                   | 0        | 0%       |         |
| P871        | Community Investment Fund                | Various        | 1,050                  | 767                      | 1,817                | 616                    | 1,201                         | 1,817                | 0        | 0%       |         |
|             | Total Finance and Resources              |                | 3,400                  | 380                      | 3,780                | 1,734                  | 1,685                         | 3,419                | (1,162)  | (2)      |         |
| Cost Centre | Scheme Name                              | Lead Officer   | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance | Slippage | Comment |
|             | Adults and Communities                   |                | £'000                  | £'000                    | £'000                | £'000                  | £'000                         | £'000                | £'000    | £'000    |         |
| P331        | Social Care IT Developments              | Simon Lawrence | 200                    | 318                      | 518                  |                        |                               | 0                    | (518)    | -100%    |         |
| P577        | Learning Disability Change Programme     | Simon Broad    | 0                      | 1,710                    | 1,955                | 919                    | 1,251                         | 2,170                | 215      | 11%      |         |
| P133        | Extra Care Housing                       | Craig Brewin   | 500                    | 1,349                    | 1,849                | 3                      |                               | 3                    | (1,846)  | -100%    |         |
| P183        | Management Information Centre            | A Cowen        | 0                      | 70                       | 70                   | 70                     | 70                            | 140                  | 70       |          |         |

| Cost Centre | Scheme Name                  | Lead Officer | 18-19 approved budget* | Carry forward/Adjustment | 18-19 revised budget | Spend to December 2018 | Anticipated spend to year end | Forecast to year end | Variance        | Slippage | Comment        |
|-------------|------------------------------|--------------|------------------------|--------------------------|----------------------|------------------------|-------------------------------|----------------------|-----------------|----------|----------------|
| P195        | Autism Grant                 | G Smith      |                        | 18                       | 18                   |                        | 18                            | 18                   |                 |          |                |
| P083        | Cemetery Extension           | Ketan G      | 0                      | 2,240                    | 2,240                | 35                     |                               | 35                   | (2,205)         | -98%     |                |
| P873        | Crematorium Project          | Ketan G      | 0                      | 84                       | 84                   | 183                    | 161                           | 344                  | 260             | 310%     |                |
| P107        | Repairs to Montem & Ice      | A Hibbert    |                        | 140                      | 140                  | 87                     |                               | 87                   | (53)            | -38%     | Agreed ay 2018 |
| P162        | Community Leisure Facilities | A Hibbert    | 0                      | 251                      | 251                  | 87                     | 164                           | 251                  | 0               | 0%       |                |
| P141        | Langley Leisure Centre       | A Hibbert    | 2,197                  |                          | 2,197                | 1,470                  | 727                           | 2,197                | 0               | 0%       | Complete       |
| P969        | Salt Hill Leisure            | A Hibbert    | 2,163                  | (222)                    | 1,941                | 783                    | 158                           | 941                  | (1,000)         | -52%     | Complete       |
| P146        | Arbour Park Sports Facility  | A Hibbert    |                        |                          | 0                    | 82                     |                               | 82                   | 82              | #DIV/0!  |                |
| P165        | Leisure Centre Farnham Road  | A Hibbert    | 10,608                 | 1,330                    | 11,938               | 5,832                  | 6,106                         | 11,938               | 0               | 0%       |                |
| P164        | New Ice                      | A Hibbert    |                        | 1,581                    | 1,581                | 412                    | 1,169                         | 1,581                | 0               | 0%       |                |
|             | Total Adult & Communities    |              | 15,668                 | 8,869                    | 24,782               | 9,963                  | 9,824                         | 19,787               | (4,995)         |          |                |
|             | <b>Total</b>                 |              | <b>85,632</b>          | <b>147,916</b>           | <b>234,083</b>       | <b>128,902</b>         | <b>68,579</b>                 | <b>197,481</b>       | <b>(36,936)</b> |          |                |
|             | FUNDING                      |              |                        |                          |                      |                        |                               |                      |                 |          |                |
|             | Grant Funded                 |              |                        |                          | 49,428               |                        |                               | 35,069               |                 |          |                |
|             | Borrowing                    |              |                        |                          | 177,468              |                        |                               | 156,360              |                 |          |                |
|             | Section 106                  |              |                        |                          | 7,187                |                        |                               | 6,052                |                 |          |                |
|             | Capital Receipts             |              |                        |                          |                      |                        |                               |                      |                 |          |                |
|             | Revenue                      |              |                        |                          |                      |                        |                               |                      |                 |          |                |
|             | <b>Total</b>                 |              |                        |                          | <b>234,083</b>       |                        |                               | <b>197,481</b>       |                 |          |                |

## Budgets 2018-19 HRA

| Cost Centre | Scheme Name                    | Lead Officer | 18-19 approved | carry forward/ (underspend) | 18/19 revised | Spend to December 2018 incl commitments | Anticipated spend to year end | Forecast to year end | Variance | Comment |
|-------------|--------------------------------|--------------|----------------|-----------------------------|---------------|---|-------------------------------|----------------------|----------|---------|
|             |                                |              | £'000          | £'000                       | £'000         | £'000                                   | £'000                         | £'000                | £'000    |         |
|             | Housing Revenue Account        |              |                |                             |               |   |                               |                      |          |         |
|             | Decent Homes                   |              |                |                             |               |   |                               |                      |          |         |
| P409        | Boiler Replacement             | J Griffiths  | 500            |                             | 500           | 204                                     | 1,300                         | 1,504                | 1,004    |         |
| P410        | Heating / Hot Water Systems    | J Griffiths  | 317            |                             | 317           |   |                               | 0                    | (317)    |         |
| P411        | Insulation programmes          | J Griffiths  | 0              |                             | 0             |   |                               | 0                    | 0        |         |
| P412        | Front / Rear Door replacement  | J Griffiths  | 237            |                             | 237           | 47                                      | 185                           | 232                  | (5)      |         |
| P413        | Kitchen Replacement            | J Griffiths  | 410            |                             | 410           | 11                                      | 1,200                         | 1,211                | 801      |         |
| P414        | Bathroom replacement           | J Griffiths  | 256            |                             | 256           |   |                               | 0                    | (256)    |         |
| P415        | Electrical Systems             | J Griffiths  | 136            |                             | 136           | 39                                      | 60                            | 99                   | (37)     |         |
| P416        | Additional Establishment Costs |              |                |                             |               | 93                                      |                               | 93                   |          |         |
| P417        | Roof Replacement               | J Griffiths  | 628            |                             | 628           | 484                                     |                               | 484                  | (144)    |         |
| P418        | Structural                     | J Griffiths  | 802            |                             | 802           | 3                                       |                               | 3                    | (799)    |         |
| P559        | ALMO-External package          |              |                |                             |               | (38)                                    |                               | (38)                 |          |         |
| P565        | External Landscaping           |              |                |                             |               |   |                               | 0                    |          |         |
|             | Total Decent Homes             |              | 3,286          | 0                           | 3,286         | 843                                     | 2,745                         | 3,626                | 247      |         |
|             | Planned Maintenance - Capital  |              |                |                             |               |   |                               |                      |          |         |
| P419        | Garage Improvements            | J Griffiths  | 150            | 194                         | 344           | 489                                     | 452                           | 941                  | 597      |         |
| P420        | Mechanical Systems /Lifts      | J Griffiths  | 200            |                             | 200           |   |                               | 0                    | (200)    |         |
| P421        | Capitalised Repairs            | J Griffiths  | 46             | 0                           | 46            |   |                               | 0                    | (46)     |         |

| Cost Centre | Scheme Name                                    | Lead Officer | 18-19 approved | carry forward/ (underspend) | 18/19 revised | Spend to December 2018 incl commitments | Anticipated spend to year end | Forecast to year end | Variance | Comment           |
|-------------|--|--------------|----------------|-----------------------------|---------------|---|-------------------------------|----------------------|----------|-------------------|
| P422        | Security & Controlled Entry Modernisation      | J Griffiths  | 0              |                             | 0             |   |                               | 0                    | 0        |                   |
| P423        | Darvills Lane - External Refurbs               | J Griffiths  | 200            | 200                         | 400           |   |                               | 0                    | (400)    |                   |
| P565        | Estate Improvements/Environmental Works        | J Griffiths  | 221            |                             | 221           | (7)                                     |                               | (7)                  | (228)    |                   |
| P424        | Replace Fascias, Soffits, Gutters & Down Pipes | J Griffiths  | 250            |                             | 250           | 147                                     |                               | 147                  | (103)    |                   |
| P425        | Upgrade Lighting/Communal Areas                | J Griffiths  | 71             |                             | 71            | 4                                       |                               | 4                    | (67)     |                   |
| P426        | Communal doors                                 | J Griffiths  | 78             |                             | 78            |   |                               | 0                    | (78)     |                   |
| P427        | Balcony / Stairs / Walkways areas              | J Griffiths  | 171            |                             | 171           |   |                               | 0                    | (171)    |                   |
| P428        | Paths  | J Griffiths  | 91             |                             | 91            |   |                               | 0                    | (91)     |                   |
| P429        | Store areas                                    | J Griffiths  | 250            |                             | 250           |   |                               | 0                    | (250)    |                   |
| P430        | Sheltered / supported upgrades                 | J Griffiths  | 0              |                             | 0             |   |                               | 0                    | 0        |                   |
| P431        | HOLD Code                                      |              |                |                             |               | 11                                      | 160                           | 171                  |          |                   |
|             | Total Planned Maintenance - Capital            |              | 1,728          | 394                         | 2,122         | 644                                     | 612                           | 1,256                | (1,037)  |                   |
|             | Other  |              |                |                             |               |   |                               |                      |          |                   |
| P546        | Environmental Improvements                     | J Griffiths  | 100            | 398                         | 498           |   |                               | 0                    | (498)    |                   |
| P406        | Stock Condition Survey                         | J Griffiths  | 160            | 309                         | 469           | 168                                     | 301                           | 469                  | 0        |                   |
| P407        | Commissioning of RMI Investment Contract       | J Griffiths  |                | 253                         | 253           | 223                                     |                               | 223                  | (30)     |                   |
| P405        | Tower and Ashbourne                            | R Brown      |                | 3,933                       | 3,933         | 474                                     | 459                           | 933                  | (3,000)  | reprofil to 19/20 |

| Cost Centre | Scheme Name   | Lead Officer          | 18-19 approved | carry forward/ (underspend) | 18/19 revised   | Spend to December 2018 incl commitments | Anticipated spend to year end | Forecast to year end | Variance       | Comment                              |
|-------------|---|-----------------------|----------------|-----------------------------|-----------------|---|-------------------------------|----------------------|----------------|--------------------------------------|
| P547        | Major Aids & Adaptations                                | V Nembhard            | 250            | (106)                       | 144             | 183                                     |                               | 183                  | 39             |                                      |
| P575        | Affordable Homes  | C Moone/<br>H Steward | 12,000         | (1,242)                     | 10,758          | 5,498                                   | 5,260                         | 10,758               | 0              |                                      |
| P779        | Britwell Regeneration                                   | Fin Garvey            | 0              |                             | 0               | 25                                      |                               | 25                   | 25             |                                      |
| P408        | Broom and Poplar Fire Upgrade                           | T Costello            |                | 2,963                       | 2,963           | 467                                     | 1,600                         | 2,067                | (896)          | To be financed from existing budgets |
|             | Budget Virement from HRA Projects for Broome and Poplar | T Costello            |                | (2,963)                     | (2,963)         |   |                               | 0                    | 2,963          |                                      |
| P434        | Capital Consultancy Fees                                | J Griffiths           |                |                             |                 | 543                                     | 260                           |                      |                |                                      |
|             | Total Other   |                       | 12,510         | 3,545                       | 16,055          | 7,581                                   | 7,620                         | 14,658               | (1,397)        |                                      |
|             | <b>TOTAL</b>  | <b>0</b>              | <b>17,524</b>  | <b>3,939</b>                | <b>21,463</b>   | <b>9,068</b>                            | <b>10,977</b>                 | <b>19,540</b>        | <b>(2,187)</b> |                                      |
|             | Funding   |                       |                |                             |                 |   |                               |                      |                |                                      |
|             | Section 106   |                       |                |                             | (2,300)         |   |                               | (2,300)              |                |                                      |
|             | Capital Receipts  |                       |                |                             | (3,227)         | (1,649)                                 |                               | (3,227)              |                |                                      |
|             | Major Repairs Reserve                                   |                       |                |                             | (8,907)         | (3,819)                                 |                               | (6,829)              |                |                                      |
|             | RCCO  |                       |                |                             | (7,029)         | (3,600)                                 |                               | (7,184)              |                |                                      |
|             | <b>TOTAL</b>  |                       | <b>0</b>       | <b>0</b>                    | <b>(21,463)</b> | <b>(9,068)</b>                          | <b>0</b>                      | <b>(19,540)</b>      | <b>0</b>       |                                      |

## Appendix C General Fund 2019-2024 Budget

| Cost Centre |   | Lead Officer | 19-20 revision | 20-21 revision | 21-22 revision | 22-23        | 23-24        | TOTAL Scheme Budget |
|-------------|---|--------------|----------------|----------------|----------------|--------------|--------------|---------------------|
|             | <b>Children's, Learning &amp; Skills Services</b>     |              | <b>£'000</b>   | <b>£'000</b>   | <b>£'000</b>   | <b>£'000</b> | <b>£000s</b> | <b>£'000</b>        |
| P051        | Primary Expansions                                    | A Thomas     | 500            | 0              | 0              | 0            |              | 500                 |
| P093        | Schools Modernisation Programme                       | A Thomas     | 400            | 300            | 200            | 200          | 200          | 1,300               |
| P101        | SEN Resources Expansion                               | A Thomas     | 250            | 250            | 250            | 250          | 250          | 1,250               |
| P749        | Children's Centres Refurbishments                     | A Thomas     | 40             | 0              | 0              | 0            |              | 40                  |
| P783        | Schools Devolved Capital                              | A Thomas     | 100            | 90             | 80             | 80           | 80           | 430                 |
| P673        | DDA/SENDA access Works                                | A Thomas     | 50             | 50             | 50             | 50           |              | 200                 |
| P095        | Secondary Expansion Programme                         | A Thomas     | 3,500          | 2,000          | 2,000          | 2,000        | 2,000        | 11,500              |
|             | <b>Total Children's, Learning and Skills Services</b> |              | <b>4,840</b>   | <b>2,690</b>   | <b>2,580</b>   | <b>2,580</b> | <b>2,530</b> | <b>15,220</b>       |

| Cost Centre |                                       | Lead Officer | 19-20 revision | 20-21 revision | 21-22 revision | 22-23 revision | 23-24 revision | TOTAL Scheme Budget |
|-------------|---------------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|---------------------|
|             | Finance & Resources                   |              | £'000          | £'000          | £'000          | £'000          | £000s          | £'000               |
| P084        | IT Infrastructure Refresh             | S Pallet     | 350            | 350            | 350            | 350            | 350            | 1,750               |
| P871        | Community Investment Fund             | Various      | 1050           | 1050           | 1050           | 1050           | 1050           | 5,250               |
|             | <b>Total Finance &amp; Resources</b>  |              | <b>1,400</b>   | <b>1,400</b>   | <b>1,400</b>   | <b>1,400</b>   | <b>1,400</b>   | <b>7,000</b>        |
|             |                                       |              |                |                |                |                |                |                     |
| Cost Centre |                                       | Lead Officer | 19-20 revision | 20-21 revision | 21-22 revision | 22-23 revision | 23-24 revision | TOTAL Scheme Budget |
|             | Adults & Communities                  |              | £'000          | £'000          | £'000          | £'000          | £000s          | £'000               |
|             |                                       |              |                |                |                |                |                |                     |
| P133        | Extra Care Housing                    | J Senior     | 800            | 0              | 0              | 0              |                | 800                 |
|             | <b>Total Adults &amp; Communities</b> |              | <b>800</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>800</b>          |

| Cost Centre |  | Lead Officer | 19-20 revision | 20-21 revision | 21-22 revision | 22-23 revision | 23-24 revision | TOTAL<br>Scheme Budget |
|-------------|--|--------------|----------------|----------------|----------------|----------------|----------------|------------------------|
|             | <b>Regeneration</b>                            |              | <b>£'000</b>   | <b>£'000</b>   | <b>£'000</b>   | <b>£'000</b>   | <b>£'000</b>   | <b>£'000</b>           |
| P128        | Corporate<br>Property Asset<br>Management      | S Gibson     | 250            | 0              | 0              | 0              |                | 250                    |
| P172        | TVU<br>development                             | S Gibson     | 8,000          | 8,000          | 0              | 0              |                | 16,000                 |
| P159        | Development<br>Old Library<br>Site             | S Gibson     | 15,000         | 10,000         | 0              | 0              |                | 25,000                 |
| P006        | Disabled<br>Facilities Grant                   | P Thomas     | 550            | 550            | 550            | 550            | 550            | 2,750                  |
| P179        | James Elliman<br>Homes                         | P Thomas     | 15,900         | 16,200         | 16,600         | 0              |                | 48,700                 |
| P111        | Major<br>Highways<br>Programmes                | Sing Wai     | 765            | 765            | 765            | 765            | 765            | 3,825                  |
| P174        | Highways<br>Maintenance<br>Annual<br>Programme | S De Cruz    | 524            | 0              | 0              | 0              |                | 524                    |
| P728        | Highway<br>Reconfigure &<br>Resurface          | Sing Wai     | 500            | 500            | 500            | 500            | 500            | 2,500                  |
|             | LTP<br>Implementation<br>Plan                  | S De Cruz    | 400            | 0              | 0              | 0              |                | 400                    |
| P125        | Electric<br>Vehicle<br>Network                 | J Newman     | 200            | 200            | 0              | 0              |                | 400                    |
| P170        | Fleet Challenge                                | J Newman     | 150            | 670            | 0              | 0              |                | 820                    |

| Cost Centre |                    | Lead Officer | 19-20 revision | 20-21 revision | 21-22 revision | 22-23 revision | 23-24 revision | TOTAL Scheme Budget |
|-------------|--------------------|--------------|----------------|----------------|----------------|----------------|----------------|---------------------|
| P168        | Re-fit Programme   | J Newman     | 800            | 484            | 0              | 0              |                | 1,284               |
|             | Car Club           | J Newman     | 100            | 100            | 100            | 100            |                | 400                 |
|             | Total Regeneration |              | 43,139         | 37,469         | 18,515         | 1,915          | 1,815          | 102,853             |
|             |                    |              |                |                |                |                |                |                     |
|             | <b>Total</b>       |              | <b>50,179</b>  | <b>41,559</b>  | <b>22,495</b>  | <b>5,895</b>   | <b>5,745</b>   | <b>125,873</b>      |
|             |                    |              |                |                |                |                |                |                     |
|             | FUNDING            |              |                |                |                |                |                |                     |
|             | Grant Funded       |              | 3,789          | 2,575          | 1,895          | 630            | 2,530          | 11,419              |
|             | Borrowing          |              | 45,890         | 38,484         | 20,100         | 4,765          | 2,715          | 111,954             |
|             | Section 106        |              | 500            | 500            | 500            | 500            | 500            | 2,500               |
|             | <b>Total</b>       |              | <b>50,179</b>  | <b>41,559</b>  | <b>22,495</b>  | <b>5,895</b>   | <b>5,745</b>   | <b>125,873</b>      |

## Appendix D Housing Revenue Account 2019-2024 Budget

| Cost Centre  | Housing Revenue Account                        | Lead Officer | 19-20<br>revision | 20-21<br>revision | 21-22<br>revision | 22-23<br>revision | 23-24<br>revision | TOTAL         |
|--------------|--|--------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|
|              | <b>Traditional Homes</b>                       |              | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>  |
| P544 (4601)  | Boiler Replacement                             | J Griffiths  | 500               | 500               | 500               | 500               | 1,805             | 3,805         |
| P544 (4602)  | Heating / Hot Water Systems                    | J Griffiths  | 317               | 317               | 317               | 317               | 703               | 1,970         |
| P544 (4603)  | Insulation programmes                          | J Griffiths  | 0                 | 0                 | 0                 | 0                 |                   |               |
| P552A        | Window/ Front / Rear Door replacement          | J Griffiths  | 125               | 125               | 125               | 125               | 424               | 925           |
| P558 A4604   | Kitchen Replacement                            | J Griffiths  | 410               | 410               | 410               | 410               | 348               | 1,989         |
| P558 A4605   | Bathroom replacement                           | J Griffiths  | 256               | 256               | 256               | 256               | 277               | 1,302         |
| P558 A4606   | Electrical Systems                             | J Griffiths  | 136               | 136               | 136               | 136               | 419               | 964           |
| P559 (A4607) | Roof Replacement                               | J Griffiths  | 628               | 628               | 628               | 628               | 1,243             | 3,756         |
| P559 (A4608) | Structural                                     | J Griffiths  | 803               | 802               | 802               | 802               | 1,118             | 4,328         |
|              | <b>Traditional Homes</b>                       |              | <b>3,175</b>      | <b>3,175</b>      | <b>3,175</b>      | <b>3,175</b>      | <b>6,337</b>      | <b>19,038</b> |
|              |  |              |                   |                   |                   |                   |                   |               |
|              |  |              |                   |                   |                   |                   |                   |               |
|              | <b>Planned Maintenance - Capital</b>           |              | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>  |
| P541         | Garage Improvements                            | J Griffiths  | 150               | 150               | 150               | 150               | 194               | 794           |
| P548         | Mechanical Systems /Lifts                      | J Griffiths  | 200               | 100               | 110               | 110               | 52                | 572           |
| P545         | Capitalised Repairs                            | J Griffiths  | 46                | 46                | 46                | 46                |                   | 184           |
| P551         | Security & Controlled Entry Modernisation      | J Griffiths  | 0                 | 0                 | 0                 | 0                 |                   | 0             |
| P564         | Darvills Lane - External Refurbs               | J Griffiths  | 200               | 200               | 200               | 200               |                   | 800           |
| P565         | Estate Improvements                            | J Griffiths  | 221               | 221               | 221               | 221               | 259               | 1,142         |
| P569         | Replace Fascias, Soffits, Gutters & Down Pipes | J Griffiths  | 250               | 0                 | 0                 | 0                 | 236               | 486           |

| Cost Centre      | Housing Revenue Account                      | Lead Officer | 19-20<br>revision | 20-21<br>revision | 21-22<br>revision | 22-23<br>revision | 23-24<br>revision | TOTAL           |
|------------------|--|--------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|
| P573 A4000       | Upgrade Lighting/Communal Areas              | J Griffiths  | 71                | 71                | 71                | 71                | 324               | 607             |
| P573 A4609       | Communal doors                               | J Griffiths  | 78                | 78                | 78                | 78                | 121               | 432             |
| P573 A4610       | Balcony / Stairs / Walkways areas            | J Griffiths  | 171               | 171               | 171               | 171               | 62                | 747             |
| P573 A4611       | Paths  | J Griffiths  | 90                | 91                | 91                | 91                | 382               | 744             |
| P573 A4612       | Store areas                                  | J Griffiths  | 0                 | 0                 | 0                 | 0                 | 97                | 97              |
|                  | Sheltered / supported upgrades               | J Griffiths  | 0                 | 0                 | 0                 | 0                 | 324               | 324             |
|                  | <b>Planned Maintenance - Capital</b>         |              | <b>1,477</b>      | <b>1,127</b>      | <b>1,137</b>      | <b>1,137</b>      | <b>2,051</b>      | <b>6,928</b>    |
|                  | <b>Other</b>                                 |              | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>    |
| C4xxx P546 A4000 | Environmental Improvements (Allocated Forum) | J Griffiths  | 100               | 100               | 100               | 100               | 130               | 530             |
| P406             | Stock Condition Survey                       | J Griffiths  | 160               | 160               | 160               | 160               |                   | 640             |
| P547             | Major Aids & Adaptations                     | J Griffiths  | 250               | 250               | 250               | 250               | 324               | 1,324           |
| P575             | Affordable Homes                             |              | 22,000            | 0                 | 0                 | 0                 | 11,017            | 33,017          |
|                  | <b>Other</b>                                 |              | <b>22,510</b>     | <b>510</b>        | <b>510</b>        | <b>510</b>        | <b>11,471</b>     | <b>35,511</b>   |
|                  | <b>TOTAL</b>                                 |              | <b>27,162</b>     | <b>4,812</b>      | <b>4,822</b>      | <b>4,822</b>      | <b>19,859</b>     | <b>61,478</b>   |
|                  | <b>Funding</b>                               |              | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>      | <b>£'000</b>    |
|                  | Section 106 (AH)                             |              | 0                 | 0                 | 0                 | 0                 |                   | 0               |
|                  | Capital Receipts                             |              | (6,600)           | 0                 | 0                 | 0                 | (3,305)           | (9,905)         |
|                  | Major Repairs Reserve                        |              | (12,562)          | (4,812)           | (4,822)           | (4,822)           | (8,000)           | (35,018)        |
|                  | RCCO   |              | (8,000)           | (0)               | (0)               | (0)               | (8,554)           | (16,555)        |
|                  | <b>TOTAL</b>                                 |              | <b>(27,162)</b>   | <b>(4,812)</b>    | <b>(4,822)</b>    | <b>(4,822)</b>    | <b>(19,859)</b>   | <b>(61,478)</b> |

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 4 February 2019

**CONTACT OFFICER:** Dean Tyler, Service Lead Strategy & Performance  
(For all enquiries) (01753) 875847

**WARD(S):** All

**PORTFOLIO:** Councillor Swindlehurst, Leader of the Council and Regeneration and Strategy

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

**FIVE YEAR PLAN 2019/20 – 2023/24**

1. **Purpose of Report**

1.1 To recommend to the Council to agree the new Five Year Plan.

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

2.1 The Cabinet is requested to recommend that the refresh of the Five Year Plan attached as at Appendix A be approved.

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

3a. **Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment**

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

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

The Five Year Plan has been developed using an evidence base which includes information and data in the Joint Strategic Needs Assessment.

3b. **Council's Five Year Plan Outcomes**

The review of the Five Year Plan refreshes the priorities to achieve the key outcomes for Slough:

- 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 jobs and opportunities for our residents

#### 4 **Other Implications**

(a) Financial - the Five Year Plan is important in determining the priority outcomes against which resources will be allocated. The time frame for the Five Year Plan is aligned with our medium term financial planning and will roll forward each year, i.e. the new Plan looks ahead for the five years 2019/20 to 2023/24.

(b) Risk Management - There are no identified risks associated with the proposed actions.

(c) Human Rights Act and Other Legal Implications - There are no direct legal implications. The specific activity in the Strategy and other plans may have legal implications which will be brought to the attention of Cabinet separately. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Strategy, as required.

#### 5 **Supporting Information**

5.1 The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.

5.2 The Five Year Plan is therefore an important element of our strategic narrative in explaining our ambitions for Slough's future. It also describes the role of the Council in achieving this, recognising the importance of working with our communities and putting people first in everything we do.

5.3 The Plan is updated every year and we also produce an Annual Report so that we can check progress.

5.4 The Leader and Cabinet have worked with officers to define their political priorities and ensure the priority outcomes reflect these. The Leader has been clear in his Foreword about his priority to ensure that investment and regeneration provide opportunities for people who live in Slough.

5.5 The Plan therefore sets out our vision, priority outcomes and how we will make this happen.

#### 6 **Measuring progress**

6.1 We produce an Annual Report of progress with case studies and performance indicators setting out how we are delivering our priority outcomes.

- 6.2 The refresh of the Five Year Plan includes a summary of the success measures as a Balanced Scorecard of key performance indicators that will be used to keep track of how we are achieving the outcomes.

## **7 The Medium Term Financial Strategy and the Five Year Plan**

- 7.1 The Medium Term Financial Strategy and Five Year Plan are closely connected. We refresh the Five Year Plan each year along with the budget to ensure we have clarity about the budget for the year ahead, and, through the Five Year Plan, clarity about the priority outcomes against which resources will be allocated.

## **8 Comments of Other Committees**

- 8.1 We have worked with the Leader and Cabinet to ensure that the priority outcomes reflect the political priorities of the new Administration.
- 8.2 The Council's Scrutiny function will challenge and track progress of the outcomes.

## **9 Conclusion**

- 8.1 The refreshed Five Year Plan will provide the strategic direction for the Council over the next five years and will enable a clear focus of resources and activity.

## **10 Appendices Attached**

Appendix A: Five Year Plan 2019/20 – 2023/24

## **11 Background Papers**

None.

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## Five Year Plan 2019/20 – 2023/24

### 'Growing a place of opportunity and ambition'

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## 1. Leader's Foreword

The 5 Year Plan sets out the Council Leadership Team's vision for Slough – growing a place of opportunity and ambition – and how we will deliver this by **putting people first**.

As Leader of the Council, my priority is to ensure that the ambitions we have for our town enable Slough residents to access enhanced opportunities, good services and flagship leisure facilities – to help them build good lives for themselves and their families. My colleagues and I are working to grow our town in a sustainable way that delivers quality development and helps our communities to thrive.

This Five Year Plan sets out more detail around our priorities and how we will:

- Increase the supply of housing, particularly affordable quality homes.
- Improve public transport infrastructure, not only will this relieve congestion by encouraging people to use their cars less, it will support our clean air strategy and prevent traffic gridlock from threatening our successful economy.
- Move forward with our 'place-shaping' agenda. This means joining up services, not just within the Council but with our partners too, bringing them closer to people's localities and delivering major regeneration of our neighbourhoods, like Chalvey. In addition we are reshaping our town centre to renew it for another generation.
- Maximise commercial opportunities afforded us by the strength of our local economy – both to protect frontline services and to ensure the Council is dynamic, ambitious and entrepreneurial (like our residents) but also to drive service transformation and improvement including IT and new contact channels for the digital age.
- Deliver an improving public realm and a world-class leisure offer with new state of the art buildings, outdoor gyms and safe public spaces.

Our challenge is to maintain investment in the town, despite the backdrop of funding reductions from central government and uncertainties about political direction nationally and globally. Our strength is that locally our political direction is clear, our commitment unquestionable, our focus on key priorities is relentless, and we have been building the organisational capacity to deliver on our ambitions.

The expansion of Heathrow, the arrival of Crossrail, together with our international reputation as a place for business to invest, mean I am confident in Slough's future and the town as a destination for people from all walks of life to come to live, work, play and stay.

**Councillor Cllr James Swindlehurst**  
**Leader, Slough Borough Council**

## **2. Introduction**

Since joining the Council on 1 October 2018 I have been continually impressed by the hard work and dedication of our staff to improve outcomes for people in Slough.

The Five Year Plan is important in defining the council's vision and ambition; the opportunities and challenges we face; the role of the council in meeting these and the priority outcomes against which resources will be allocated.

The Five Year Plan is also important in explaining how and why the council is changing. To ensure it is always up to date the Five Year Plan is refreshed every year and we also produce an Annual Report so we can check progress.

### **Opportunities and challenges**

The Leader has been clear in his Foreword about our ambitious plans to deliver the best outcomes for the town and its people. By continuing to attract growth and shape and manage Slough the place effectively we can ensure we deliver benefits for local residents.

Our population of around 145,000 is young, growing and dynamic. We need to ensure their future from an early age and education, to local employment opportunities and the availability of housing to meet their needs. People are living longer today than ever before but this adds pressure on local services such as adult social care to meet more complex needs while enabling people to live independently for as long as possible. There are inequalities across our population including household income, living conditions, wellbeing and health. Not all of these issues are within our power to address directly which is why it is important that we make the most of our network of communities and local partners.

Maintaining a strong local economy to generate income from business rates is essential for our budget, particularly as our funding from Government disappears. The success of our economy, with a turnover of around £9 billion, together with our reputation as a place to invest means growth provides a number of opportunities. Inward investment, regeneration and infrastructure improvements will bring real benefits to Slough, from housing and jobs, to better transport, shopping and leisure facilities – and we need to make sure that all of our residents benefit from this.

By the time our grant from Government disappears we will be almost entirely reliant on income from business rates and Council Tax. Developing these twin sources of income and other opportunities is essential to our finances and paying for services.

In this context, being focussed on clear priorities is essential. This is why the Five Year Plan is so important as we will use it to:

- drive the decisions made in the medium and long term financial strategy
- focus on delivery of outcomes by prioritising resources
- provide a basis for discussions with partners about the services they provide
- develop a performance framework to which services and staff will be held accountable

### **The role of the Council**

We will meet the challenges and opportunities we face by:

- demonstrating community leadership

- enabling people to help themselves
- supporting the most vulnerable
- shaping and managing the changing place

Our capacity to provide people with support is under growing pressure as a result of cuts to our funding from central Government together with an increase in demand. 70% of our budget is spent on social care and supporting those members of our community who are most vulnerable.

Our challenge is that we know that we can no longer provide services in the way that we have in the past – we will not be able to provide everyone with everything. We need to rethink and change not only what we do but how we do it. It is brave decisions that we make now that will sustain our ability to provide services in the future.

We believe we can do more to close gaps and reduce inequalities by enabling people to take more responsibility for their own lives, for example, by living healthier lifestyles. We will build on the strengths of our communities and partnerships to work as 'One Slough'. Wherever possible we will also look to manage future demand for services through targeted intervention and prevention. We will always ensure the most vulnerable in our community know how to get the support they need.

## **Transformation**

The Council has begun to develop and define a transformation programme which will guide our future ways of working as a Council and support the provision of our services. We want to enable independent sustainable communities and support people to prevent demand pressure on the council. We will maximise the use of our assets to maximise our localities offer.

The Transformation Programme will be rolled out at pace over the coming year so that:

- We will be a modern and efficient council that optimises customer service.
- We will have a new culture which embraces change and is fast-paced and dynamic.
- We will use technology to drive improvements to services and our ways of working.
- We will work as One Council and with our partners as One Slough to deliver better outcomes.
- We will pursue commercial and other funding opportunities to maximise benefits for Slough

## **Our values**

We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job. Being clear about our values and behaviours means we can support our staff who want to continue to make a positive difference in their services to improve the lives of people in Slough. Our five **values** are:

- Responsive
- Accountable
- Innovative
- Ambitious
- Empowering

We will use these to drive our behaviours and how we work. We will recruit and manage people by checking how they are performing against these. In addition, and importantly, we have set a series of equality objectives to reduce inequalities and improve outcomes for local people in specific service areas. This is in line with our focus on putting people first as well as ensuring we meet our requirements under the Public Sector Equality Duty (Equality Act 2010). It is important that organisationally these outcomes are owned and are integral to our own work programmes. We must all know the part we play in striving towards achieving these outcomes.

**Josie Wragg**  
**Chief Executive**

### 3. Our priority outcomes – putting people first

Our communities are at the heart of everything we do. It is our responsibility to ensure that as we change the way we do things, we communicate and engage with people so that they understand what is happening around them and why – and that they are empowered to help us shape and implement our vision for Slough.

Our response to the opportunities and challenges we face is to focus on five priority outcomes to improve the lives of people in Slough. **Resources will primarily be allocated to achieve these outcomes.** Resource allocation will be evidence based – there will need to be a demonstrable, evidenced link between the outcome and the key action.

#### ***Our priority outcomes – putting people first***

- 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

These cross cutting outcomes are important in ensuring that we are joining up resources to focus on shared priorities – this approach means we will increasingly be seen to be working as ‘One Council’.

Our partners are facing the same twin challenges as the Council – rising demand at a time when resources are diminishing. Like us, they cannot deliver their outcomes without additional support. We will work through the Slough Wellbeing Board to facilitate a wider partnership network across the public, private and voluntary sectors to coordinate action and resources to achieve the best results for Slough.

Many of our priorities cannot be achieved by us as a Council without the support of others. As well as working in partnership with the public and voluntary sectors we will continue to build partnerships with the private sector to attract investment and support delivery. We will work with residents and community groups to build confidence and skills to improve their own lives and communities.

#### Just a few of the things we have done over the last year:

- Refurbished and expanded our nurseries, creating new early years places.
- Collaborated with Slough Youth Parliament on the Slough Youth Awards, highlighting the success of our young people, and the Women Leading Women event promoting equality for all, celebrating the achievements of Slough women and inspiring future generations.
- Worked closely with local schools to raise awareness about tooth decay, improve oral health education and facilitate supervised brushing.
- Collaborated with Slough Wellbeing Board to encourage small positive changes in lifestyle, tackle social isolation, and promote good mental health through our #BeRealistic, #ReachOut and #NotAlone campaigns.
- Increased the number of people managing their care and support
- Founded a new Town Team to deliver rapid improvements to our town centre.

- Celebrated the 80<sup>th</sup> anniversary of Slough receiving a Royal Charter and held the successful Slough Half Marathon, Canal Festival, Bonfire night and Festive Fun events.
- Campaigned with the Safer Slough Partnership to combat Modern Slavery and other Hidden Harms.
- Invested in improvements to our existing council stock and developed a new app to help council tenants report and track repairs.
- Prepared to relocate our headquarters, which will bring greater footfall to the town centre and help to support local businesses.
- Become the first town in the country to trial revolutionary green technology which generates electricity from microbes which form around plant roots.
- Continued to make improvements to our highway network and trialled the use of electric buses along the Green Line.

As the council leads the regeneration of our town over the next five years - improving Slough's buildings, spaces and infrastructure - we are determined to maximise the benefits for residents and exploit opportunities to enhance the services we provide.

### **Case studies:**

#### *Wexham School:*

Students at Wexham School have now moved in to brand new facilities, created as part of the council's ambitious school places programme - a multi-million pound investment in primary and secondary school buildings, extensions and new schools.

The expansion includes a new 3,000 square metre three storey Woodside Building that houses 29 new classrooms for English, Special Educational Needs (SEN), Humanities and Languages, three of which have dedicated ICT facilities.

The Woodside Building also provides staff workrooms, group rooms, a new student reception and welfare facilities, a new library and a sixth form study centre. The existing library has been converted into two new science laboratories and external landscaped areas will be provided, along with a new staff car park, and improvements to the local highway to complete the site.

Lawrence Smith, headteacher at Wexham School: "We couldn't be happier with our school's new facilities. Feedback from students and teaching staff now using the Woodside Building has been extremely positive. Our new state-of-the-art teaching spaces will be instrumental in helping us build on this year's 'Good' Ofsted report, which stated the school's work to promote pupils' personal development and welfare is outstanding."

#### *Salt Hill Activity Centre:*

In June, Salt Hill Activity Centre opened its doors after undergoing a 12 month renovation that has seen the building transformed from a ten-pin bowling alley into a state-of-the-art indoor activity centre.

The new facilities include a six-lane ten-pin bowling alley, trampoline park, soft play, indoor high ropes and caving.

The centre will help the council to achieve our priority outcomes by bringing people together and encouraging greater levels of physical activity amongst our children and young people.

*Slough Horticultural Show:*

In August, we held Slough's first horticultural show in thirty years in Lascelles Park.

There were competitions for the best home grown produce including vegetables and flowers, and best home made items, including cakes, knitted items and clothing.

There was also a photography competition and classes for children to enter their home grown produce and home made wares.

The event sought to bring residents together, encourage people to get active in their gardens and promote healthier foods.

Holding events such as these will also help us to challenge negative perceptions of Slough, showcase our excellent parks and open spaces, and build a town where families choose to live, work and stay.

## **Outcome 1: Slough children will grow up to be happy, healthy and successful**

### Why this is important

- Demand for children's services is increasing in scale and complexity.
- As school populations rise in Slough, there is increased competition for school places.
- Some families remain under pressure with less disposable income, increased use of food banks and overcrowded accommodation which impacts their children.
- While some progress has been made, Slough has high rates of preventable ill health amongst children including obesity, tooth decay and higher levels of hospital admissions for some long-term conditions such as asthma.
- Slough has a higher than average infant mortality rate and an increasing incidence of premature births and low birthweight births.
- The Safer Slough Partnership has identified Female Genital Mutilation (FGM), Forced Marriage, Child Sexual Exploitation (CSE) and Child Exploitation (CE), Gangs and Serious Youth Violence as priority issues for Slough.
- Young people in Slough have also raised concerns around knife crime, mental health and homelessness, as well as a desire for equal pay and a curriculum that prepares them better for life.

### Our response

We are committed to ensuring Slough is a great place for children to grow up and live happy, healthy and successful lives.

Levels of attainment have continued to improve across all ages, and are above national averages:

- 74% of children achieved a good level of development at Early Years, Foundation Stage.
- At Key Stage 2, 68% of pupils achieved the expected level in reading, writing and maths at key stage 2.
- 56.6% of pupils achieved Grade 5 or above in English and maths GCSEs.

The council has also worked to support more 16 and 17 year olds in education, employment or training, and the borough has seen a substantial improvement over recent years and been recognised as a hotspot by the Social Mobility Commission.

We are determined to continue to build on this progress to ensure that all our young people secure the best outcomes for them.

We are committed to working closely with Slough Youth Parliament to address key areas of concern, and are excited for the role young will play in shaping the future of Slough, as we continue to regenerate our town.

Alongside Slough Children's Services Trust and other partners, we will ensure that vulnerable young people are protected and supported, and we will step up our efforts to improve children and infants' health through early intervention, tackling the root cause of issues.

### Our long-term priorities are to:

- Work with our partners to ensure excellent *educational, health and wellbeing* outcomes for children and young people in Slough.

- Reduce the numbers of children looked after and care leavers and young people with *an Education Health and Care Plan* who are not in education, employment or training.
- Support the creation and promotion of pathways to high quality employment, including apprenticeships.
- *Work with partners to further develop our early help and early intervention offer for children and families.*

## **Outcome 2: Our people will be healthier and manage their own care needs**

### Why this is important

- We are experiencing increasing demand for health and social care services, at a time when resources are limited.
- Levels of physical activity are poor and Slough has particular challenges around cardiovascular health, obesity, diabetes and other preventable diseases, which cause both premature ill health and shorter lives.
- Though we have made progress over the last year, Slough still has lower than average rates of immunisations and screening.
- Our residents have less overall life satisfaction than in nearby boroughs and higher levels of depression and anxiety, and we know there are also challenges around social isolation.
- There are also inequalities in health, primarily between different areas of the borough and between different ethnic groups, which need to be addressed.

### Our response

Central to the council's work over the next five years will be developing an effective, evidence-based, outcome-focussed, preventative approach - this will include understanding what residents think about their health, working with the evidence of what works, and supporting residents and their communities to help themselves and keep as well as possible.

Recognising the strengths of our residents, the power of community and the interdependence between Outcomes to build stronger, healthier and attractive neighbourhoods, we will work together to pilot the right approach for Slough.

Our new co-production group will bring the council together with carers, people who use adult social care and support services, and health and social care staff, to ensure diverse views and ideas are represented in the design and delivery of services, and to make positive changes in the community.

Together with our partners in the public and voluntary sectors, we will continue to enhance our shared Health and Wellbeing Strategy, targeting health inequalities by focussing on the wider determinants of health - such as low household income, poor housing, employment and air quality.

We will also seek to make best use our new state-of-the-art leisure facilities to bring people together and get more people, more active, more often.

### Our long-term priorities are to:

- *Enhance our strategic approach to improving the health and wellbeing of our residents through improved prevention and early intervention.*
- *Make best use of our new leisure facilities and get more people - more active - more often.*
- *Improve mental wellbeing and reduce loneliness and isolation - more people - more connected - and happy.*
- *Reduce the need for long term social care through improved early help and **effective partnership work.***

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

#### Why this is important

- Though we have made substantial progress, more needs to be done to enhance the visual appeal of our public realm and challenge stereotypes about Slough.
- We also know that we can do more to improve perceptions around levels of community safety, and Slough has particular challenges around 'hidden harms', such as modern slavery and domestic abuse.
- Slough has pockets of severe, multi-faceted deprivation, with some areas requiring greater levels of intervention and integration.
- Several areas of the borough have poor air quality with a lack of public awareness and understanding of air pollution being identified as a significant barrier to change.
- Recycling rates are also substantially below the national average.

#### Our response

Slough's greatest strength is its people, a strength which can be seen in our diversity, our community spirit, and our shared determination to create a town that more people are proud to call their home.

Over the next five years, the Safer Slough Partnership will continue to develop our work in tackling key local issues and ensuring that Slough is a safe place, where people feel they have the security to prosper.

We have plans in place to ensure our town centre reflects our ambitions to create a vibrant and attractive location and our parks have been recognised as some of the best in the country.

The implementation of our new Low Emissions Strategy will enhance air quality and we will look to promote greater awareness of the importance of recycling.

We will continue to host our successful programme of events bringing together our different communities, fostering civic pride and welcoming visitors to our town.

2019 will also see work begin on our locality offer - using council facilities to deliver joined-up services in the community alongside our partners.

#### Our long-term priorities are to:

- Actively manage the impact of new developments and infrastructure so the town centre is a place where people can live, work, shop and enjoy.
- Improve the Slough brand and develop our identity as a *safe* place of opportunity and ambition, co-produced with our communities and partners.
- Improve air quality in the borough with innovative solutions.
- *Encourage greater levels of recycling by raising awareness.*

## **Outcome 4: Our residents will live in good quality homes**

### Why this is important

- Space for new housing developments in Slough is severely limited.
- Levels of homelessness and rough sleeping have increased substantially, raising demand for temporary accommodation and social housing, which also impacts the health and the educational attainment of children.
- House prices are comparatively high when compared to average wages in Slough, and median rents are above average for the South East.
- The condition of our housing stock is generally better than national and regional averages, but more needs to be done to improve conditions in the private sector.

### Our response

Slough is one of the smallest unitary authorities in the UK, and our growing population and attractive location have led to a significant demand for more housing in the borough.

To meet this challenge we will continue to build new, high quality and affordable homes, enhancing our partnership with Slough Urban Renewal.

In particular the council is committed to increasing the availability of council housing for our residents and we have identified sites to build approximately 500 more council homes over the next 3 years, subject to feasibility and funding.

We will continue to work closely with our partners to take preventative action to support those individuals most at risk of becoming homeless and improve the availability of accommodation through our subsidiary housing company James Elliman Homes.

The council will also look to improve the regulation of private sector housing and develop more effective relationships with landlords.

### Our long-term priorities are to:

- Maintain our council housing to a high standard.
- *Deliver new affordable homes for our residents.*
- *Reduce the number of households in temporary accommodation.*
- Drive up standards in the private rented sector.

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

### Why this is important

- Slough has high levels of personal car use, leading to congestion and exacerbating issues around air quality.
- The use of public transport is low compared to similar areas, such as Reading.
- Slough's business start up rate is positive, but survival rates beyond five years are low.
- Slough's retail offer is limited, but there is the opportunity to establish alternative uses for the centre of town to accommodate our rising population and create the business vibrancy that Crossrail has potential to bring.
- Though progress has been made in recent years, a comparatively small proportion of Slough's population hold NVQ-recognised qualifications.
- As of 2018, the average gross weekly pay for residents of Slough working full time was £74.60 lower than the average for all those working here, which implies that those commuting in to the borough are generally in higher paid work.
- Although employment levels are good overall, some groups, such as women, remain under-represented in the labour market.

### Our response

As a council, we are committed to promoting inclusive economic growth, ensuring that the benefits from the regeneration of our town are shared by all of our residents.

We are well-placed to exploit new transport links and strengthen our growing reputation as a regional economic centre, but know there is more for us to do attract investment and bring more high-quality, well-paid jobs to Slough.

Work on the old library site is now underway and we will soon begin our regeneration of the former Thames Valley University campus, which will provide more retail, office and leisure space, as well as housing.

We will also continue plans to improve our infrastructure - supporting digital development, unshackling the town from congestion, and encouraging a shift towards more sustainable forms of transport.

This approach will enable us to present a comprehensive vision and masterplanning of opportunities, and to encourage and influence high quality design and development throughout the town centre.

### Our long-term priorities are to:

- Collaborate on the Heathrow expansion.
- *Have a clear vision and masterplan for the centre of town, regenerating major sites and attracting investors and occupiers.*
- *Encourage modal shift to sustainable forms of transport - including walking, cycling and public transport - reducing traffic congestion and emissions.*
- *Provide residents with opportunities to improve their skills and secure quality jobs.*

4. The budget *–to be inserted following Budget Cabinet*

## 5. Keeping track of progress – balanced scorecard

It is important that we are able to provide evidence of progress towards achieving better outcomes to improve people's lives.

We have identified a high level set of key performance indicators in the table below. These will form part of our Annual Report of progress against the outcomes. They will also be included in future annual refreshes of the Five Year Plan so that we have a consistent set of key performance measures to report against – whether performance is good or bad - so we can spot trends and tackle issues to get us back on track where needed.

This set of key performance indicators will therefore remain largely constant although there will be minor changes as performance requirements change. For example some of the detailed priorities under outcomes will change as specific actions are delivered and new ones identified. In addition we have a series of statutory returns we provide to Government as well as indicators to measure council tax and business rates collection.

| Five Year Plan outcome |   | Performance measure  |
|------------------------|---|--|
| Outcome 1              | Slough children will grow up to be happy, healthy and successful              | The percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage  |
|                        |   | The percentage gap between disadvantaged pupils and all others at Key Stage 2 in Reading, Writing and Maths  |
|                        |   | The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths  |
|                        |   | Percentage of Child Protection Plans started in the past year that were repeat plans within 2 years  |
|                        |   | Percentage of 16 to 17 year olds not in education, employment or training (NEETs)  |
| Outcome 2              | Our people will be healthier and manage their own care needs                  | Number of adults managing their care and support via a direct payment  |
|                        |   | Uptake of targeted health checks<br>The percentage of the eligible population aged 40-74 who received a NHS Health Check   |
|                        |   | Number of people inactive<br>The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week |
| Outcome 3              | Slough will be an attractive place where people choose to live, work and stay | Level of street cleanliness:<br>Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)                     |
|                        |   | Crime rates per 1,000 population: All crime (cumulative from April)  |
|                        |   | Residents' perception survey   |

|                  |   |   |
|------------------|---|---|
| Outcome 4        | Our residents will live in good quality homes   | Number of homeless households accommodated by SBC in temporary accommodation  |
|                  |   | Number of permanent dwellings completed in the borough during the year  |
|                  |   | Number of licenced mandatory Houses in Multiple Occupation (HMOs)   |
|                  |   | Number of empty properties brought back into use (by Council intervention)  |
| Outcome 5        | Slough will attract, retain and grow businesses and investment to provide opportunities for our residents | Business rate income: Business rate in year collection (amount & percentage rate accrued)                             |
|                  |   | Access to employment<br>Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits |
|                  |   | Journey times<br>Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)                                 |
| Corporate health |   | Council tax in year collection (amount & percentage rate accrued)   |
|                  |   | Percentage of council tax payments made by online payments  |
|                  |   | Percentage of household waste sent for reuse, recycling or composting   |
|                  |   | Percentage of municipal waste sent to landfill  |
|                  |   | Channel shift   |
|                  |   | Percentage of staff proud to work for the council (staff survey)  |
|                  |   | Percentage of staff that go the extra mile to help SBC succeed (staff survey)   |

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 4<sup>th</sup> February 2019

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

**WARD(S):** All

**PORTFOLIO:** Councillor Swindlehurst: Leader of the Council

**PART I**  
**KEY DECISION****REVENUE BUDGET 2019/20****1 Purpose of Report**

To detail the overall Revenue Budget for 2019/20, including the associated growth and savings proposals and other related decisions that require agreement at Full Council on 21 February 2019.

The paper recommends a 2.8% increase in council tax required to fund the Revenue Budget for 2019/20. This would equate to a Band D property paying a Council Tax of £1,268.75, an increase of £35.09 from 2018/19. The Adult Social Care levy remains, at £98.23, the same as 2018/19 for a Band D property.

To approve the Council Tax for the year ahead, and the associated Council Tax notices and resolutions required as per various Local Government Finance Acts as detailed in Appendix F.

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

The Cabinet is requested to Recommend that the budget, as attached, be approved.

As the billing authority, approve the Council Tax amounts for each band in the borough including precepts from The Police and Crime Commissioner for Thames Valley Police and the Royal Berkshire Fire and Rescue Service the whilst noting that both are still to confirm their final council tax precept requirements;

**Council Tax Resolution** – In relation to the Council Tax for 2019/20

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2020 is as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 18 December 2018 Cabinet calculated the following Tax Base amounts for the financial year 2019/20 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
  - (i) 42,789.8 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax

Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2019/20; and

(ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2019/20:

a) Parish of Colnbrook with Poyle 1,923.3

(c) That the following amounts be now calculated for the year 2019/20 in accordance with sections 31A to 36 of the Act:

(i) £376,032,584 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);

(ii) £317,437,088 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);

(iii) £58,595,496 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);

(iv) £1,369.38 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.

(v) That for the year 2019/20 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £102,583 representing the total of Parish Precepts for that year.

(vi) £1,366.98 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

(vii) Valuation Bands

| <b>Band</b> | <b>Slough Area</b> | <b>Parish of Colnbrook with Poyle</b> |
|-------------|--------------------|---------------------------------------|
|             | <b>£</b>           | <b>£</b>                              |
| A           | 911.32             | 32.93                                 |
| B           | 1,063.21           | 38.42                                 |
| C           | 1,215.09           | 43.91                                 |
| D           | 1,366.98           | 49.40                                 |
| E           | 1,670.75           | 60.38                                 |
| F           | 1,974.53           | 71.36                                 |
| G           | 2,278.30           | 82.33                                 |
| H           | 2,733.96           | 98.80                                 |

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

- (viii) Calculate that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish precepts) is £58,492,641.
- (ix) That it be noted that for the year 2019/20 the Thames Valley Police Authority precept has been increased by 13.2% in accordance with Home Office guidance in the provisional police grant settlement. The Police and Crime Panel are meeting on the 1<sup>st</sup> February to consider the PCP's precept proposals. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

| <b>Band</b> | <b>Office of the Police and Crime Commissioner (OPCC) for Thames Valley<br/>£</b> |
|-------------|---|
| A           | 137.56  |
| B           | 160.49  |
| C           | 183.41  |
| D           | 206.34  |
| E           | 252.19  |
| F           | 298.05  |
| G           | 343.90  |
| H           | 412.68  |

- (x) That it be noted that for the year 2019/20 the Royal Berkshire Fire Authority has proposed increasing its precept by 2.99% in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

| <b>Band</b> | <b>Royal Berkshire Fire Authority<br/>£</b> |
|-------------|---|
| A           | 44.19                                       |
| B           | 51.55                                       |
| C           | 58.92                                       |
| D           | 66.28                                       |
| E           | 81.01                                       |
| F           | 95.74                                       |
| G           | 110.47                                      |
| H           | 132.56                                      |

***These precepts have not been formally proposed or agreed by the Royal Berkshire Fire Authority and may be subject to further revision.***

- (xi) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council for 2019/20 including the precepting authorities will be as follows:

| <b>Band</b> | <b>Slough</b> | <b>Office of the<br/>Police and<br/>Crime<br/>Commissioner<br/>(OPCC) for<br/>Thames Valley</b> | <b>Royal<br/>Berkshire Fire<br/>Authority</b> | <b>TOTAL</b> |
|-------------|---------------|---|---|--------------|
|             | <b>£</b>      | <b>£</b>  | <b>£</b>                                      | <b>£</b>     |
| A           | 911.32        | 137.56  | 44.19   | 1,093.07     |
| B           | 1,063.21      | 160.49  | 51.55   | 1,275.25     |
| C           | 1,215.09      | 183.41  | 58.92   | 1,457.42     |
| D           | 1,366.98      | 206.34  | 66.28   | 1,639.60     |
| E           | 1,670.75      | 252.19  | 81.01   | 2,003.95     |
| F           | 1,974.53      | 298.05  | 95.74   | 2,368.32     |
| G           | 2,278.30      | 343.90  | 110.47  | 2,732.67     |
| H           | 2,733.96      | 412.68  | 132.56  | 3,279.20     |

- (xii) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xiii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiv) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xv) That in the event that there are any changes to the provisional precept of the Fire Authority, arising from their precept setting meeting being held on 25 February, the Section 151 Officer is delegated authority to enact all relevant changes to the Revenue Budget 2019/20, Statutory Resolution and council tax levels.

#### **Fees and Charges –**

- (d) Resolve to increase the Council's fees and charges as outlined in Appendix E for 2019/20.

## **The Robustness Statement**

- (e) Note the statutory advice of the Chief Finance Officer outlined in Appendix G, The Robustness Statement. This is required to highlight the robustness of budget estimates and the adequacy of the reserves.

## **Top-up funding for children and young people with special educational needs and disabilities**

- (f) (a) Note the mechanism outlined in Appendix J to access top-up funding to support children and young people with Special Educational Needs which is currently under review.  
  
(b) Note the move to adjust our local factors to 65% toward the National Funding Formula factors from 2019/20 as outlined in paragraph 5.4.1

## **Use of Flexible Capital Receipts –**

- (g) Resolve to agree the Use of Flexible Capital Receipts Strategy outlined in Appendix K.

## **Pay Policy –**

- (g) Note the Pay Policy Statement agreed at the Employment and Appeals Committee on 24<sup>th</sup> January 2019 as detailed in Appendix L.

## **Business Rate Pilot –**

- (h) Agree to participate in the 2019/20 Berkshire Business Rates Pilot Scheme.

## **Court Costs**

- (i) Agree:
  - (a) That the Court Costs associated with non-payment of Business Rates remain at the same level for 2019/20 as the current year.
  - (b) That the Court Costs associated with non-payment of Council Tax be increased to £144.95 in total for 2019/20.

## **Empty Property Relief**

- (j) Agree:
  - (a) That the long term empty premium for properties that are empty for more than two years is increased from April 2019 to 100% thereby doubling the charge.
  - (b) That the long term empty premium for properties that are empty for more than five years is increased from April 2020 to 200%
  - (b) That the long term empty premium for properties that are empty for more than ten years is increased from April 2021 to 300%

## **Council's Public Room Booking**

(k) Agree:

- (a) The proposed changes to the Council's Public Room Booking Policy and Terms & Conditions (Appendix M), as summarised in Section 8 of this report.
- (b) The updated pricing schedule (Appendix N), as summarised in section 8 of this report.
- (c) All users of our public buildings will be required to pay rates as per the updated policy and pricing schedule and that no exclusions will be made for any group, charity or other organisations without the consent of the Service Lead, Building Management in conjunction with the Council's S151 Officer.

### **Appendices Attached**

- 'A' - Savings proposals
- 'B' - Growth
- 'C' - Reserves position
- 'D' - Collection Fund
- 'E' - Fees & Charges
- 'F' - Council Tax Resolution
- 'G' - The Robustness Statement
- 'H' - Specific Grants
- 'I' - HRA Rents and Service Charges
- 'J' - Top up funding for children and young people with special educational needs and disabilities
- 'K' - Flexible use of Capital Receipts Strategy
- 'L' - Pay Policy Statement
- 'M' - Public Building Facility Booking Policy
- 'N' - Public Building Facility Booking Policy – Updated Pricing Schedule
- 'O' - Equality Impact Assessments (to follow for Council)

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

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

The report indirectly supports all of the strategic priorities and cross cutting themes.

3b **Five Year Plan Outcomes**

The report helps achieve the Five Year Plan outcomes by contributing to the Council’s financial planning and ensuring the five outcomes are adequately resourced.

4 **Other Implications**

(a) Financial

*Detailed within the report*

(b) Risk Management

| <b>Recommendation from section 2 above</b>   | <b>Risks/Threats/ Opportunities</b>    | <b>Current Controls</b>   | <b>Using the Risk Management Matrix Score the risk</b> | <b>Future Controls</b>   |
|--|--|---|--|--|
| <i>To approve the Council Tax for the year ahead, and the associated Council Tax notices and resolutions required as per various Local Government Finance Acts as detailed in Appendix G</i> | Council Tax collection targets not met | Monthly budget monitoring and quarterly reporting. Monthly monitoring of Arvato contract KPI’s. | 9  | Continue robust budget monitoring – regular reporting to Cabinet and Council |

| <b>Risk</b>       | <b>Mitigating action</b>   | <b>Opportunities</b> |
|-------------------|--|----------------------|
| Legal             | None   | None                 |
| Property          | None   | None                 |
| Human Rights      | None   | None                 |
| Health and Safety | None   | None                 |
| Employment Issues | A number of posts may be affected by changes proposed. If necessary these will be managed through the council’s restructure, redundancy and redeployment policy and procedure. | None                 |
| Equalities Issues | Assessed for each proposed saving and included as Appendix K.  | None                 |
| Community Support | None   | None                 |
| Communications    | None   | None                 |
| Community Safety  | None   | None                 |

|                        |  |  |
|------------------------|--|--|
| Financial              | Detailed within the report                             | None   |
| Timetable for delivery | Risk of overspend and making further savings elsewhere | Decisions that could bring savings proposals forward |
| Project Capacity       | None   | None   |
| Other                  | None   | None   |

(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any savings must not undermine the Council's responsibilities to provide minimum levels of provision in key areas. The set of savings proposals for 2019/20 does not recommend any savings that will affect the council's ability to carry out its statutory functions. However, Members should be mindful of the cumulative year on year effects of savings and reductions in services and continue to make assessments of the impact on statutory functions. All the savings proposals included within this report will be closely monitored throughout the financial year and reported to Cabinet via the Quarterly Financial Monitoring reports.

(d) Equalities Impact Assessment

Equalities Impact Assessments have been undertaken for all savings proposals and will be included in the final Council report.

(e) Workforce

Where necessary the Council has a number of measures to minimise compulsory redundancies including;

- Developing staff skills to redeploy to alternative roles.
- Obtaining staff savings from deletion of vacant posts.
- Opportunities for Voluntary Redundancies.

**5 Supporting Information**

**Introduction**

5.1.1 Section 32 of the Local Government Finance Act 1992 requires the Council to calculate its budget requirement before 11 March; and Section 30 requires the Council to set amounts of council tax for each category of dwellings in its area by the same date.

5.1.2 The Council's Constitution requires, by 11 March, the Cabinet shall recommend to Council:

- The Revenue Budget and the level of Council Tax to be set for the following year.
- The cash limits for each Directorate.
- The capital programme, borrowing limits and the Prudential Indicators for the following five years.
- The Treasury Management Strategy for the year ahead.

- The annual recommended rent rise for the Council's Housing stock

## Summary

- 5.2.1 2019/20 is set to be another difficult year financially for the Council, with a continued reduction in Government's Revenue Support Grant funding, as well as an increased demand for Council services. The Council has always sought to protect Council services whilst ensuring there is sufficient budget for the next financial year to deliver its key outcomes. The Medium Term Financial Strategy shows a balanced budget for the next three years.
- 5.2.2 There remain difficult years ahead for the Council due to the financial pressures that it faces, but the budget for the 2019/20 ensures that the Council's finances are based on solid footings for the future.
- 5.2.3 This paper sets out the revenue budget for 2019/20 and the associated plans and assumptions contained within it. The Capital Strategy, which accompanies this report for approval, sets out the wider financial implications of decisions made in investing in the borough's infrastructure. The Treasury Management Strategy, also on tonight's agenda, details how the Council will undertake transactions concerning investments and borrowings and relates closely to the Capital Strategy as well as having an impact on the revenue budget savings proposals for 2019/20.

**Table 1: Funding summary**

| 18/19          |  | 19/20          | 20/21          | 21/22          |
|----------------|--|----------------|----------------|----------------|
| £'000          |  | £'000          | £'000          | £'000          |
| 100,475        | <b>Base Position (Excluding Parish Precepts)</b> | 101,521        | 105,001        | 108,875        |
| 3,694          | Base Budget Changes                              | 3,694          | 3,140          | 3,140          |
| 2,845          | Directorate Growth                               | 8,099          | 3,918          | 1,725          |
| 250            | Revenue Impact of Capital Programme              | 1,321          | 1,011          | 656            |
| 519            | Slough Urban Renewal                             | 2,739          | 750            | 750            |
| (6,262)        | Savings Identified                               | (12,373)       | (4,945)        | (2,996)        |
| <b>101,521</b> | <b>Total Forecast Expenditure</b>                | <b>105,001</b> | <b>108,875</b> | <b>112,150</b> |
| 55,570         | Council Tax Income                               | 58,493         | 61,237         | 64,064         |
| 43,202         | Retained Business Rates                          | 42,395         | 45,340         | 46,180         |
| 2,749          | New Homes Bonus                                  | 2,717          | 2,298          | 1,906          |
| 0              | Additional Social Care Grant                     | 1,396          | 0              | 0              |
| <b>101,521</b> | <b>Total Estimated Funding Available</b>         | <b>105,001</b> | <b>108,875</b> | <b>112,150</b> |
| <b>0</b>       | <b>CURRENT FUNDING GAP</b>                       | <b>0</b>       | <b>0</b>       | <b>0</b>       |

Note 1 - Slough Urban Renewal refers to profit from company schemes less previous years profit assumed in the MTFs. For 2019/20 SBC share of Slough Urban Renewal profits are estimated to be £1.500m. These are offset by the one off SUR profits that are due to be received by SBC during 2018/19 resulting in a pressure totalling £2.739m.

## Impact on Service Revenue Budgets

5.2.4 Table 2, below, highlights the changes to service budgets, and associated cash limits, as a result of all of changes detailed in the Revenue Budget 2019/20:

**Table 2:**

|                               | 2018/19 | Base Budget | Directorate | Revenue   |            | Savings    | 2019/20 |
|-------------------------------|---------|-------------|-------------|-----------|------------|------------|---------|
|                               | £m      | Changes     | Growth      | Impact of | SUR Income | Identified | £m      |
|                               |         | £m          | £m          | Capital   | £m         | £m         | £m      |
|                               |         |             |             | Programme |            |            |         |
|                               |         |             |             | £m        |            |            |         |
| Adults and Communities        | 39.832  | 1.453       | 0.920       | 0.000     | 0.000      | (0.905)    | 41.301  |
| Children, Learning and Skills | 30.223  | 1.102       | 2.700       | 0.000     | 0.000      | (0.170)    | 33.856  |
| Place and Development         | 25.193  | 0.919       | 2.450       | 0.000     | 0.000      | (2.205)    | 26.357  |
| Regeneration                  | (3.453) | (0.126)     | 0.409       | 0.000     | 0.000      | (4.809)    | (7.979) |
| Chief Executive               | 0.333   | 0.012       | 0.000       | 0.000     | 0.000      | 0.000      | 0.346   |
| Finance and Resources         | 9.392   | 0.333       | 1.620       | 1.321     | 2.739      | (4.284)    | 11.122  |
| Budget Requirement            | 101.521 | 3.694       | 8.099       | 1.321     | 2.739      | (12.373)   | 105.001 |

## **Income**

5.3.1 The Council has the following main sources of income:

### NNDR (Business Rates)

5.3.2 The amount of retained Business Rates is determined by the Council's best estimates of the amount it calculates it will receive for the year ahead. For 2019/20 the six Berkshire authorities have been accepted by Government to continue a Business Rates pilot scheme within Berkshire. This means, for 2019/20, all Business Rate income will be retained within Berkshire; however, the six authorities will not receive Revenue Support Grant. There will be fundamental changes to the business rates system post 2020. Recent Government consultations indicate the system will give greater rewards to those authorities with business rates growth. Slough Borough Council uses external experts to forecast future business rates income and projections are included in the Medium Term Financial Strategy (MTFS) above.

### Revenue Support Grant (RSG)

5.3.3 The Council ordinarily receives Revenue Support Grant (RSG) direct from Central Government. RSG funding is based on Central Government's expectations of what the Council should spend in line with the Government's deficit reduction plans.

- 5.3.4 As stated in 5.3.2, above, for 2019/20 the Council's RSG will be included in its pilot business rate scheme calculation.
- 5.3.5 The final 2019/20 local government finance settlement is expected to be laid before the House of Commons for approval in February 2019.
- 5.3.6 There is a duty on Local Authorities to set a balanced budget under the Local Government Finance Act 1992. If the final settlement is delayed the Council is required to set a budget within the deadline by using the best available information. If there are any substantial changes in the amount of funding received by the Council at the final settlement, the Section 151 Officer will use reserves to balance the overall budget in consultation with the Leader and the Lead Member for Corporate Finance and Housing.

#### Council Tax

- 5.3.7 Another main source of Council income is derived from Council Tax receipts. The overall amount raised is based on the Council Taxbase (i.e. the number of properties in the borough) as per the report to Cabinet in December 2019 multiplied by the average band D Council Tax amount. For 2019/20 it is assumed there will be a 2.8% increase on the Council's element of the overall Council Tax. This increase will see a property in Band D's Council Tax rise from £1,233.66 to £1,268.75, an increase of £35.09. The Adult Social Care levy remains the same as that in 2018/19: £98.23 for a Band D property.

#### Specific Grants

- 5.3.8 The Council also receives income from specific Government grants and these are included in appendix H. The Council budgets for an anticipated nil net cost on these specific grants; i.e. that all expenditure will be contained within the income received from Government and that the local taxpayer does not fund these activities.

#### New Homes Bonus

- 5.3.9 New Homes bonus is a Government grant paid based on the cumulative growth in housing stock for the previous four years after allowing for a deduction where housing growth is less than 0.4%. The Council is expected to receive £2.717m in 2019/20 (£2.749m was received in 2018/19).

#### Collection Fund

- 5.3.10 The final factor to take into account, when determining the Council's overall levels of income, is the Collection Fund. This is a statutory account which details the actual income received in respect of Council Tax and retained business rates compared to the estimates made in January 2018 for the 2018/19 budget. At present this fund is anticipated to break even.
- 5.3.11 The total income available to the Council for the 2019/20 for its net budget is therefore £105.001m.

### **2019/20 Budgets for Schools, Academies and Free Schools.**

- 5.4.1 The School funding formula factors for 2019/20 are different to those reported last year. Nationally, the Government remain committed to streamlining the Schools' budget setting process by introducing a National Funding Formula (NFF) by 2021/22, an extension of one year over the last annual report. The NFF is now being phased in over three years, with 2019/20 being the second year of this

phasing. Local authorities have flexibility on how they approach this transition. Slough has taken a stepped approach and with the agreement of Schools' Forum has decided to adjust our local factors to 65% toward the NFF factors from 2019/20 (there was a 50% adjustment in 2018/19).

- 5.4.2 All pupil led factors continue to be protected by the Minimum Funding Guarantee (MFG) which ensures that no school loses more than 1.5% on a per pupil basis.
- 5.4.3 The Schools' Forum was advised of the estimated draft budget on the 16<sup>th</sup> January 2019. The Department for Education (DfE) expects local authorities to inform schools of their budget shares no later than 28<sup>th</sup> February each year.
- 5.4.4 The Early Years universal base rate is currently under consultation, with the implementation of the preferred option occurring after the Early Years task group concludes on the 7<sup>th</sup> Feb 2019. Slough Borough Council is proposing a £0.03 increase on the local offer for 3-4 year old children and £0.01 per hour for 2 year old provision based on the estimated uptake in 2019.20.
- 5.4.5 Current DfE regulations authorise local authorities to centrally retain up to 5% of the total 3-4 year old settlement to support the provision of statutory functions.
- 5.4.6 The High Needs block budget is currently being developed, however Schools' Forum have approved the centrally retained items for 2019.20 on the 16<sup>th</sup> January 2019. There are no changes to the overall cost compared with the previous year. Schools' Forum have also agreed to top-slice the High Needs Block by £0.776m; and transfer £0.5m into the schools' block and £0.276m into the Central Schools Service Block (CSSB).
- 5.4.7 The CSSB expenditure was approved at Schools' Forum on the 4<sup>th</sup> December, which includes the use of funds top-sliced from the High Needs Block. The CSSB block funds various statutory and regulatory functions undertaken by council officers, asset management, SACRE, Virtual Head, copyright licenses, and admissions.

| Block        | Settlement<br>£m | Approved<br>Adjustments<br>£m | Total<br>£m    |
|--------------|------------------|-------------------------------|----------------|
| Schools      | 132.014          | 0.500                         | <b>132.514</b> |
| Early Years  | 14.592           | 0.000                         | <b>14.592</b>  |
| High Needs   | 23.588           | -0.776                        | <b>22.812</b>  |
| CSSB         | 0.654            | 0.276                         | <b>0.930</b>   |
| <b>Total</b> | <b>170.848</b>   | <b>0.000</b>                  | <b>170.848</b> |

- 5.4.8 The mechanism to access top-up funding to support children and young people with Special Educational Needs is currently under review. Slough Borough Council officers are working with schools to produce a new matrix to access top-up funding. This has been approved by Schools' Forum. Any final decision on a new funded model will be subject to consultation with wider stakeholders. Appendix J provides further detailed information.

## Expenditure

5.5.1 The Council's base budget for 2018/19 stood at £101.521m and it is against this figure that all adjustments are completed. The adjustments include:

- (1) Base budget **£3.694m** – these are movements due to inflationary pressures, pay award (assumed at 2% for 2019/20), incremental rises and other adjustments related to previous years and virements.
- (2) Growth **£8.099m** – these are the totals of funding increases across the council for 2019/20. Appendix B provides further detail.
- (3) Savings of **£12.373m** - these are the funding reductions or increases in income anticipated across the council following detailed review by service areas and include a contingency of £501k against the possibility of some of the savings proposals becoming unrealisable in-year. Appendix A provides further detail.
- (4) SBC share of Slough Urban Renewal profits – these reflect one-off profits due to be generated by SUR for the Council in 2019/20 **£1.500m** offset by the removal of one off SUR profits used to fund the 2018/19 revenue budget.

5.5.2 The scale of savings required is directly related to the continual need to increase the Council's base budget, i.e. the structural costs of operating an organisation the size of the Council against a background of service pressures, new demands and the reduction in Government funding. Part of the overall cost rises are offset by growth in Council Tax income and / or retained Business Rates as well as any movements from other non-ring fenced grants and the Collection Fund.

## Strategy

5.6.1 The Quarter 3 (Q3) revenue budget monitor report for 2018/19, also presented at Cabinet this evening, indicates a current overspend on this year's budget of £2.448m. It is anticipated that this overspend will reduce to £2.121m (2.09% of the 2018/19 revenue budget) by year end.

5.6.2 Budget monitoring is undertaken on a monthly basis by the Council's Corporate Management Team (CMT) and Directorate Management Teams (DMT). The Cabinet receives an update on a quarterly basis. Throughout 2018/19, a number of particular pressures on the Council's budget have become apparent. Whilst some pressures have been managed during the current financial year it has become apparent that a number of particular pressures will require additional growth in 2019/20.

5.6.3 The Growth Proposals within this report contain the following amounts to address the particular funding pressures that are proving unresolvable during 2018/19:

| <b>2018/19 PRESSURES</b>                    | <b>£'000</b> |
|---|--------------|
| Temporary Accommodation                     | 750          |
| Schools PFI                                 | 700          |
| Educational Psychologists                   | 100          |
| Waste Contract - Contractual Price Increase | 1,550        |
| Home to School Transport                    | 500          |
|   | <hr/>        |
|   | 3,600        |
|   | <hr/>        |

5.6.4 Following the multi-year settlement provided by government to Slough Borough Council from 2017/18, the Council agreed to provide similar financial certainty to the Slough Children’s Services Trust (SCST) on the amount it will provide as part of the Trusts’ Core Contract. The agreed levels of funding for 2018/19 and 2019/20 are shown below:

|          |          |
|----------|----------|
| 2018/19  | 2019/20  |
| £24.811m | £25.211m |

5.6.5 Alongside the vast majority of local authorities with responsibility for caring for children, the Slough Children’s Services Trust (SCST) has also experienced significant increases in demand during 2018/19. The Growth Proposals within this document therefore propose a further £1.4m be provided to SCST’s base budget from 2019/20 over and above the multi-year settlement outlined in 5.6.4 above.

### Reserves

5.7.1 The Council holds a variety of financial reserves, and these are detailed further in Appendix C. It is vital for the Council to hold a minimum level of reserves to ensure that it has sufficient resources available to address any unmanageable overspend that may arise during the course of the financial year (e.g. due to significant unforeseen demand pressures and/or emergencies).

5.7.2 The Section 151 Officer has determined that the recommended minimum level of the General Fund reserve should be set at 5% of the Council’s net revenue budget. Plus, due to the current volatility and uncertainty over government funding in terms of Revenue Support Grant levels and other grant funding regimes, Better Care Fund and New Homes Bonus as well as welfare reform costs pressures means that it is estimated an additional £2m of balances are required to cover these contingencies. This would mean a minimum level of £7.3m at the proposed budget figures.

5.7.3 The current level of general reserves as at 31.3.2018 is £8.1m and it is anticipated that the Council will receive an additional £2.630m of one-off income during 2018/19 that had not been budgeted for, as follows:

|                                      | £m           |
|--------------------------------------|--------------|
| 2017/18 Accounts Closing Adjustment  | 1.000        |
| Additional Income (CCTV & IT)        | 1.386        |
| Small Business Rates 17/18 S31 Grant | 0.244        |
|                                      | <b>2.630</b> |

5.7.4 Further, the Growth Proposals include the creation of a new Brexit reserve (£200k in 2019/20) to provide a financial cushion for the Council in case of a detrimental impact on the Council arising from the eventual result of the ongoing Brexit negotiations within Parliament.

5.7.5 Finally, the Council’s Medium Term Financial Strategy has a number of guiding principles, agreed by Cabinet in June 2018, including:

- SBC will use SUR profits to firstly increase reserves and then to fund one-off growth initiatives.

- 5.7.6 The Growth Proposals reflect this guiding principle by increasing the General Reserve by £750k, the amount of profits anticipated from SUR, in Year 2 of the Medium Term Financial Strategy.

### **Risk Management**

- 5.7.7 Given the level of savings proposed for 2019/20, it is vital to ensure that these are delivered to enable a balanced budget, but also that the savings package as a whole is considered to ensure that the sum of the savings do not create difficulties for other parts of the Council when delivering services for its residents. All savings are automatically deducted from budget codes when the 2019/20 budgets are built and therefore any non-achievement can be quickly identified, and therefore addressed, through the monthly budget monitoring process. In addition a 10% contingency on all transformation fund savings has been built into the budget model to insure against any potential non-delivery.
- 5.7.8 During the 2019/20 financial year, as has been the case in 2018/19, there will be monthly monitoring of the savings proposals to identify which are green, i.e. on track to be delivered, amber or red (not expected to be delivered in year). This will enable the Council to adjust its future budget position for any unmet savings as well as ensure that it can take appropriate in year steps to rectify any growing overspends that arise. Future year savings included within the MTFS will also be monitored during 2019/20 at both departmental management teams and corporate management team to ensure the anticipated savings are capable of being realised as planned in the MTFS.

### **Flexible Use of Capital Receipts**

- 5.8.1 The Council continues to make use of the flexibility offered by Central Government on the application of capital receipts to fund certain revenue-related change costs. The Strategy on the use of capital receipts under this provision is shown in Appendix K.
- 5.8.2 The Council intends to apply capital receipts to fund the revenue expenditure of the projects outlined in Appendix K which meet the criteria set out by DCLG.

### **Berkshire Business Rates Pilot**

- 5.9.1 As noted in 5.3.2 the government has agreed to continue with a Berkshire Business Rates Pilot Scheme for 2019/20. Although the Council will not receive any Revenue Support Grant in 2019/20, compensatory Business Rates will be received instead. The Council will not pay any levy to the government and will be able to keep an increased share of any local growth in Business Rates income. This means that there will be an increase in resources retained locally. The pilot is expected to generate an additional £0.7m of funding in 2019/20 for Slough Borough Council and this figure has been built into the funding tables shown above and below.

### **Business Rates - Reliefs**

- 5.10.1 In the spring budget of 2017 the Government announced a scheme, to apply during 2017/18, providing an up to £1,000 discount for eligible pubs with a rateable value below £100,000. This scheme was extended across 2018/19 at Autumn Budget 2017. This scheme has not been extended further and will therefore no longer apply

after the end 2018/19 financial year. This means that Public Houses that received this relief will see their bills increase from April 2019.

5.10.2 The Government, in the Budget on 29 October 2018, announced that it “recognises that changing consumer behaviour presents a significant challenge for retailers in our town centres and is taking action to help the high street evolve”.

5.10.3 The Government stated that it will provide a business rates Retail Discount scheme for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21.

5.10.4 The value of discount will be one third of the bill, and must be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied. Local Relief’s will be funded after the Retail Discount has been awarded.

5.10.5 Cabinet agreed, on 21 January 2019, a policy which implements these retail reliefs.

### **Council Tax – premium on long term empty properties**

5.11.1 The Rating (Properties in Commons Occupation) and Council Tax (Empty Dwellings) Act received Royal Assent on 1 November 2018 and the Government has now brought forward the necessary regulations to implement the measures included in the Act.

5.11.2 This means that the legislation is now in place for the council to increase the premium charged on empty Council Tax properties, currently if a property is empty for more than 2 years the council can charge an additional 50% Council Tax, with effect from April 2019 this increases to 100% thereby doubling the Council Tax charge.

5.11.3 With effect from April 2020 the legislation allows the council to charge an additional 200% for properties that have been empty for 5 years or more and from April 2021 to charge an additional 300% on properties that have been empty for 10 years or more.

5.11.4 The legislation allows the Local Authority to make the final decision if they wish to apply the above charges.

5.11.5 The Council is working to reduce the number of empty homes in Slough and see this as an added incentive for charge payers / owners to bring the properties into occupation; therefore Members are asked to approve the implementation of the above charges in line with the legislation.

### **Court Costs**

6.1 The current Council Tax and Business Rates legislation allows local authorities to recover debts from customers via a prescribed set of processes, these processes include issuing reminders when the payment is late or missed, issuing final reminders and eventually a summons to magistrates court where a liability order is requested.

6.2 The legislation allows for the cost of the summons, the cost of the liability order and the cost of the court to be recovered from the charge payer. The costs requested

must be demonstrated to the court and cannot be higher than the total cost of administration.

- 6.3 The Business Rates court costs have increased year on year and are cost neutral, SBC recovers the costs of issuing the summons and obtaining the Liability Order.
- 6.4 However the court costs for Council Tax are subsidised by Slough Borough Council as the cost to the Council of this work has risen but the costs to the charge payer has remained at £108.00 since 2012-13.
- 6.5 It is therefore proposed to increase the court costs to ensure that the council does not continue to subsidise Council Tax non-payers. The proposed court fees are therefore proposed to increase to £144.95.
- 6.6 Over the last five years the number of Council Tax summonses issued has reduced by 3,772, as the council and its partner have worked to reduce the number of summonses issued. It is acknowledged that there are charge payers who cannot pay and the service has engaged with them over time to ensure that their income is maximised, that all arrangements are in place to ensure that they can pay their Council Tax, and to ensure that additional costs are not added to their bill. There are also customers who won't pay, and the Council has been dealing swiftly with them.
- 6.7 In addition Council Tax is only indirectly impacted by Universal Credit in that the claim process for Council Tax Support remains with the Council and has not transferred to the Department of Work and Pensions (DWP), however some people have failed to make a claim for Council Tax Support at the same time as claiming Universal Credit and we are working with the DWP and the JCP to minimise this.
- 6.8 The current costs that are charged by Slough Borough Council are below,

| <b>Council Tax</b>    | <b>£</b>      |
|-----------------------|---------------|
| Summons               | 62.00         |
| liability Order       | 46.00         |
| <b>Total</b>          | <b>108.00</b> |
|                       |               |
| <b>Business Rates</b> | <b>£</b>      |
| Summons               | 97.50         |
| liability Order       | 82.00         |
| <b>Total</b>          | <b>179.50</b> |

- 6.9 The new Costs will be

| <b>Council Tax</b> | <b>£</b>      |
|--------------------|---------------|
| Summons            | 83.95         |
| liability Order    | 61.00         |
| <b>Total</b>       | <b>144.95</b> |

## Medium Term Financial Strategy (MTFS)

- 7.1 The Medium Term Financial Strategy (MTFS) seeks to set out the background to the Council's current financial position; estimate its future financial position; and highlight some of the key strands to deliver a balanced position over the period of the MTFS. The guiding principles behind the MTFS are as follows
- 1) The Council will operate within its financial means.
  - 2) The Council will seek to increase its financial reserves to the unitary average over the next four years
  - 3) The Council will use Slough Urban Regeneration (SUR) profits to firstly increase reserves and then to fund one off growth initiatives.
- 7.2 Given the scale of the ongoing reductions in Central Government spend, the Council has, and will increasingly need to, deliver public services in a more joined up, effective and efficient manner. Maintaining the current levels and delivery of existing services is unlikely to be an option to the Council in the future.
- 7.3 The Council is well prepared to meet the financial challenges of the coming years. It has a history of ensuring a balanced budget is delivered and delivering revenue savings through the effective use of infrastructure investment.
- 7.4 As can be seen from the above the relative importance of Council Tax and retained business rates continue to grow over the period of the MTFS. Over 98% of the Council's income will be made up of council tax or business rates by the end of the MTFS; the Council is becoming, year-on-year, much less reliant on Government funding.
- 7.5 Slough Council accepted the offer of a four year grant settlement from the government in 2016/17 to ensure predictability of funding. The MTFS is, therefore, based on this expected level of funding. Although the four year deal did provide the Council with some certainty regarding its future funding levels: the agreement also resulted in central government reducing the amount of funding it provided the Council over the same period. The level of Revenue Support Grant (RSG) funding can be seen in the table below. It should be noted that RSG is not physically paid to Slough in 2018/19 and 2019/20 as amounts are included within the Business Rates income the Council receives via the Berkshire Business Rate Pilot Scheme.

| SBC - Revenue Support Grant |      |
|-----------------------------|------|
|                             | £m   |
| 2016/17                     | 18.5 |
| 2017/18                     | 13.2 |
| 2018/19                     | 9.7  |
| 2019/20                     | 6.1  |

- 7.6 The Table, below, provides a summary of the Council's Medium Term Financial Strategy. The key assumptions contained within the model are also provided below.

**Table: The MTFS financial model**

| 18/19          |  | 19/20          | 20/21          | 21/22          | 22/23          |
|----------------|--|----------------|----------------|----------------|----------------|
| £'000          |  | £'000          | £'000          | £'000          | £'000          |
| 100,475        | <b>Base Position (Excluding Parish Precepts)</b> | 101,521        | 105,001        | 108,875        | 112,150        |
| 3,694          | Base Budget Changes                              | 3,694          | 3,140          | 3,140          | 3,140          |
| 2,845          | Directorate Growth                               | 8,099          | 3,918          | 1,725          | 1,725          |
| 250            | Revenue Impact of Capital Programme              | 1,321          | 1,011          | 656            | 656            |
| 519            | Slough Urban Renewal                             | 2,739          | 750            | 750            | 0              |
| (6,262)        | Savings Identified                               | (12,373)       | (4,945)        | (2,996)        | (100)          |
| <b>101,521</b> | <b>Total Forecast Expenditure</b>                | <b>105,001</b> | <b>108,875</b> | <b>112,150</b> | <b>117,571</b> |
| 55,570         | Council Tax Income                               | 58,493         | 61,237         | 64,064         | 67,176         |
| 43,202         | Retained Business Rates                          | 42,395         | 45,340         | 46,180         | 47,004         |
| 2,749          | New Homes Bonus                                  | 2,717          | 2,298          | 1,906          | 2,100          |
| 0              | Additional Social Care Grant                     | 1,396          | 0              | 0              | 0              |
| <b>101,521</b> | <b>Total Estimated Funding Available</b>         | <b>105,001</b> | <b>108,875</b> | <b>112,150</b> | <b>116,280</b> |
| <b>0</b>       | <b>CURRENT FUNDING GAP</b>                       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>(1,291)</b> |

- Council Tax – assumed that the Taxbase (i.e. number of properties in Slough) rises by 2.8% in 2019/20 by the average growth rate across the two preceding years thereafter.
- Retained Business Rates – assumed growth of 3.1% per year in Business rates in line with the retail price index. Based on financial projections by Pixel Ltd and LG Futures Ltd.
- New Homes Bonus – assumed to reduce as per the Government’s announcement at the provisional local government finance settlement 2019/20.
- Base budget changes – increases due to non-pay and pay pressures across the Council.
- Growth – the 2019/20 items are detailed in Appendix B.
- Revenue impact of capital investment – the amount of revenue budget required to pay off any additional capital borrowing required in future financial years arising from implementing the proposed Capital Programme.
- Savings– the amount of savings required for each financial year.

## **Changes made to the Bookings Policy, Terms & Conditions and Pricing for 2019-20**

- 8.1 This section of the report seeks approval of the annual amendments to the council's public room booking/spacing leasing policy and pricing, which is managed by the Council's Building Management Service.
- 8.2 The Hirer must inform the Council if the event is open to the public and/or if tickets are being sold for the Purpose of the Hiring. Arbour Park Only - Hirers must complete the Arbour Park Community Stadium Event application form and submit to the Bookings team at the time of the booking. Written confirmation from the Building Manager must be obtained before the event can be confirmed.
- 8.3 The occasional handling, preparation, storage and serving of food by private persons at events such as church, school or village fairs are not covered by the scope of the Regulation. Therefore are not subject to the requirements of EU hygiene legislation.
- 8.4 Double rate will be charged on all facilities between the hours of 11pm to 7am. Bank holidays will be charged at double rate all day. In addition, on Christmas Eve and New Years Eve, double rate will be applied on all facilities after 7pm.
- 8.5 Costs for filming at our sites/community centres for use in a documentary or by a news organisation will not be charged for use of space/venue as long as filming is approved by the council's communications services.
- 8.6 Costs for use of Community Centres as Polling Stations: Electoral Services will be charged 50% of the hire charge to enable cover of the cost i.e. electric, heating and staff resources.
- 8.7 Due to the nature of a booking there may be a requirement to have security guards on site, which the bookings team will advise you on at the time of your booking. The cost for the security guards will be charged to the hirer. If a hirer wants to use their own security firm, evidence must be produced at the time of booking as written confirmation from the security firm of providing of guards and payment has been received from the hirer.
- 8.8 Groups that already have existing bookings at our sites which are now chargeable can apply for a transitional grace period to allow them to secure funding as long as they can demonstrate their activities support the local community and priorities in the Council's 5 year plan.
- 8.9 Costs for Facilities Officer time outside standard opening hours will be £20 per hour for weekdays and £25 per hour on weekends. This cost will apply to SBC services and external customers for space hire outside normal opening hours. This will include hiring of open/free spaces within community centres to recover the full cost of providing the service.
- 8.10 Cost for hiring additional equipment at all our sites i.e. Laptop, Projector, Screen, Flipcharts etc. will be payable by the hirer and will be added to the total hire cost. This cost will apply to SBC internal and external customers.

- 8.11 Hirers may use their own catering suppliers to provide Catering Services except at Arbour Park Community Stadium where the council's approved on site supplier must be used.
- 8.12 Any booking involving a hirer that provides tuition classes, sports teams or any classes related to children will need to provide the bookings team with a copy of their approved DBS certificate. The hirer is responsible for undertaking their own DBS certificate checks on all their employees and coaches that have interaction/work with children.
- 8.13 It is proposed that we review The Curve room hire costs, to ensure we are maximising income. The following is proposed:-
- Where a hirer is making a substantial booking for shows in The Venue for a minimum of 5 full days, the hirer will not be charged for the period of hire in-between where they are unable to vacate their props.
  - In order to entice new customers/community groups to hire the facilities at The Curve we will offer a 10% discount for bulk commitment on the first 10 consecutive bookings of 2 hours or more in any room.
- 8.14 All bookings must be paid for as per the terms and conditions, requiring full payment at least 28 days prior each booking. In order to secure bookings for dates in advance, which are more than 28 days ahead, a deposit must be received as per the terms and conditions. It will be the responsibility of the hirer to notify the council's booking team in writing when they believe they have made 10 consistent bookings in any one calendar year. The booking team will review this and if they agree with the specified dates and facility hired, a refund will be given at 10% of a total of 10 bookings.
- 8.15 Upon monitoring room utilisation staff have raised queries regarding the need to use vacant room. It is therefore proposed if a room is not being used across any of the SBC community buildings and a staff member wants to use it, they can walk in and use it. However they would have to be mindful that the Facilities Officer may need to ask them to leave if they need to set up the room for the next booking.
- 8.16 It is proposed that as far as reasonably practicable to ensure there is no detrimental effect to the customer during the redevelopment of the Chalvey Hub. The existing hirers will be relocated to other community centres for the duration of the hub development project, at a cost no higher than what they pay at Chalvey at present.
- 8.17 Pricing charges across our sites have remained the same to ensure competitive charging and return on investment in Centres. They are in line with other providers hence the decision was reached by conducting a benchmarking exercise against other local venues for hire and it was found that increasing any prices could have a detrimental effect on our income generation. There is for example, a risk of losing room bookings to Langley Academy, which has very good facilities including a theatre and ample car parking facilities in comparison with The Curve. The only price amendments that have taken place are for equipment hired at The Curve and Arbour Park to bring these inline with our other centres as evidence in **Appendix 2**. The Bookings Service carried out research to ensure that there is no reduction in income; in these circumstances the new equipment charges at The Curve and Arbour Park will allow the service to increase the income marginally without resulting in hire charges being unreasonable.

- 8.18 Due to customer interest in hiring out the function space and one meeting room instead of the whole floor, a new rate has been implemented at Arbour Park. The rate applied for this is slightly disproportionate, as we would encourage the customer to hire out the whole floor, if not this would result in redundant space that we are unable to hire due to the building design.
- 8.19 As our service area has grown and we have taken over the management of the meeting room at both Cippenham and Langley Libraries, we have turned this into hireable space and priced this in-line with our other assets. All other prices have remained the same.
- 8.20 The changes proposed in this years review are as a result of customer feedback, changes to council assets and where experience over the last year has demonstrated the need for necessary changes. Benchmarking against other local venue hirer's costs as well as other local authorities, has demonstrated that our charges should not be increased as this would risk income generation. Also as we strive to promote and utilise our building assets to encourage community cohesion as well as meeting the requirements of our 5 year plan, it is beneficial to maintain competitive charging rates.
- 8.21 At an Extraordinary Council Meeting, on 21 December 2018, it was agreed to abolish the Parish Councils of Britwell and Wexham. At the meeting Council agreed, relating to the Parish Assets:

*That the Council agrees that all booking contracts and agreements in force before the abolition date have full force and effect against the Council for the proceeding year. The Council will also undertake a review, during the first financial year following abolition, seeking to provide discounts on all Council Bookings for existing Parish hall-using organisations and Groups in the future.*

#### **Comments from other committees**

- 9.1 The Revenue Budget report will be considered at the Overview and Scrutiny Committee meeting on 31<sup>st</sup> January 2019. Feedback from that Committee will be reported at the Cabinet meeting on 4 February.

#### **Conclusion**

- 10.1 This report recommends decisions be taken to agree a Revenue Budget of £105.001m for the forthcoming financial year, 2019/20, and an associated 2.8% increase in Slough BC's element of the Council Tax for a Band D taxpayer.
- 10.2 This report also contains a subsequent number of Council Tax resolutions for approval to enable the Council to bill residents in appropriate time.

#### **11 Background Papers**

- '1' - Local Government Finance Settlement 2019/20  
 '2' - Council Taxbase Report (December 2018 Cabinet)  
 '3' - Medium Term Financial Strategy Update paper to Cabinet (December 2018 )  
 '4' - Other detailed working papers held within Finance

## Appendix A

|                           |            |  | 19/20 | 20/21   | 21/22 | 22/23 |
|---------------------------|------------|--|-------|---------|-------|-------|
|                           |            |  | £'000 | £'000   | £'000 | £'000 |
| <b>Savings Identified</b> |            |  |       |         |       |       |
| A&C                       | Accounting | Recover appropriate costs from Better Care Fund  | 150   |         |       |       |
| A&C                       | Accounting | Utilise Public Health Funds for Active Slough  | 79    |         |       |       |
| F&R                       | Accounting | Minimum Revenue Provision Adjustment   | 750   |         |       |       |
| F&R                       | Accounting | Recover appropriate costs following review of HRA recharges                                  | 500   |         |       |       |
| Regen                     | Accounting | Asset Management Team - 1% Charge on Purchases and Disposals                                 | 750   |         |       |       |
| Regen                     | Accounting | Property Management Team (Delivery & PM Fee )  | 500   |         |       |       |
|                           |            |  | 2,729 | 0       | 0     | 0     |
| A&C                       | Commercial | Leisure Services - Leisure Contract Management savings                                       | 184   | 1,489   |       |       |
| A&C                       | Commercial | Recommission floating support services   | 100   | 100     |       |       |
| A&C                       | Commercial | Regulatory services becoming fully self funded   | 0     | 300     |       |       |
| ALL                       | Commercial | Customer & Accommodation - Transformation Savings  | 0     | 1,500   | 1,500 | 0     |
| Chief Exec                | Commercial | DSO - Fees on Total Highways Capital Programme   | 1,200 |         |       |       |
| Chief Exec                | Commercial | Environmental services - work for other local authorities (Line Painting etc.)               | 100   | 150     |       |       |
| Chief Exec                | Commercial | DSO Traded Services  | 50    | 135     | 270   |       |
| F&R                       | Commercial | Recommissioning and reviews of major commercial contracts                                    | 500   | 300     | 300   |       |
| F&R                       | Commercial | Wexham - Additional interest following delayed return of Capital                             | 340   | (340)   |       |       |
| F&R                       | Commercial | Reduction in Transactional Services contract charge following review of IT contract novation | 250   |         |       |       |
| F&R                       | Commercial | Reduction in TMP advertising contract price  | 65    |         |       |       |
| F&R                       | Commercial | Increased income from Treasury Management  | 50    | 75      | 100   |       |
| Housing                   | Commercial | Impact of James Elliman Homes  | 200   |         |       |       |
| Regen                     | Commercial | Commercial Rental Income via Strategic Acquisition Board                                     | 1,650 |         |       |       |
| Regen                     | Commercial | ESFA - One off funding for school on TVU site  | 1,000 | (1,000) |       |       |
| Regen                     | Commercial | Regeneration - Income generation target  | 200   | 100     | 0     | 0     |
| Regen                     | Commercial | Sponsorship of Town Centre Assets/Advertising  | 200   |         |       |       |
| Regen                     | Commercial | Planning- increased income from discretionary work and pre-applications                      | 19    |         |       |       |
|                           |            |  | 6,108 | 2,809   | 2,170 | 0     |

|         |            |   | 19/20<br>£'000 | 20/21<br>£'000 | 21/22<br>£'000 | 22/23<br>£'000 |
|---------|------------|---|----------------|----------------|----------------|----------------|
| A&C     | Efficiency | Mental Health - Extension of Hope House Services                                    | 100            | 100            |                |                |
| A&C     | Efficiency | Reduced costs following increased Extra Care Housing provision                      | 0              | 0              | 0              | 200            |
| ALL     | Efficiency | Mobile Telephony  | 100            |                |                |                |
| F&R     | Efficiency | Insurance contract  | 130            |                |                |                |
| F&R     | Efficiency | HouseKeeping savings  | 50             |                |                |                |
| F&R     | Efficiency | Audit fee reductions  | 35             |                |                |                |
| F&R     | Efficiency | Reduction in Emergency Planning/Business Continuity Staffing Budget (Unfilled Post) | 25             |                |                |                |
| F&R     | Efficiency | Legal Subscriptions   | 15             |                |                |                |
| Housing | Efficiency | Housing Regulations Team - Business Development Manager                             | 100            | 50             | 50             |                |
| Housing | Efficiency | Private Sector Acquisition Team (Housing)   | 100            | 100            |                |                |
| Housing | Efficiency | Housing Services - Efficiencies   | 165            |                |                |                |
| Regen   | Efficiency | Maximise use of office space and FM Contracts Review                                | 15             |                |                |                |
|         |            |   | 835            | 250            | 50             | 200            |
| CLS     | Income     | School Effectiveness Review   |                | 180            |                |                |
| F&R     | Income     | Increased income from Council Tax and NNDR Collection                               | 400            | 200            |                |                |
| F&R     | Income     | Counter-Fraud Invest to Save  | 100            | 500            |                |                |
| Regen   | Income     | Bus Lane Cameras  | 350            |                |                |                |
| Regen   | Income     | Income from Car Park on TVU   | 100            | 0              | 0              | (100)          |
|         |            |   | 950            | 880            | 0              | (100)          |

|         |                  |  | 19/20         | 20/21        | 21/22        | 22/23      |
|---------|------------------|--|---------------|--------------|--------------|------------|
|         |                  |  | £'000         | £'000        | £'000        | £'000      |
| A&C     | Staffing         | Leisure Restructuring                                      | 125           |              |              |            |
| A&C     | Staffing         | No appointment to commissioning team QA manager post       | 40            |              |              |            |
| ALL     | Staffing         | 3rd & 4th Tier Restructures & Administration Review        | 1,000         |              |              |            |
| ALL     | Staffing         | Slough Academy - Reduce Agency Spend                       | 500           | 750          | 750          |            |
| ALL     | Staffing         | Electric Vehicle Initiatives                               | 290           | 210          |              |            |
| CLS     | Staffing         | Directorate Management Restructure                         | 170           |              |              |            |
|         |                  |  | 2,125         | 960          | 750          | 0          |
| A&C     | Strategic Review | Support move to more supported living (LD Residential)     | 77            |              |              |            |
| A&C     | Strategic Review | Review Provider Services and Personalisation opportunities | 50            | 150          |              |            |
| A&C/CLS | Strategic Review | Transformation of Early Help                               | 0             | 300          | 0            |            |
| A&C/CLS | Strategic Review | Transformation of Early Help phase 2                       | 0             | 0            | 150          |            |
|         |                  |  | 127           | 450          | 150          | 0          |
|         |                  |  | <b>12,874</b> | <b>5,349</b> | <b>3,120</b> | <b>100</b> |



## APPENDIX B

| Directorate            | Type                 | Directorate Growth  | 19/20<br>£'000 | 20/21<br>£'000 | 21/22<br>£'000 | 22/23<br>£'000 |
|------------------------|----------------------|---|----------------|----------------|----------------|----------------|
| Adults & Communities   | Contractual          | Coroners Service  | 30             | 0              | 0              | 0              |
| Adults and Communities | Contractual          | Library Staff Harmonisation                                   | 75             | 0              | 0              | 0              |
| Chief Exec             | Contractual          | Waste Contract - Contractual Price Increase                   | 1,550          | 0              | 0              | 0              |
| CLS                    | Contractual          | Schools PFI - Increase to cover Council's 'Affordability Gap' | 700            | 0              | 0              | 0              |
| Finance and Resources  | Contractual          | GIS Increase  | 7              | 0              | 0              | 0              |
| Finance and Resources  | Contractual          | Agresso Hosting/Storage                                       | 54             | 0              | 0              | 0              |
| Finance and Resources  | Contractual          | Microsoft Licensing   | 290            | 0              | 0              | 0              |
|                        |                      |   | 2,706          | 0              | 0              | 0              |
| Adults and Communities | Demand               | Care Act Responsibilities                                     | 25             | 25             | 25             | 25             |
| Adults and Communities | Demand               | Demographic Growth  | 700            | 700            | 700            | 700            |
| CLS                    | Demand               | Educational Pyschologists                                     | 100            | 0              | 0              | 0              |
| CLS                    | Demand               | Home to School Transport                                      | 500            | 0              | 0              | 0              |
| CLS                    | Demand               | Demographic Growth in Children's Services                     | 1,400          | 0              | 0              | 0              |
| Housing                | Demand               | Temporary Accommodation                                       | 750            | 0              | 0              | 0              |
|                        |                      |   | 3,475          | 725            | 725            | 725            |
| Finance & Resources    | Governance           | Budgeted Increase of General Reserve                          | 0              | 750            | 0              | 0              |
| Finance & Resources    | Governance           | Creation of Brexit Reserve                                    | 200            | (200)          | 0              | 0              |
| Finance and Resources  | Governance           | Corporate Building Compliance Officer                         | 50             | 0              | 0              | 0              |
| Finance and Resources  | Governance           | Data Protection Officer Post                                  | 54             | 0              | 0              | 0              |
| Finance and Resources  | Governance           | HR Education/Schools Officer                                  | 60             | 0              | 0              | 0              |
| Finance and Resources  | Governance           | Arvato Contract Budget (B014) - Staffing Restructure          | 200            | 0              | 0              | 0              |
| Finance and Resources  | Governance           | Training Budget for Employees and Members                     | 360            | 50             | 0              | 0              |
| Regen                  | Governance           | Commercial Property - Asset Management Officer                | 50             | 0              | 0              | 0              |
|                        |                      |   | 974            | 600            | 0              | 0              |
| Finance and Resources  | Loss of Income       | Council Tax Collection  | 25             | 0              | 0              | 0              |
| Finance and Resources  | Loss of Income       | NNDR Administration Grant Reduction                           | 25             | 0              | 0              | 0              |
| Finance and Resources  | Loss of Income       | Arvato Contract Budget (B014) - Schools Payslips              | 30             | 0              | 0              | 0              |
| Finance and Resources  | Loss of Income       | Local Welfare Provision                                       | 0              | 75             | 0              | 0              |
| Finance and Resources  | Loss of Income       | HB Subsidy Support Administration Grant reduction             | 65             | 0              | 0              | 0              |
|                        |                      |   | 145            | 75             | 0              | 0              |
| Adults & Communities   | Service Improvements | Employment Opportunities for Slough Residents                 | 25             | 25             | 0              | 0              |
| Chief Exec             | Service Improvements | Deep Clean of Town Centre                                     | 150            | 0              | 0              | 0              |
| CLS                    | Service Improvements | Leisure passes for Looked After Children                      | 65             | 0              | 0              | 0              |
| Finance & Resources    | Service Improvements | Community Investment Fund - Revenue Costs                     | 210            | 0              | 0              | 0              |
| Finance and Resources  | Service Improvements | Slough Academy - Ongoing Costs                                | 0              | 175            | 0              | 0              |
| Finance and Resources  | Service Improvements | Publication of Citizens Magazine - 4 x per year (printed)     | 40             | 0              | 0              | 0              |
| Housing                | Service Improvements | Street Homelessness Initiatives                               | 250            | 270            | 0              | 0              |
| Regen                  | Service Improvements | Introduction of Slough APP for Residents                      | 59             | 48             | 0              | 0              |
|                        |                      |   | 799            | 518            | 0              | 0              |
|                        |                      |   | 8,099          | 1,918          | 725            | 725            |

## 2019/20 Council Reserves

As part of the Council Tax setting process it is important that the Council takes into account its level of reserves in order to cover all known risks over the future financial year. The Council's main reserves have been detailed below, along with a commentary concerning their use and size. Reserves are one-off elements of funding and would require additional funds to increase these in future years.

During the year, a review of all earmarked reserves has been undertaken to ensure that these are fit for purpose and where any excess reserve has deemed to be held this has been re-provided into other reserves or released to support the 2019/20 budget position.

The MTFS seeks to set out the background to the Council's current financial position, and estimate its future financial position, and highlight some of the key strands to deliver a balanced position over the period of the MTFS. The guiding principles behind the MTFS are as follows

- 1) The Council will operate within its financial means.
- 2) The Council will seek to increase its financial reserves to the unitary average over the next four years
- 3) The Council will use Slough Urban Regeneration (SUR) profits to firstly increase reserves and then to fund one off growth initiatives.

In addition a Brexit Reserve totalling £200k will be established in 2019/20

### General Fund

The Council's General Fund reserve is the amount set aside for the year ahead that is uncommitted and can be used for any purpose. The Section 151 officer's commentary in the later appendix details that he considers £8.1m to be the minimum level of reserve that should be set aside as a minimum.

| <b>General Fund</b>                | <b>£m</b> | <b>£m</b>  |
|------------------------------------|-----------|------------|
| As at 31 March 2018                |           | 8.1        |
| One-off Income 2018/19 (See 5.7.3) | 2.6       |            |
| Forecast 2018/19 Outturn at Q3     | (2.1)     |            |
| <b>Forecast 31 March 2019</b>      |           | <b>8.6</b> |

## Other Reserves

Other usable general fund earmarked reserves include:

|                                      | <b>£m</b>    |
|--------------------------------------|--------------|
| Housing Renewals Reserve             | 0.089        |
| Future Debt and Capital Requirements | 0.972        |
| Financial System Upgrade             | 0.241        |
| Harmonisation                        | 0.250        |
| Financial Volatility Reserve         | 1.148        |
| Railway Project                      | 0.120        |
| Events                               | 0.070        |
| Community Cohesion                   | 0.056        |
| Restructuring Reserve                | 0.207        |
| DAAT Lease Reserve                   | 0.070        |
| Future Budget Requirements           | 0.801        |
|                                      | <b>4.024</b> |

## Collection Fund

This is the balance of the previous year's deficit or surplus carried forward on the Collection Fund. The Collection Fund is an in-year account comparing the anticipated Council Tax and Retained Business Rates receipts with the forecasts made in January the previous year. Any deficit or surplus must be recognised in the next financial year's budget setting. Appendix E provides further detail.

## Unusable reserves

The Council also holds a number of unusable reserves; these include the pensions reserve, revaluation reserve and Capital Adjustment Account. These reserves are not resource backed and cannot be used for other purposes beyond ensuring the Council complies with proper accounting practice.

### 2019/20 Collection Fund

The Collection Fund is a statutory account that the Council must maintain. The fund considers the amount of Council Tax that was anticipated to be collected when the Council sets its Council Taxbase (i.e. the number of properties in the borough at Band D equivalent) in January before the financial year begins. The fund also consider the anticipated receipts from retained Business Rates that the Council received compared to the forecast made in January before the start of the financial year.

There are two key variables which alter the Collection Fund position:

- (i) an increase or decrease in the number of properties compared to the forecast, or
- (ii) an increase or decrease to the collection rate at which the Council is collecting these taxes.

Following the introduction of its Council Tax support scheme in January 2013, any increase or decrease in Council Tax support claimant's impacts upon the Collection Fund position.

The Council must estimate its Collection Fund position for the year ahead before setting its budget. Any surplus or deficit on the collection fund position must be taken into accounts in the following year; i.e. if the Council had a surplus of £10k in the collection fund for 2018/19, it would need to show this in the 2019/20 budget paper.

The anticipated Collection Fund position, as at January 2019, is as follows:

- Council Tax £0m - In balance
- Retained Business Rates £0m - in balance

The figures above relate purely to the Council's share of the collection fund. The Fire Authority shares both the Council Tax and Retained Business Rates collection fund and the Fire alone shares the retained business rates fund.

## 2019/20 Fees and Charges

|  |  |                            | 2018/19   | 2019/20   |
|--|--|----------------------------|---|---|
| <b>Sports Pitches</b>                              | <b>Adult Football</b>  | <b>Single game</b>         | <b>£68.50</b>                                       | <b>£68.50</b>                                       |
|  | <b>Child Football</b>  | <b>Single game</b>         | <b>£39.81</b>                                       | <b>£39.81</b>                                       |
|  | <b>Adult Cricket</b>   | <b>Single game/midweek</b> | <b>£77.47</b>                                       | <b>£77.47</b>                                       |
| <b>Allotments</b>                                  | <b>Allotments</b>  | <b>Average fee</b>         | <b>£5.31</b>  | <b>£5.31</b>  |
| <b>Parks</b>                                       | <b>Parks</b>   |                            |   |   |
| <b>Development Management Pre-Application Fees</b> | <b>Householder Extensions desktop</b>                                  |                            | <b>£85.00</b>                                       | <b>£85.00</b>                                       |
|  | <b>Householder Extensions desktop - follow up</b>                      |                            | <b>£50.00</b>                                       | <b>£50.00</b>                                       |
|  | <b>Householder Extensions full assessment exc. Meeting</b>             |                            | <b>£145.00</b>                                      | <b>£145.00</b>                                      |
|  | <b>Householder Extensions full assessment exc. Meeting - follow up</b> |                            | <b>£85.00</b>                                       | <b>£85.00</b>                                       |
|  | <b>Householder Extensions full assessment incl meeting</b>             |                            | <b>£175.00</b>                                      | <b>£175.00</b>                                      |
|  | <b>Householder Extensions full assessment inc. meeting - follow up</b> |                            | <b>£130.00</b>                                      | <b>£130.00</b>                                      |
|  | <b>Residential Development</b>   |                            |   |   |
|  | <b>1 dwelling</b>  |                            | <b>£345.00</b>                                      | <b>£345.00</b>                                      |
|  | <b>1 dwelling - follow up</b>  |                            | <b>£275.00</b>                                      | <b>£275.00</b>                                      |
|  | <b>2-4 dwellings</b>   |                            | <b>£950.00</b>                                      | <b>£950.00</b>                                      |
|  | <b>2-4 dwellings - follow up</b>                                       |                            | <b>£650.00</b>                                      | <b>£650.00</b>                                      |
|  | <b>5-8 dwellings</b>   |                            | <b>£1,600.00</b>                                    | <b>£1,600.00</b>                                    |
|  | <b>5-8 dwelling - follow up</b>  |                            | <b>£1,200.00</b>                                    | <b>£1,200.00</b>                                    |
|  | <b>9-14 dwellings</b>  |                            | <b>£1,900.00</b>                                    | <b>£1,900.00</b>                                    |
|  | <b>9-14 dwellings - follow up</b>                                      |                            | <b>£1,500.00</b>                                    | <b>£1,500.00</b>                                    |
|  | <b>15-20 dwellings</b>   |                            | <b>£2,200.00</b>                                    | <b>£2,200.00</b>                                    |
|  | <b>15-20 dwellings - follow up</b>                                     |                            | <b>£1,600.00</b>                                    | <b>£1,600.00</b>                                    |
|  | <b>21-30 dwellings</b>   |                            | <b>£2,600.00</b>                                    | <b>£2,600.00</b>                                    |
|  | <b>21-30 dwellings - follow up</b>                                     |                            | <b>£2,200.00</b>                                    | <b>£2,200.00</b>                                    |
|  | <b>31-49 dwellings</b>   |                            | <b>£3,000.00</b>                                    | <b>£3,000.00</b>                                    |
|  | <b>31-49 dwellings - follow up</b>                                     |                            | <b>£2,500.00</b>                                    | <b>£2,500.00</b>                                    |
|  | <b>50-149 dwellings</b>  |                            | <b>£4,500.00</b>                                    | <b>£4,500.00</b>                                    |
|  | <b>50-149 dwellings - follow up</b>                                    |                            | <b>£3,000.00</b>                                    | <b>£3,000.00</b>                                    |
|  | <b>150+ dwellings (plus £1,260 per additional meeting)</b>             |                            | <b>Planning Performance Agreement – bespoke fee</b> | <b>Planning Performance Agreement – bespoke fee</b> |
|  | <b>Non-Residential Development</b>                                     |                            |   |   |
|  | <b>Up to 100sqm</b>  |                            | <b>£165.00</b>                                      | <b>£165.00</b>                                      |
|  | <b>Up to 100sqm - follow up</b>  |                            | <b>£115.00</b>                                      | <b>£115.00</b>                                      |
| <b>101-249sqm</b>                                  |  | <b>£300.00</b>             | <b>£300.00</b>                                      |   |

|  |  |   |   |
|--|--|---|---|
| 101-249sqm - follow up                                 |  | £250.00   | £250.00   |
| 250-499 sqm  |  | £650.00   | £650.00   |
| 250-499sqm - follow up                                 |  | £450.00   | £450.00   |
| 500- 999 sqm   |  | £1,000.00   | £1,000.00   |
| 500-999 sqm - follow up                                |  | £650.00   | £650.00   |
| 1000-2000sqm   |  | £1,500.00   | £1,500.00   |
| 1000-2000sqm - follow up                               |  | £1,100.00   | £1,100.00   |
| 2001-5000sqm   |  | £3,000.00   | £3,000.00   |
| 2001-5000sqm - follow up                               |  | £2,000.00   | £2,000.00   |
| 5001-9999sqm   |  | £4,500.00   | £4,500.00   |
| 5001-9999sqm - follow up                               |  | £3,000.00   | £3,000.00   |
| 10,000+ sq.m (£980 per additional meeting)             |  | Planning Performance Agreement – bespoke fee  | Planning Performance Agreement – bespoke fee  |
| <b>Other Services</b>                                  |  |   |   |
| Other services - change of use of land and buildings   |  | £500.00   | £500.00   |
| Trees and landscaping                                  |  | £175.00   | £175.00   |
| Works to TPO trees/Conservation                        |  | £175.00   | £175.00   |
| Advertisements   |  | £115.00   | £115.00   |
| Non-material amendments                                |  | £115.00   | £115.00   |
| Approval of details / clearance of planning conditions |  | £75.00 per condition  | £75.00 per condition  |
| Variation of conditions                                |  | £75.00 per condition  | £75.00 per condition  |
| Extensions / Alterations to listed buildings           |  | £50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis by external provider. | £50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis by external provider. |
| Local Community Group                                  |  | £120.00   | £120.00   |
| Telecoms   |  | £500.00   | £500.00   |
| Pre-application Advice – Minerals & Waste              |  | £50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis.                      | £50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis.                      |
| Specialist Advice                                      |  | £50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis.                      | £50.00 admin fee to write instructions to obtain specialist advice. Specialist advice fee on a case by case basis.                      |

|                    |  |   |   |   |
|--------------------|--|---|---|---|
|                    | Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or similar Notice |   | £300.00   | £300.00   |
|                    | Planning History Search  |   | £100.00 per hour  | £100.00 per hour  |
|                    | Planning Decision Notice   |   | £15.00  | £15.00  |
|                    | Administration fee - planning application validation   |   | 25% (to be deducted from the planning application fee for an invalid application) | 25% (to be deducted from the planning application fee for an invalid application) |
|                    | Discharge of obligations   |   | £175.00   | £175.00   |
|                    | Dropped kerb - is planning permission required?  |   | £75.00  | £75.00  |
| <b>Social Care</b> | <b>AT (Assistive Technology)</b>   | <b>Per person per week. Includes supply, installation and maintenance of all linked service devices and 24/7 monitoring and response services</b> | <b>£4.70</b>  | <b>£4.89</b>  |
|                    | Home Care / Direct Payments  |   | Assessed charge   | Assessed charge   |
|                    | Respite  |   | Assessed charge   | Assessed charge   |
|                    | Residential / Nursing Care   |   | Assessed charge   | Assessed charge   |
|                    | Day Care   |   | £41.10  | £42.79  |
|                    | Day Care OP and Adults   | Other LA  | £63.46  | £66.06  |
|                    | Day Care LD  | Other LA  | £85.30  | £88.80  |
|                    | Refreshments at day centre   |   | £1.04   | £1.08   |
| <b>Libraries</b>   | <b>Hire Charges</b>  |   |   |   |
|                    | Book (incl those with CD Rom)  | For 3 weeks   | Free  | Free  |
|                    | Audio books  | For 3 weeks   | £1.00   | £1.00   |
|                    | Children's audio books   | For 3 weeks   | Free  | Free  |
|                    | E books (incl E audio)   | For 3 weeks   | Free  | Free  |
|                    | Reservations and Requests  |   |   |   |
|                    | Adults books   | If in stock   | £0.50   | £0.50   |
|                    | Children's books (under 14)  | If in stock - 2 books per visit (25p each for more)   | Free  | Free  |
|                    | From interlibrary loan scheme (SELMS)  | Adult books   | £3.00   | £3.00   |
|                    | E books and E audio  |   | Free  | Free  |
|                    | Overdue Charges  |   |   |   |
|                    | Adult Books  | Per day the library is open, capped at £5 per item  | £0.15   | £0.15   |
|                    | Children's books (14+)   | Per day the library is open, capped at £1.50 per item   | £0.05   | £0.05   |
|                    | Children's books (under 14)  |   | Free  | Free  |

|   |   |   |           |           |         |
|---|---|---|-----------|-----------|---------|
|   | Children's books on adult cards         | Per day the library is open, capped at £0.50 per item | £0.05     | £0.05     |         |
|   | Notice For overdues - post              |   | £1.20     | n/a       |         |
|   | Notice for overdues - email             |   | Free      | Free      |         |
|   | Lost and Damaged                        |   |           |           |         |
|   | Books In print                          | Adults and Children's                                 | Full cost | Full cost |         |
|   | Books Out of print                      | Adults and Children's                                 | £15.00    | £15.00    |         |
|   | Audio books                             |   | Full cost | Full cost |         |
|   | Readers Cards - Adults                  |   | £2.00     | £2.00     |         |
|   | Readers Cards - Children (under 15)     |   | Free      | Free      |         |
|   | Readers Cards - Forgotten PIN number    |   | £2.00     | £2.00     |         |
|   | Photocopying                            |   |           |           |         |
|   | A4                                      |   | £0.10     | £0.10     |         |
|   | A3                                      |   | £0.20     | £0.20     |         |
|   | Colour A4                               |   | £1.00     | £1.00     |         |
|   | Colour A3                               |   | £1.50     | £1.50     |         |
|   | Computer Print Outs                     |   |           |           |         |
|   | Black and white A4                      |   | £0.30     | £0.30     |         |
|   | Black and white A3                      |   | £0.50     | £0.50     |         |
|   | Colour A4                               |   | £1.00     | £1.00     |         |
|   | Colour A3                               |   | £1.50     | £1.50     |         |
| Enforcement Agents (Bailiffs)                     | Fixed Fee                               | Passed to Enforcement Agent and letter sent           | £75.00    |           |         |
|   | Enforcement visit                       | Plus 7.5% of balance above £1,500                     | £235.00   |           |         |
|   | Controlled Goods Agreement              | Plus 7.5% of balance above £1,500                     | £110.00   |           |         |
| Weddings and Civil Partnerships                   | Notice                                  | Per Person  | £35.00    | £35.00    |         |
|   | Notice                                  | Per Person (non EU National)                          | £47.00    | £47.00    |         |
|   | Superintendent Registrar (Other Venues) | Weekdays  |           | £450.00   | £450.00 |
|   |   | Saturdays   |           | £500.00   | £500.00 |
|   |   | Sundays   |           | £700.00   | £700.00 |
|   | Notice Admin fee per notice             | Out of hours admin fee evenings and Saturdays         |           | £26.00    | £27.00  |
|   | Rescheduling Fee                        |   |           | £26.00    | £27.00  |
|   | The Elizabeth Room                      | Mon - Thurs   |           | £147.00   | £153.00 |
|   |   | Fridays   |           | £168.00   | £175.00 |
|   |   | Saturday  |           | £262.00   | £273.00 |
| Sunday  |   |   | £500.00   | £500.00   |         |
| Religious Buildings                               |   |   | £84.00    | £84.00    |         |
| Citizenship Ceremony                              | Individual - midweek                    |   | £115.00   | £120.00   |         |
|   | Individual - Saturday                   |   | £166.00   | £173.00   |         |
| Renewal of Marriage Vows / Baby naming ceremonies |   | Weekdays  | £147.00   | £153.00   |         |
|   |   | Saturday  | £262.00   | £273.00   |         |
|   |   | Sunday  | £382.00   | £398.00   |         |
| Approved Premises Licence                         | 5 years                                 |   | £3,242.00 | £3,242.00 |         |
|   | Renewal                                 |   | £2,366.00 | £2,366.00 |         |
| Burials and Cremations                            | Slough Cemetery                         |   |           |           |         |
|   | Purchase of a new grave Slough Res      |   | £950.00   | £950.00   |         |
|   | Purchase of a new grave Non Slough Res  |   | £2,040.00 | £2,040.00 |         |
|   | Digging fees (new graves)               | Slough Res  | £760.00   | £760.00   |         |
|   | Digging fees (new graves)               | Non Slough resident 8'                                | £1,520.00 | £1,520.00 |         |

|                                      |  |           |           |
|--------------------------------------|--|-----------|-----------|
|                                      | 6"   |           |           |
| Digging fees (new graves)            | Slough resident 6' 6"  | £650.00   | £650.00   |
| Digging fees (new graves)            | Non-Slough resident 6' 6"                                      | £1,300.00 | £1,300.00 |
| Digging fees (new graves)            | Slough resident 4' 6"  | £675.00   | £675.00   |
| Digging fees (new graves)            | Non-Slough resident 4' 6"                                      | £1,350.00 | £1,350.00 |
| Casket additional fee                | Slough resident  | £195.00   | £195.00   |
| Casket additional fee                | Non-Slough resident  | £200.00   | £200.00   |
| Digging fees (re -opening)           | Slough resident 8' 6"  | £1,205.00 | £1,205.00 |
| Digging fees (re -opening)           | Non-Slough resident 8' 6"                                      | £2,410.00 | £2,410.00 |
| Digging fees (re -opening)           | Slough resident 6' 6"  | £690.00   | £690.00   |
| Digging fees (re -opening)           | Non-Slough resident 6' 6"                                      | £1,380.00 | £1,380.00 |
| Digging fees (re -opening)           | Slough resident 4' 6"  | £690.00   | £690.00   |
| Digging fees (re -opening)           | Non-Slough resident 4' 6"                                      | £1,380.00 | £1,380.00 |
| Weekend and bank holiday             | extra fee - Slough Res   | £1,280.00 | £1,280.00 |
| Weekend and bank holiday             | extra fee - Non-Slough Res                                     | £1,960.00 | £1,960.00 |
| Public Graves (stillborn to Age 17)  | Slough resident  | £305.00   | £305.00   |
| Public Graves (stillborn to Age 17)  | Non-Slough resident  | £610.00   | £610.00   |
| Public Graves (Adult)                | Slough resident  | £585.00   | £585.00   |
| Public Graves (Adult)                | Non-Slough resident  | £1,170.00 | £1,170.00 |
| Children's Section                   | Exclusive right for 50 years                                   | £450.00   | £450.00   |
|                                      | Slough Resident  | £300.00   | £300.00   |
|                                      | Non-Slough Resident  | £600.00   | £600.00   |
| Cremated Remains Graves              | Exclusive right for 50 years                                   | £630.00   | £630.00   |
|                                      | Slough Resident  | £310.00   | £310.00   |
|                                      | Non-Slough Resident  | £620.00   | £620.00   |
|                                      | Interment booked by F/D without attendance Slough Resident     | £350.00   | £350.00   |
|                                      | Interment booked by F/D without attendance Non-Slough Resident | £700.00   | £700.00   |
| Remove and Replace Memorial on grave |  | £165.00   | £165.00   |
| Use of chapel for burial service     |  | £230.00   | £230.00   |
| Transfer / Assign Deed               |  | £80.00    | £80.00    |
| Copy Deed                            |  | £50.00    | £50.00    |
| Pre 1993 search fee (manual records) |  | £25.00    | £25.00    |
| Permit - right to erect memorial     | additional inscription / kerbsset                              | £145.00   | £145.00   |
| Stonemasons trade name on memorial   |  | £19.00    | £19.00    |
| Stonemasons trade name in reception  |  | £215.00   | £215.00   |
| Chamber                              |  | £2,350.00 | £2,350.00 |
| Slough Crematorium                   |  |           |           |
| Cremation Fee - resident             | Includes organist, medical referee, environment fees           | £770.00   | £770.00   |
| Cremation Fee - non resident         | As above   | £800.00   | £800.00   |
| Cremation Fee - under 17             | As above   | Free      | Free      |

|  |   |  |                     |                               |                               |
|--|---|--|---------------------|-------------------------------|-------------------------------|
|  | <b>Cremation Fee - Saturday, resident</b>                   | <b>As above</b>  | <b>£950.00</b>      | <b>£950.00</b>                |                               |
|  | <b>Cremation Fee - Saturday, non resident</b>               | <b>As above</b>  | <b>£1,000.00</b>    | <b>£1,000.00</b>              |                               |
|  | <b>Double Service Time</b>                                  |  | <b>£230.00</b>      | <b>£230.00</b>                |                               |
|  | <b>Late cancellation</b>                                    |  | <b>£50.00</b>       | <b>£50.00</b>                 |                               |
|  | <b>Casket Purchase</b>                                      |  | <b>£67.00</b>       | <b>£67.00</b>                 |                               |
|  | <b>NVF Casket Purchase</b>                                  |  | <b>£10.00</b>       | <b>£10.00</b>                 |                               |
|  | <b>Scattering remains - other cremations</b>                |  | <b>£80.00</b>       | <b>£80.00</b>                 |                               |
|  | <b>Use of chapel for burial service</b>                     |  | <b>£230.00</b>      | <b>£230.00</b>                |                               |
|  | <b>Bearer</b>   |  | <b>£30.00</b>       | <b>£30.00</b>                 |                               |
|  | <b>Drop off coffin prior to service</b>                     |  | <b>£60.00</b>       | <b>£60.00</b>                 |                               |
|  | <b>Scattering of remains at weekends</b>                    |  | <b>£60.00</b>       | <b>£60.00</b>                 |                               |
|  | <b>Scattering of remains at weekends - other cremations</b> |  | <b>£80.00</b>       | <b>£80.00</b>                 |                               |
| <b>Certificates</b>  | <b>Births, Deaths and Marriages</b>                         | <b>On day of registration</b>                            | <b>£4.00</b>        | <b>£11.00</b>                 |                               |
|  |   | <b>From current registers after the date</b>             | <b>£7.00</b>        | <b>£11.00</b>                 |                               |
|  |   | <b>From completed registers</b>                          | <b>£10.00</b>       | <b>£11.00</b>                 |                               |
|  | <b>Civil Partnerships</b>                                   | <b>On day of registration</b>                            | <b>£4.00</b>        | <b>£11.00</b>                 |                               |
|  |   | <b>After day of registration</b>                         | <b>£10.00</b>       | <b>£11.00</b>                 |                               |
|  | <b>Posted certificates -extra cost</b>                      |  | <b>£2.80</b>        | <b>£3.00</b>                  |                               |
|  | <b>Premium Service</b>                                      | <b>Within 24 hours</b>                                   | <b>£20.00</b>       | <b>£35.00</b>                 |                               |
| <b>Family personal history search</b>  | <b>For 6 hours</b>  | <b>£18.00</b>  | <b>£18.00</b>       |                               |                               |
| <b>Nationality Checking Service (Assistance in applying for British Citizenship)</b> | <b>Weekdays - Adults</b>                                    |  | <b>£100.00</b>      | <b>n/a</b>                    |                               |
|  | <b>Weekdays - Minors</b>                                    |  | <b>£74.00</b>       | <b>n/a</b>                    |                               |
|  | <b>Weekends - Adults</b>                                    |  | <b>£145.00</b>      | <b>n/a</b>                    |                               |
|  | <b>Weekends - Minors</b>                                    |  | <b>£95.00</b>       | <b>n/a</b>                    |                               |
|  | <b>Admin Fee</b>  | <b>Incomplete paperwork</b>                              | <b>£27.00</b>       | <b>n/a</b>                    |                               |
| <b>Court Summons</b>   | <b>Council Tax</b>  |  | <b>£108.00</b>      |                               |                               |
|  | <b>Business Rates</b>                                       |  | <b>£182.00</b>      |                               |                               |
| <b>Bulky Waste</b>   | <b>Up to 5 items</b>  |  | <b>£31.00</b>       | <b>31.00</b>                  |                               |
| <b>Car Parking</b>   | <b>Car Parks</b>  |  |                     |                               |                               |
|  | <b>Up to 1 hour</b>   |  | <b>0.60 to 1.00</b> | <b>0.60 to 1.00</b>           |                               |
|  | <b>Up to 2 hours</b>  |  | <b>1.10 to 2.00</b> | <b>1.10 to 2.00</b>           |                               |
|  | <b>Up to 3 hours</b>  |  | <b>1.80 to 3.00</b> | <b>1.80 to 3.00</b>           |                               |
|  | <b>Up to 4 hours</b>  |  | <b>2.10 to 4.00</b> | <b>2.10 to 4.00</b>           |                               |
|  | <b>5 hours and over</b>                                     |  | <b>5.00 to 6.70</b> | <b>5.00 to 6.70</b>           |                               |
|  | <b>Overnight</b>  |  | <b>1.00 to 6.70</b> | <b>1.00 to 6.70</b>           |                               |
|  | <b>Sundays / Bank Holidays</b>                              | <b>Some "normal" rates</b>                               | <b>£1.00</b>        | <b>£1.00</b>                  |                               |
|  | <b>Residents Parking Permits</b>                            | <b>1st car</b>   |                     | <b>£25.00</b>                 | <b>£25.00</b>                 |
|  |   | <b>2nd car</b>   |                     | <b>£50.00</b>                 | <b>£50.00</b>                 |
|  | <b>Business Parking Permits</b>                             |  | <b>£300.00</b>      | <b>£300.00</b>                |                               |
|  | <b>Carers Parking Permits</b>                               |  | <b>£25.00</b>       | <b>£25.00</b>                 |                               |
|  | <b>Visitor Parking Permits</b>                              | <b>3 hours to 1 week</b>                                 | <b>£2.50 to £15</b> | <b>£2.50 to £15</b>           |                               |
|  | <b>Season tickets</b>                                       | <b>Monday to Friday 1 month, dependent on Car Park</b>   |                     | <b>£143.00 to £174.00</b>     | <b>£143.00 to £174.00</b>     |
|  |   | <b>Monday to Friday 6 months, dependent on Car Park</b>  |                     | <b>£613.00 to £715.00</b>     | <b>£613.00 to £715.00</b>     |
|  |   | <b>Monday to Friday 12 months, dependent on Car Park</b> |                     | <b>£1,123.00 to £1,430.00</b> | <b>£1,123.00 to £1,430.00</b> |

|                 |  |  |                           |                           |           |
|-----------------|--|--|---------------------------|---------------------------|-----------|
|                 |  | All days, 1 month, dependent on Car Park   | £225.00 to £255.00        | £225.00 to £255.00        |           |
|                 |  | All days, 6 months, dependent on Car Park  | £766.00 to £817.00        | £766.00 to £817.00        |           |
|                 |  | Monday to Friday 12 months, dependent on Car Park                                      | £1,379.00 to £1,532.00    | £1,379.00 to £1,532.00    |           |
|                 | <b>On Street Tariffs</b>                     |  |                           |                           |           |
|                 | Up to 15 mins                                |  | £0.20 to £0.40            | £0.20 to £0.40            |           |
|                 | Up to 30 mins                                |  | £0.30 to £0.70            | £0.30 to £0.70            |           |
|                 | Up to 1 hours                                |  | £1.20 to £1.70            | £1.20 to £1.70            |           |
|                 | Up to 2 hours                                |  | £2.20 to £2.50            | £2.20 to £2.50            |           |
|                 | Up to 3 hours                                |  | £3.20 to £3.70            | £3.20 to £3.70            |           |
|                 | Up to 4 hours                                |  | £5.50                     | £5.50                     |           |
| <b>Highways</b> | <b>Cars for sale - removals</b>              |  |                           |                           |           |
|                 | <b>Enquiries</b>                             |  |                           |                           |           |
|                 | <b>Public Rights of Way</b>                  |  |                           |                           |           |
|                 | <b>"A" Boards</b>                            |  |                           |                           |           |
|                 | <b>Streetworks Inspections and Licencing</b> |  |                           |                           |           |
|                 | <b>Streetworks Inspections and Licencing</b> |  |                           |                           |           |
|                 | <b>Skip</b>                                  | <b>Initial Fee (21 Days)</b>   |                           | £45.00                    | £45.00    |
|                 |  | <b>10 day Extension - week 1</b>   |                           | £15.00                    | £15.00    |
|                 | <b>Vehicle Crossings and Dropped Kerbs</b>   | <b>Residential - Initial Application</b>   |                           | £65.00                    | £65.00    |
|                 |  | <b>Residential - Approved Application (incl initial application fee)</b>               |                           | £110.00                   | £110.00   |
|                 |  | <b>Crossing Searches/ Confirmation Letter</b>  |                           | £30.00                    | £30.00    |
|                 |  | <b>Vehicle Crossings and Dropped Kerbs (incl application fees)</b>                     |                           | £1,102.00                 | £1,102.00 |
|                 |  | <b>Industrial Application</b>  | <b>Percentage Of Cost</b> | <b>Percentage Of Cost</b> |           |
|                 |  | <b>Constructed without permission fine</b>   | £0.00                     | £0.00                     |           |
|                 | <b>Pavement cafes</b>                        | <b>Technical, Admin &amp; Inspection Fees</b>  |                           | £400.00                   | £400.00   |
|                 |  | <b>Legal Fees</b>  |                           | £250.00                   | £250.00   |
|                 |  | <b>Annual Licence</b>  |                           | £400.00                   | £400.00   |
|                 | <b>Accident Data</b>                         | <b>3 years data</b>  |                           | £150.00                   | £150.00   |
|                 |  | <b>5 years data</b>  |                           | £200.00                   | £200.00   |
|                 | <b>Traffic Flow Data</b>                     | <b>Traffic Flow Data from a single permanent site</b>                                  |                           | £125.00                   | £125.00   |
|                 |  | <b>Traffic Flow Data from temporary Automatic Traffic</b>                              |                           | £50.00                    | £50.00    |
|                 | <b>Traffic Signal Data</b>                   | <b>Traffic Signal Staging Drawing</b>  |                           | £40.00                    | £40.00    |
|                 |  | <b>Traffic Signal Specification/Configuration Sheet</b>                                |                           | £40.00                    | £40.00    |
|                 |  | <b>24 hour period of real time phasing information for one traffic signal junction</b> |                           | £150.00                   | £150.00   |

|  |   |   |   |   |
|--|---|---|---|---|
|  | <b>Traffic Model Data</b>   |   | To be negotiated on request from developer with a minimum charge being applied of £3,000. | To be negotiated on request from developer with a minimum charge being applied of £3,000. |
|  | <b>Traffic Light Switch Off</b>   | Per switch (on/off)   | £300.00   | £300.00   |
|  |   | Per hour waiting time   | £50.00  | £50.00  |
|  | <b>Temporary Traffic Regulation Orders Section 14</b>                     |   | £1,250.00   | £1,250.00   |
|  | <b>Section 14 (2) Notice</b>  |   | £250.00   | £250.00   |
|  | <b>Traffic lights switching on/off</b>                                    |   | £300.00   | £300.00   |
|  | <b>Section 50</b>   | <b>New apparatus (Inspection/ Admin/ Capitalized Fees)</b>  | £450.00   | £450.00   |
|  |   | <b>Works on existing (Inspection/ Admin Fees)</b>   | £300.00   | £300.00   |
|  | <b>Promotions on the Highway (Technical, Admin &amp; Inspection Fees)</b> | <b>First 7 Days</b>   | £250.00   | £250.00   |
|  |   | <b>Additional Week</b>  | £100.00   | £100.00   |
|  | <b>Cherry pickers/Mobile Towers/Hoists</b>                                | <b>Initial Fees (21 Days)</b>   | £180.00   |   |
|  |   | <b>Extension (7 Days)</b>   | £50.00  | £50.00  |
|  | <b>Permit Fee Charges</b>   | <b>Provisional Advance authorisation (PAA Category 0,1,2 streets and traffic sensitive category 3 &amp; 4 streets) and ( Category 3 and 4 Non Traffic Sensitive Streets</b>   | £94.00/£70.00   | £94.00/£70.00   |
|  |   | <b>Major Activity (Over 10 days) and all Major works requiring a traffic regulation order (Category 0,1,2 streets and Traffic Sensitive category 3 &amp; 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)</b> | £232.00/<br>£142.00   | £232.00/<br>£142.00   |
|  |   | <b>Major Activity (4-10 days) (Category 0,1,2 streets and Traffic Sensitive category 3 &amp; 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)</b>   | £130.00/£0.00   | £130.00/£0.00   |
|  |   | <b>Major Activity (up to 3 days) (Category 0,1,2 streets and Traffic Sensitive category 3 &amp; 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)</b>  | £63.00/ £0.00   | £63.00/ £0.00   |
|  |   | <b>Standard Activity (Category 0,1,2 streets and Traffic Sensitive category 3 &amp; 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)</b>  | £130.00/£0.00   | £130.00/£0.00   |
|  |   |   |   |   |

|  |  |                               |                               |
|--|--|-------------------------------|-------------------------------|
|  | Minor Activity (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)     | £63.00/ £0.00                 | £63.00/ £0.00                 |
|  | Immediate Activity (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets) | £55.00/ £0.00                 | £55.00/ £0.00                 |
|  | Permit Variation (Category 0,1,2 streets and Traffic Sensitive category 3 & 4 streets) and Category 3 and 4 / Non Traffic Sensitive Streets)   | £45.00/£35.00                 | £45.00/£35.00                 |
| Fixed Penalty Notices  | Discount rate (21 days)  | £80.00                        | £80.00                        |
|  | Without Discount   | £120.00                       | £120.00                       |
|  | Permit Board Charge (Discount Rate)  | £300.00                       | £300.00                       |
|  | Without Discount   | £500.00                       | £500.00                       |
| Section 74 over-run  | Per Road Category Per Day  | £100.00-£2500.00              | £100.00-£2500.00              |
|  | Mitigated Charge   |                               |                               |
| Sample Inspections   | Per Inspection   | £50.00                        | £50.00                        |
|  | Per Defect   | £50.00                        | £50.00                        |
|  | Coring (per core)  | £130.00                       | £130.00                       |
| Section 116/117 - Stopping up of the Highway   | Technical/Admin/Inspection/Legal & Court Fees  | £5,000.00                     | £5,000.00                     |
| Developer Fees – Section 38/278 Agreements and Minor Highway Works Agreement                     | Inspection (Highway Works)   | 10% of works cost (£2000 min) | 10% of works cost (£2000 min) |
|  | Inspection (Statutory Undertakers)   | 1-3% value of works           | 1-3% value of works           |
|  | Safety Audit Review  | £600-£2000                    | £600-£2000                    |
|  | Approval of TM Plans   | £200-£2000                    | £200-£2000                    |
|  | Material Testing Fee   | £400-£5000                    | £400-£5000                    |
| Commutated Sums - Section 38/278 Agreement and Minor Highway Works Agreement - OVER 40 YEAR LIFE | Per Soak away  | £4,000.00                     | £4,000.00                     |
|  | Per Tree   | £200.00                       | £200.00                       |
|  | Per Parking Bay  | £850.00                       | £850.00                       |
|  | Per m2 of Carriageway  | £150.00                       | £150.00                       |
|  | Per m2 of Footway  | £45.00                        | £45.00                        |
|  | Per m2 of Verge  | £50.00                        | £50.00                        |
|  | Per m2 of Anti-Skid  | £300.00                       | £300.00                       |
|  | Per controlled crossing unit (Headed Pole)   | £10,000.00                    | £10,000.00                    |
|  | Per traffic signal unit (Headed Pole)  | £15,000.00                    | £15,000.00                    |
|  | Per Street Lighting column   | £2,000.00                     | £2,000.00                     |
|  | Per Illuminated sign/bollard   | £1,000.00                     | £1,000.00                     |
|  | Per Gully  | £300.00                       | £300.00                       |
|  | Developer Licences – Section 50 (Private Apparatus), Section 142 (Verge Maintenance), Section 176 (Bridge Licence), Section 177 (Over          | Technical Fee                 | £500 min                      |
| Inspection Fee   |  | £300 min                      | £300 min                      |
| Admin Fee  |  | £150.00                       | £150.00                       |
| Legal Fee  |  | £300-£1000                    | £300-£1000                    |
| Annual Fee   |  | £300 min                      | £300 min                      |

|   |  |  |           |           |
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|   | sail), Section 178 (Crane Over sail), Section 179 (Build Under Highway Support Structure)                        |  |           |           |
| LA Searches   | Postal   |  |           |           |
|   | Basic Search LLC1 & Con 29R  | Fees on internet are as 1.1.10             | £118.00   | £118.00   |
|   | Land Charges - B126  | LLCI                                       | £30.00    | £30.00    |
|   | Land Charges - B126  | CON29 searches (Incur VAT)                 | £118.00   | £118.00   |
|   | Land Charges- B126   | Additional CON 29 Questions (£12/question) | £12.00    | £12.00    |
|   | Any additional enquiry (each)  | Fees on internet are as 1.1.10             | £20.00    | £20.00    |
|   | Extra parcels of land (each)   | Fees on internet are as 1.1.10             | £15.00    | £15.00    |
|   | Extra parcels of land (each) LLC1  | Fees on internet are as 1.1.10             | £5.00     | £5.00     |
|   | In Person  |  |           |           |
|   | Inspection of land chgs register   | Fees on internet are as 1.1.10             | free      | free      |
|   | Copy of the Register   | Fees on internet are as 1.1.10             | £1.00     | £1.00     |
| Multi Occupancy Home Licences (HMO)                                     | Initial Fee for 5 bedrooms or less   | £10 for each additional bedroom            | £595      | £613      |
|   | Extra work - officer   | per hour                                   | £35       | £36       |
|   | Extra work - administration  | per hour                                   | £28       | £29       |
| Licences and Registrations  | Sex Establishments (cinema, shop, entertainment venue)   | Annual / Variation                         | £2,530.00 | £2,606.00 |
|   |  | Minor Variation or Transfer                | £665.00   | £685.00   |
|   | Street Trading - Town Centre   | Annual                                     | £5,000.00 | £5,000.00 |
|   |  | Daily                                      | £35.00    | £35.00    |
|   |  | Weekly                                     | £130.00   | £130.00   |
|   |  | Monthly                                    | £475.00   | £475.00   |
|   |  | Quarterly                                  | £1,300.00 | £1,300.00 |
|   |  | 6 monthly                                  | £2,750.00 | £2,750.00 |
|   |  | Non-refundable deposit new applications    | £250.00   | £250.00   |
|   | Street Trading - All other areas   | Annual                                     | £3,675.00 | £3,675.00 |
|   |  | Daily                                      | £30.00    | £30.00    |
|   |  | Weekly                                     | £100.00   | £100.00   |
|   |  | Monthly                                    | £370.00   | £370.00   |
|   |  | Quarterly                                  | £1,100.00 | £1,100.00 |
|   |  | 6 monthly                                  | £1,900.00 | £1,900.00 |
|   |  | Non-refundable deposit new applications    | £250.00   | £250.00   |
|   | Ice Cream Sellers  | For 6 months                               | £500.00   | £500.00   |
|   |  | For 1 month                                | £100.00   | £100.00   |
|   | Ear Piercing, Electrolysis, Tattooing & Acupuncture  |  | £245.00   | £252.00   |
|   | Hairdressers and Barbers   |  | £55.00    | £57.00    |
|   | Animal licensing under The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 |  |           |           |
| Pet shops / Animal boarding / Dog breeding / Riding centres (plus vets) | Application  | £390.40                                    | £390.40   |           |
|   | Renewal  | £340.60                                    | £340.60   |           |
|   | Variation  | £183.00                                    | £183.00   |           |

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| fees as applicable)                        | Re-rating Visit                                     | £158.60   | £158.60   |
|  | Transfer due to death of licensee                   | £48.80    | £48.80    |
| Keeping or Training Animals for Exhibition | Application   | £268.40   | £268.40   |
|  | Renewal   | £244.00   | £244.00   |
|  | Variation   | £183.00   | £183.00   |
|  | Transfer due to death of licensee                   | £48.80    | £48.80    |
| Zoos / dangerous wild animals              | Plus vet fees                                       | £600.00   | £618.00   |
| Scrap Metal Dealers                        | Site Licence - new                                  | £465.00   | £479.00   |
|  | Site Licence - renewal                              | £330.00   | £340.00   |
|  | Site Licence - variation                            | £202.50   | £208.50   |
|  | Collectors Licence - new                            | £285.00   | £293.50   |
|  | Collectors Licence - renewal                        | £210.00   | £216.50   |
|  | Collectors Licence - variation                      | £135.00   | £139.00   |
| Licensing - alcohol                        | Including "large temporary events"                  | Statutory | Statutory |
|  | All copy licences if lost                           | £10.50    | £10.50    |
| <b>Gambling Act 2005</b>                   |   |           |           |
| Bingo Club                                 | New application                                     | £2,625.00 | £2,625.00 |
|  | Annual fee  | £750.00   | £750.00   |
|  | Application to vary                                 | £1,315.00 | £1,315.00 |
|  | Application to transfer                             | £900.00   | £900.00   |
|  | Application for re-instatement                      | £900.00   | £900.00   |
|  | Application for provisional statement               | £2,625.00 | £2,625.00 |
|  | License application - provisional statement holders | £900.00   | £900.00   |
|  | Copy of license                                     | £25.00    | £25.00    |
|  | Notification of change                              | £50.00    | £50.00    |
| Betting premises - excluding tracks        | New application                                     | £2,250.00 | £2,250.00 |
|  | Annual fee  | £450.00   | £450.00   |
|  | Application to vary                                 | £1,125.00 | £1,125.00 |
|  | Application to transfer                             | £900.00   | £900.00   |
|  | Application for re-instatement                      | £900.00   | £900.00   |
|  | Application for provisional statement               | £2,250.00 | £2,250.00 |
|  | License application - provisional statement holders | £900.00   | £900.00   |
|  | Copy of license                                     | £25.00    | £25.00    |
|  | Notification of change                              | £50.00    | £50.00    |
| Family entertainment centres               | New application                                     | £1,500.00 | £1,500.00 |
|  | Annual fee  | £565.00   | £565.00   |
|  | Application to vary                                 | £750.00   | £750.00   |
|  | Application to transfer                             | £715.00   | £715.00   |
|  | Application for re-instatement                      | £715.00   | £715.00   |
|  | Application for provisional statement               | £1,500.00 | £1,500.00 |
|  | License application - provisional statement holders | £715.00   | £715.00   |
|  | Copy of license                                     | £25.00    | £25.00    |
|  | Notification of change                              | £50.00    | £50.00    |

|  |  |  |                  |                  |
|--|--|--|------------------|------------------|
|  | <b>Gaming centres</b>  | <b>New application</b>   | <b>£1,500.00</b> | <b>£1,500.00</b> |
|  |  | <b>Annual fee</b>  | <b>£750.00</b>   | <b>£750.00</b>   |
|  |  | <b>Application to vary</b>   | <b>£750.00</b>   | <b>£750.00</b>   |
|  |  | <b>Application to transfer</b>                                       | <b>£900.00</b>   | <b>£900.00</b>   |
|  |  | <b>Application for re-instatement</b>                                | <b>£900.00</b>   | <b>£900.00</b>   |
|  |  | <b>Application for provisional statement</b>                         | <b>£1,500.00</b> | <b>£1,500.00</b> |
|  |  | <b>License application - provisional statement holders</b>           | <b>£900.00</b>   | <b>£900.00</b>   |
|  |  | <b>Copy of license</b>   | <b>£25.00</b>    | <b>£25.00</b>    |
|  |  | <b>Notification of change</b>  | <b>£50.00</b>    | <b>£50.00</b>    |
|  | <b>Permits</b>   | <b>FEC gaming machine / prize gaming – Application fee</b>           | <b>£300.00</b>   | <b>£300.00</b>   |
|  |  | <b>Licensed premises gaming machine permit – Application fee</b>     | <b>£150.00</b>   | <b>£150.00</b>   |
|  |  | <b>Licensed premises gaming machine permit – Annual fee</b>          | <b>£50.00</b>    | <b>£50.00</b>    |
|  |  | <b>Licensed premises - Notification of 2 or less gaming machines</b> | <b>£50.00</b>    | <b>£50.00</b>    |
|  |  | <b>Club gaming / gaming machine permit – Application fee</b>         | <b>£200.00</b>   | <b>£200.00</b>   |
|  |  | <b>Club gaming / gaming machine permit – Annual fee</b>              | <b>£50.00</b>    | <b>£50.00</b>    |
|  |  | <b>PH &amp; HC Driver - New Application (1 year)</b>                 | <b>£173.50</b>   | <b>£179.00</b>   |
|  | <b>Private Hire (PH) and Hackney Carriage (HC) Combination Driver (CD) Licensing</b> | <b>PH &amp; HC Driver - Renewal (1 year)</b>                         | <b>£125.90</b>   | <b>£130.00</b>   |
|  |  | <b>PH &amp; HC Driver - New Application (3 year)</b>                 | <b>£258.00</b>   | <b>£266.00</b>   |
|  |  | <b>PH &amp; HC Driver - Renewal (3 year)</b>                         | <b>£230.90</b>   | <b>£238.00</b>   |
|  |  | <b>PH &amp; HC Driver - Replacement badge</b>                        | <b>£15.00</b>    | <b>£15.50</b>    |
|  |  | <b>PH &amp; HC Driver - Replacement badge change of operator</b>     | <b>£15.00</b>    | <b>£15.50</b>    |
|  |  | <b>PH &amp; HC Driver - copy of paper licence</b>                    | <b>£15.00</b>    | <b>£15.50</b>    |
|  |  | <b>PH &amp; HC Driver - DBS check</b>                                | <b>£55.00</b>    | <b>£56.50</b>    |
|  |  | <b>PH &amp; HC Driver - Knowledge test</b>                           | <b>£40.00</b>    | <b>£41.20</b>    |
|  |  | <b>PH &amp; HC Vehicle - New application</b>                         | <b>£220.00</b>   | <b>£226.60</b>   |
|  |  | <b>PH &amp; HC Vehicle - Renewal application</b>                     | <b>£220.00</b>   | <b>£226.60</b>   |
|  |  | <b>PH &amp; HC Vehicle - Transfer</b>                                | <b>£35.00</b>    | <b>£36.00</b>    |
|  |  | <b>PH &amp; HC Vehicle - Change of vehicle</b>                       | <b>£50.00</b>    | <b>£51.50</b>    |
|  |  | <b>PH &amp; HC Vehicle - Copy of paper licence</b>                   | <b>£15.00</b>    | <b>£15.50</b>    |
|  |  | <b>PH &amp; HC Vehicle - Replacement plate</b>                       | <b>£25.00</b>    | <b>£26.00</b>    |

|   |   |   |                      |           |
|---|---|---|----------------------|-----------|
|   |   | PH & HC Vehicle - Copy of certificate of compliance | £15.00               | £15.50    |
|   |   | PH Vehicle - Exemption                              | £50.00               | £51.50    |
| Combination Driver Licence (CD)                       |   | CDriver - New application (1 year)                  | £173.50              | £179.00   |
|   |   | CDriver - Renewal (1 year)                          | £125.90              | £130.00   |
|   |   | CDriver - New application (3 year)                  | £258.00              | £266.00   |
|   |   | CDriver - Renewal (3 year)                          | £230.90              | £238.00   |
|   |   | CDriver - Knowledge test                            | £40.00               | £41.20    |
|   | Private Hire Operators (PHO) 1 year grant and renewal |   | Chauffeurs 1 vehicle | £137.00   |
|   |   | Operator Up to - 5 vehicles                         | £275.00              | £275.00   |
|   |   | Operator Up to - 15 vehicles                        | £360.00              | £360.00   |
|   |   | Operator Up to - 25 vehicles                        | £595.00              | £595.00   |
|   |   | Operator Up to - 35 vehicles                        | £835.00              | £835.00   |
|   |   | Operator Up to - 45 vehicles                        | £1,070.00            | £1,070.00 |
|   |   | Operator Up to - 55 vehicles                        | £1,310.00            | £1,310.00 |
|   |   | Operator Up to - 65 vehicles                        | £1,550.00            | £1,550.00 |
|   |   | Operator Up to - 75 vehicles                        | £1,790.00            | £1,790.00 |
|   |   | Operator Up to - 85 vehicles                        | £1,930.00            | £1,930.00 |
|   |   | Operator Up to - 99 vehicles                        | £2,365.00            | £2,365.00 |
|   |   | Operator 100 vehicles and over                      | £2,385.00            | £2,385.00 |
| Private Hire Operators (PHO) 5 year grant and renewal |   |   | Chauffeurs 1 vehicle | £411.00   |
|   |   | Operator Up to - 5 vehicles                         | £825.00              | £825.00   |
|   |   | Operator Up to - 15 vehicles                        | £1,080.00            | £1,080.00 |
|   |   | Operator Up to - 25 vehicles                        | £1,785.00            | £1,785.00 |
|   |   | Operator Up to - 35 vehicles                        | £2,505.00            | £2,505.00 |
|   |   | Operator Up to - 45 vehicles                        | £3,210.00            | £3,210.00 |
|   |   | Operator Up to - 55 vehicles                        | £3,930.00            | £3,930.00 |
|   |   | Operator Up to - 65 vehicles                        | £4,650.00            | £4,650.00 |
|   |   | Operator Up to - 75 vehicles                        | £5,370.00            | £5,370.00 |
|   |   | Operator Up to - 85 vehicles                        | £5,790.00            | £5,790.00 |
|   |   | Operator Up to - 99 vehicles                        | £7,095.00            | £7,095.00 |
|   |   | Operator 100 vehicles and over                      | £7,155.00            | £7,155.00 |
|   |   | Replacement Licence                                 | £15.00               | £15.00    |
|   | Fireworks   |   |                      |           |
| Licence to store - new                                | 0-250kg   | Statutory   | Statutory            |           |
| Licence to store - renewal                            | 0-250kg   | Statutory   | Statutory            |           |
| Licence to store - new                                | 250-2000kg  | Statutory   | Statutory            |           |
| Licence to store - renewal                            | 250-2000kg  | Statutory   | Statutory            |           |

|   |  |  |   |   |
|---|--|--|---|---|
|   | Variation  |  | Statutory   | Statutory   |
|   | Transfer   |  | Statutory   | Statutory   |
|   | Replacement  |  | Statutory   | Statutory   |
|   | Any other variation  |  | Statutory   | Statutory   |
|   | License to sell  |  | Statutory   | Statutory   |
|   | Street Entertainment License   | Busker's license   | £0.00   | £0.00   |
| Enforcement                                       | Immigration Inspection Fees  |  | £118.98   | £122.55   |
|   | Littering Fines  |  | Up to £2500                                       | Up to £2500                                       |
|   | Pest Control   | Per treatment  | £12.48  | Outsourced  |
|   | Stray Dogs   | In office hours  | £45.43  | £46.79  |
|   |  | Outside of office hours and weekends   | £129.79   | £133.68   |
|   |  | Daily kennelling charge  | £19.47  | £20.05  |
|   | Statutory Fine   | £25.00   | £25.00  |   |
| Careline  | Alarm rental & Monitoring Fee  | Weekly   | £4.22   | £4.22   |
|   |  | Quarterly  | £54.91  | £54.91  |
|   | Installation   |  | £41.60  | £41.60  |
|   | Key Safe Purchase  |  | £52.00  | £52.00  |
|   | Careline Alarm (Purchase fee)  |  | £160.99   | £160.99   |
|   | Pendant Replacement  |  | £61.15  | £61.15  |
|   | Attendance Call Out (office hours only) non-system fault               |  | £85.00  | £85.00  |
| Alarm System Monitoring (per annum)               | Fire, Intruder, Lift car alarm, disabled toilet (via Careline systems) |  | £200.00   | £200.00   |
| CCTV  | CCTV Project Consultancy   |  | 7.5% of Project Capex                             | 7.5% of Project Capex                             |
| Facilities Management                             | Hire of Venues / Premises  |  |   |   |
| Trading Standards (Public Protection/Food Safety) | Primary Authority Partnership Scheme                                   |  | £73.27  | £75.00  |
|   | Export Certificates  |  | £52.92  | £112.50   |
|   | Paid for business support advice                                       | As & when hourly rate pro rata   | £73.27  | £75.00  |
|   | Food Hygiene Training  | open courses-per candidate   | £67.00  | £67.00  |
|   |  | Food Hygiene Resit Fee   | £12.00  | £12.00  |
|   |  | Bespoke Food Hygiene Courses   | £420 plus £18 per candidate (minimum charge £600) | £420 plus £18 per candidate (minimum charge £600) |
|   | Food Hygiene Rating Rescore visits                                     | Not yet charging as need to give businesses notice of introduction of charges. | £210.00   | £210.00   |
|   | Provision of SFBB pack   |  | £12.00  | £12.00  |
| Organic Import Certificate                        |  | £45.00   | £45.00  |   |
| Environment & Transport                           | Environment Searches   | Environmental Reports prepared for clients                                     | £190.00   | £190.00   |
|   | Environmental Advice Heathrow  | HSPG officer Hourly recharge   | £65.00  | £65.00  |
|   | Rapid EV Charger Income  | Charge Your Car Operator - less back office costs                              | £5.00   | £5.00   |
|   | Petroleum Licensing Annual Licence Fee                                 | up to 2,500 litres petrol storage  | £42.00  | £42.00  |

|                                 |   |   |                                 |                               |
|---------------------------------|---|---|---------------------------------|-------------------------------|
|                                 | (Petroleum Consolidation Regulations) 2014    | 2,500 litres but not exceeding 50,000 litres storage  | £58.00                          | £58.00                        |
|                                 |   | above 50,000 litres   | £120.00                         | £120.00                       |
|                                 | Environmental Permitting<br>4.5% on set Fees  | Standard process application  | £1,650.00                       | £1,650.00                     |
|                                 |   | PVRI, Dry Cleaners Application Fee  | £155.00                         | £155.00                       |
|                                 |   | Vrs and other reduced Fee Activities  | £362.00                         | £362.00                       |
|                                 |   | LA-IPPC (PART A2) charges for 2017/18   | £3,363.00                       | £3,363.00                     |
|                                 |   | Annual Subsistence Charge (Standard process low risk)   | £772.00                         | £772.00                       |
|                                 |   | Annual Subsistence Charge (Standard process medium risk)  | £1,161.00                       | £1,161.00                     |
|                                 |   | Annual Subsistence Charge (Standard process high risk)  | £1,747.00                       | £1,747.00                     |
|                                 |   | PVRI, Dry Cleaners L/M/H Subsistence Charge   | £79/£158/£237                   | £79/£158/£237                 |
|                                 |   | PVR 1 & 11 combined L/M/H Subsistence Charge  | £113/£226/£341                  | £113/£226/£341                |
|                                 |   | Vrs and other reduced Fee Activities Subsistence Charge   | £228/£365/£548                  | £228/£365/£548                |
| Local Land Charges              |   | Street Naming and numbering   | 1st Address                     | £40.00                        |
|                                 | 2-5th Address                                 |   | £75.00                          | £77.25                        |
|                                 | 6-10th Address                                |   | £110.00                         | £113.30                       |
|                                 | Per additional Address                        |   | £15.00                          | £15.45                        |
|                                 | New Street                                    |   | £110.00                         | £113.30                       |
|                                 | Per additional Street                         |   | £50.00                          | £51.50                        |
|                                 | New Street from pre approved list             |   | £150.00                         | £154.50                       |
|                                 | Alter an existing address                     |   | £40.00                          | £41.20                        |
| Temporary Accommodation Housing | Properties not owned by Council 2.4% increase | 1 Bed   | 217.85 weekly/<br>31.12 Daily   | 223.08 weekly/<br>31.87 Daily |
|                                 |   | 2 Bed   | 261.54 weekly/<br>37.36 Daily   | 267.82 weekly/<br>38.26 Daily |
|                                 |   | 3 Bed   | 314.04 weekly/<br>44.86 Daily   | 321.58 weekly/<br>45.94 Daily |
|                                 |   | 4 Bed   | 406.26 weekly/<br>58.04 Daily   | 416.01 weekly/<br>59.43 Daily |
|                                 |   | Service Charge  | 5.60                            | 5.73                          |
| Facilities Management           | Hire of Venues / Premises                     |   |                                 |                               |
| Community Centre                | Daytime Rate applies from 9am - 4pm           | Childrens Birthday Party Rate- (Could be 10, 20 or 30% lower than C&V rate depending on size of hall) | Current Charge Per Hour 2018/19 | Comments                      |
| Chalvey Centre                  |   |   |                                 |                               |

|  |        |        |        |           |
|--|--------|--------|--------|-----------|
| Main Hall  |        | £31.30 | £44.75 | No Change |
| Main Hall - Weddings & Parties (until 11pm)      |        |        | £52.00 | No Change |
| Main Hall - Room 1 or 2                          |        |        | £15.90 | No Change |
| Half Main Hall - Room 3 or 1 & 2 together        |        |        | £23.40 | No Change |
| Half main Hall - Weddings & Parties (3 or 1 & 2) |        |        | £31.60 | No Change |
| POD  |        |        | £7.70  | No Change |
| Meeting Room 4 or 5                              |        |        | £16.40 | No Change |
| Outside Decking Area                             |        |        | £10.00 | No Change |
| Kitchen  |        |        | £10.00 | No Change |
| Smart Board, Laptop and projector                |        |        | £20.00 | No Change |
| Flip chart & Stand                               |        |        | £10.00 | No Change |
| Projector  |        |        | £10.00 | No Change |
| Laptop   |        |        | £10.00 | No Change |
| Smart Board                                      |        |        | £10.00 | No Change |
| Teas, Coffees & Biscuits (per person)            |        |        | £1.10  | No Change |
| Stage set up                                     |        |        | £20.00 | No Change |
| Storage per Square meter                         |        |        | £3.00  | No Change |
| <b>Chalvey Pavilion</b>                          |        |        |        |           |
| Room 1   |        |        | £22.00 | No Change |
| Room 2   |        |        | £16.40 | No Change |
| Room 3   |        |        | £13.00 | No Change |
| Kitchen  |        |        | £5.50  | No Change |
| Teas, Coffees & Biscuits (per person)            |        |        | £1.10  | No Change |
| Storage per Square meter                         |        |        | £3.00  | No Change |
| <b>Britwell Centre</b>                           |        |        |        |           |
| Main Hall  | £37.00 | £28.80 | £41.20 | No Change |
| Main Hall Weddings & Parties                     |        |        | £52.00 | No Change |
| Main Hall (Two Thirds)                           | £25.00 | £22.20 | £27.80 | No Change |
| Main Hall (Two Thirds) Weddings & Parties        |        |        | £56.00 | No Change |
| Main Hall (One Third)                            |        |        | £13.40 | No Change |
| Main Hall (One Third) Weddings & Parties         |        |        | £25.60 | No Change |
| Commercial Kitchen                               |        |        | £10.00 | No Change |
| Training Kitchen - Room 1                        |        |        | £20.00 | No Change |
| Room 8   |        |        | £10.00 | No Change |
| Room 9   |        |        | £10.00 | No Change |
| Room 8 & 9 without partition                     |        |        | £15.50 | No Change |
| Meeting Room 4 -                                 |        |        | £14.40 | No Change |
| Practical Learning Area - Meeting Room 3         |        |        | £14.40 | No Change |

|  |        |        |        |           |
|--|--------|--------|--------|-----------|
| Interview Room 7                         |        |        | £7.50  | No Change |
| IT Room (with Smart Board)               |        |        | £16.40 | No Change |
| Stage set up                             |        |        | £20.00 | No Change |
| Sound System & Projector                 |        |        | £25.00 | No Change |
| Sound System                             |        |        | £15.00 | No Change |
| Smart Board, Laptop and projector-       |        |        | £20.00 | No Change |
| Flip chart & Stand                       |        |        | £10.00 | No Change |
| Projector                                |        |        | £10.00 | No Change |
| Laptop                                   |        |        | £10.00 | No Change |
| Smart Board                              |        |        | £10.00 | No Change |
| Teas, Coffees & Biscuits                 |        |        | £1.10  | No Change |
| Storage per Square meter                 |        |        | £3.00  | No Change |
| <b>Langley Pavilion</b>                  |        |        |        |           |
| Main Hall                                | £37.00 | £26.50 | £33.10 | No Change |
| Main Hall - Weddings & Parties           |        |        | £52.00 | No Change |
| Small Hall                               | £14.20 |        | £15.40 | No Change |
| Small Hall - Weddings and Parties        |        |        | £20.00 | No Change |
| Meeting Room 1 and 2                     |        |        | £9.20  | No Change |
| Kitchen                                  |        |        | £10.00 | No Change |
| Teas, Coffees & Biscuits                 |        |        | £1.10  | No Change |
| Storage per square meter                 |        |        | £3.00  | No Change |
| <b>Cippenham Centre</b>                  |        |        |        |           |
| Main Hall                                | 37.00  | £33.00 | £41.20 | No Change |
| Main Hall - Weddings & Parties           |        |        | £52.00 | No Change |
| Small Hall 1 or 2                        | 14.10  |        | £27.00 | No Change |
| Small Hall 1 or 2 - Weddings and Parties |        |        | £30.00 | No Change |
| Kitchen                                  |        |        | £10.00 | No Change |
| Teas, Coffees & Biscuits                 |        |        | £1.10  | No Change |
| Storage per square meter                 |        |        | £3.00  | No Change |
| <b>Weekes Drive</b>                      |        |        |        |           |
| Main Hall                                | 33.50  | £29.80 | £37.20 | No Change |
| Main Hall - Weddings & Parties           |        |        | £52.00 | No Change |
| Small Hall 1 or 2                        |        |        | £15.70 | No Change |
| Small Hall 1 or 2 - Weddings and Parties |        |        | £22.50 | No Change |
| Kitchen                                  |        |        | £10.00 | No Change |
| Teas, Coffees & Biscuits                 |        |        | £1.10  | No Change |
| Storage per square meter                 |        |        | £3.00  | No Change |
| <b>Upton Lea Centre</b>                  |        |        |        |           |
| Main Hall                                | 29.80  | £26.50 | £33.10 | No Change |

|                                   |       |        |        |   |
|-----------------------------------|-------|--------|--------|---|
| Main Hall - Weddings & Parties    |       |        | £52.00 | No Change   |
| Small Hall                        |       |        | £10.30 | No Change   |
| Small Hall - Weddings and Parties |       |        | £20.00 | No Change   |
| Meeting Room 1 and 2              |       |        | £9.20  | No Change   |
| Kitchen                           |       |        | £10.00 | No Change   |
| Teas, Coffees & Biscuits          |       |        | £1.10  | No Change   |
| Storage per square meter          |       |        | £3.00  | No Change   |
| <b>Westfield Centre</b>           |       |        |        |   |
| Main Hall                         | 13.50 | £15.00 | £15.00 | No Change   |
| Main Hall - Weddings & Parties    |       |        | £24.00 | No Change   |
| Meeting Room 1                    |       |        | £6.20  | No Change   |
| Kitchen                           |       |        | £5.50  | No Change   |
| Teas, Coffees & Biscuits          |       |        | £1.10  | No Change   |
| Storage per square meter          |       |        | £3.00  | No Change   |
| <b>Manor Park Centre</b>          |       |        |        |   |
| Main Hall                         | 23.90 | £23.90 | £26.50 | No Change   |
| Main Hall - Weddings & Parties    |       |        | £35.00 | No Change   |
| Foyer                             |       |        |        | No Change   |
| Outdoor Hardcourt Area            |       |        | £14.80 | No Change   |
| Kitchen                           |       |        | £5.30  | No Change   |
| Teas, Coffees & Biscuits          |       |        | £1.10  | No Change   |
| Storage per square meter          |       |        | £3.00  | No Change   |
| <b>Manor Park Pavilion</b>        |       |        |        |   |
| Small Hall                        |       |        | £22.00 | No Change   |
| Small Hall - Weddings & Parties   |       |        | £30.30 | No Change   |
| <b>Cippenham Library</b>          |       |        |        |   |
| Meeting room                      |       |        | £7.50  | New Asset we manage price based on Room 6 at Britwell |
| Flipchart & Stand                 |       |        | £10.00 | New Asset we manage based on other CC                 |
| <b>Langley Library</b>            |       |        |        |   |
| Meeting room                      |       |        | £10.00 | New Asset we manage based on Curve Green Room         |
| <b>Curve</b>                      |       |        |        |   |
| Gallery                           |       |        | £15.00 | No Change   |
| Meeting Room 4- GF                |       |        | £7.50  | No Change   |
| Green Room                        |       |        | £10.00 | No Change   |

|   |  |  |        |                   |
|---|--|--|--------|-------------------|
| The Venue   |  |  | £50.00 | No Change         |
| Combined (The Venue and Green Room)   |  |  | £55.00 | No Change         |
| Plaza (only available if the venue or one other room at the Curve is booked, so long as it is a substantial booking the Plaza would be provided for free) |  |  |        | No Change         |
| IT Suite (Room 3) using equipment- First Floor  |  |  | £20.00 | No Change         |
| IT Suite (Room 3) not using equipment- First Floor  |  |  | £18.00 | No Change         |
| Meeting Room 1-2nd Floor  |  |  | £18.00 | No Change         |
| Meeting Room 2-2nd Floor  |  |  | £18.00 | No Change         |
| Meeting Room 1 & 2 combined package   |  |  | £30.00 | No Change         |
| Teas, Coffees & Biscuits (per person)   |  |  | £1.10  | No Change         |
| Smart Board, Laptop and projector   |  |  | £20.00 | Based on other CC |
| Flip chart & Stand  |  |  | £10.00 | Based on other CC |
| Projector   |  |  | £10.00 | Based on other CC |
| Laptop  |  |  | £10.00 | Based on other CC |
| Smart Board   |  |  | £10.00 | Based on other CC |
| Stage set up  |  |  | £20.00 | Based on other CC |
| Technician cost for performances such as Pantos etc   |  |  |        |                   |
| <b>Arbour Park</b>  |  |  |        |                   |
| Changing room only ( <i>when not hiring with the Pitch</i> )  |  |  | £25.00 | No Change         |
| Medical room  |  |  | £15.00 | No Change         |
| Room 1 including South Terrace - 1st Flr (carpeted room)  |  |  | £15.00 | No Change         |
| Room 2 including North Terrace - 1st Flr  |  |  | £15.00 | No Change         |
| Additional one off cost for each of the North and South terraces (i.e.) set up tables/chairs etc  |  |  | £30.00 | No Change         |
| Club Room   |  |  | £12.50 | No Change         |
| Kitchen Ground Floor Next to club room - (if hired with pitch or room)  |  |  | £10.00 | No Change         |

|   |                     |                                       |                |                      |
|---|---------------------|---------------------------------------|----------------|----------------------|
| Kitchen Ground Floor<br>Next to club room (if<br>hiring on its own<br>without Pitch or Room)  |                     |                                       | £30.00         | No Change            |
| Function Space only   |                     |                                       | £17.50         | No Change            |
| Function Space -<br>Weddings & Parties  |                     |                                       | £40.00         | No Change            |
| Whole of first floor  |                     |                                       | £47.50         | No Change            |
| Whole of first floor -<br>Weddings & Parties  |                     |                                       | £95.00         | No Change            |
| Function Space &<br>Training Room 1 or 2<br>Weddings & parties  |                     |                                       | £0.00          | New Rate             |
| Teas, Coffees &<br>Biscuits (per person)  |                     |                                       | £1.10          | No Change            |
| Smart Board, Laptop<br>and projector  |                     |                                       | £20.00         | Based on other<br>CC |
| Flip chart & Stand  |                     |                                       | £10.00         | Based on other<br>CC |
| Projector   |                     |                                       | £10.00         | Based on other<br>CC |
| Laptop  |                     |                                       | £10.00         | Based on other<br>CC |
| Smart Board   |                     |                                       | £10.00         | Based on other<br>CC |
| Stage set up  |                     |                                       | £20.00         | Based on other<br>CC |
| <p>** All venue hire bookings are exempt from VAT. VAT for Security costs for Weddings and Parties will be applied.</p>                         |                     |                                       |                |                      |
| <p>**We have a corporate security contract in place and the charge per hours dependant on the type of security required is £9.27 and £12.50</p> |                     |                                       |                |                      |
| <b>Minibus Hire</b>   | <b>Minibus Hire</b> | <b>Minibus Hire</b>                   | <b>£40.00</b>  | <b>£42.00</b>        |
|   |                     | <b>Mileage rate 1<sup>st</sup> 50</b> | <b>£0.43p</b>  | <b>£0.44p</b>        |
|   |                     | <b>Subsequent miles</b>               | <b>£0.30p</b>  | <b>£0.30p</b>        |
|   |                     | <b>Driver rate per hr</b>             | <b>£12.50</b>  | <b>£12.75</b>        |
|   |                     | <b>Typical 2hr 100 mile hire</b>      | <b>£101.50</b> | <b>£104.50</b>       |
|   |                     |                                       |                |                      |

## Statutory Determination of Council Tax

### Council Tax Resolution – In relation to the Council Tax for 2019/20

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2020 is as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 18 December 2018 Cabinet calculated the following Tax Base amounts for the financial year 2019/20 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
- (i) 42,789.8 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2019/20; and
- (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2019/20:
- |    |                                |         |
|----|--------------------------------|---------|
| a) | Parish of Colnbrook with Poyle | 1,923.3 |
|----|--------------------------------|---------|
- (c) That the following amounts be now calculated for the year 2019/20 in accordance with sections 31A to 36 of the Act:
- (i) £376,032,584 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);
- (ii) £317,437,088 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);
- (iii) £58,595,496 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
- (iv) £1,369.38 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
- (v) That for the year 2019/20 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £102,583 representing the total of Parish Precepts for that year.
- (vi) £1,366.98 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant

amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

(vii) Valuation Bands

| <b>Band</b> | <b>Slough Area<br/>£</b> | <b>Parish of<br/>Colnbrook with<br/>Poyle<br/>£</b> |
|-------------|--------------------------|---|
| A           | 911.32                   | 32.93   |
| B           | 1,063.21                 | 38.42   |
| C           | 1,215.09                 | 43.91   |
| D           | 1,366.98                 | 49.40   |
| E           | 1,670.75                 | 60.38   |
| F           | 1,974.53                 | 71.36   |
| G           | 2,278.30                 | 82.33   |
| H           | 2,733.96                 | 98.80   |

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

(viii) Calculate that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish precepts) is £58,492,641.

(ix) That it be noted that for the year 2019/20 the Thames Valley Police Authority precept has been increased by 13.2% in accordance with Home Office guidance in the provisional police grant settlement. The Police and Crime Panel are meeting on the 1<sup>st</sup> February to consider the PCP's precept proposals. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

| <b>Band</b> | <b>Office of the Police<br/>and Crime<br/>Commissioner<br/>(OPCC) for<br/>Thames Valley<br/>£</b> |
|-------------|---|
| A           | 137.56  |
| B           | 160.49  |
| C           | 183.41  |
| D           | 206.34  |
| E           | 252.19  |
| F           | 298.05  |
| G           | 343.90  |
| H           | 412.68  |

- (x) That it be noted that for the year 2019/20 the Royal Berkshire Fire Authority has proposed increasing its precept by 2.99% in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

| <b>Band</b> | <b>Royal Berkshire Fire Authority<br/>£</b> |
|-------------|---|
| A           | 44.19                                       |
| B           | 51.55                                       |
| C           | 58.92                                       |
| D           | 66.28                                       |
| E           | 81.01                                       |
| F           | 95.74                                       |
| G           | 110.47                                      |
| H           | 132.56                                      |

***These precepts have not been formally proposed or agreed by the Royal Berkshire Fire Authority and may be revised when agreed.***

- (xi) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council for 2019/20 including the precepting authorities will be as follows:

| <b>Band</b> | <b>Slough<br/>£</b> | <b>Office of the Police and Crime Commissioner (OPCC) for Thames Valley<br/>£</b> | <b>Royal Berkshire Fire Authority<br/>£</b> | <b>TOTAL<br/>£</b> |
|-------------|---------------------|---|---|--------------------|
| A           | 911.32              | 137.56  | 44.19                                       | 1,093.07           |
| B           | 1,063.21            | 160.49  | 51.55                                       | 1,275.25           |
| C           | 1,215.09            | 183.41  | 58.92                                       | 1,457.42           |
| D           | 1,366.98            | 206.34  | 66.28                                       | 1,639.60           |
| E           | 1,670.75            | 252.19  | 81.01                                       | 2,003.95           |
| F           | 1,974.53            | 298.05  | 95.74                                       | 2,368.32           |
| G           | 2,278.30            | 343.90  | 110.47                                      | 2,732.67           |
| H           | 2,733.96            | 412.68  | 132.56                                      | 3,279.20           |

- (xii) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xiii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the

amounts due to take all subsequent necessary action to recover them promptly.

- (xiv) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xv) That in the event that there are any changes to the provisional precept of the Fire Authority, arising from their precept setting meeting being held on 25 February, the Section 151 Officer is delegated authority to enact all relevant changes to the Revenue Budget 2019/20, Statutory Resolution and council tax levels.

### **S151 officer statement on the robustness of reserves and the robustness of estimates**

Section 25 of The Local Government Act 2003 includes the following statutory duty in respect of the budget report to Council:

*“the Chief Financial Officer (CFO) of the authority must report to it on the following matters:*

*a) the robustness of the estimates made for the purpose of the calculations; and b) the adequacy of the proposed financial reserves.”*

The Council is required to take this report into account when making that decision. Section 26 of the same Act, places an onus on the CFO (The Director of Resources) to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget.

This report has been prepared by the CFO to fulfil this duty and gives the required advice relating to the 2019/20 financial year including a consideration of the budget proposal as a whole and all the financial risks facing the Council. It identifies the Council’s approach to budget risk management and assesses the particular risks associated with the 2019/20 budget to inform the advice on robustness.

### **Overall Budget and Medium Term Financial Strategy 2019/20 – 2021/22**

In the opinion of the CFO the 2019/20 estimates are robust but the proposed level of financial reserves are near the absolute bare minimum and will need to be increased in the medium term.

### **Robustness of Estimates**

#### The treatment of inflation and interest rates

The 2019/20 pay award for staff has been included at an average of 2% in line with the Government’s pay announcements. Non pay related budgets have been inflated at the contractually committed rate of inflation or where services can demonstrate a requirement to do so to maintain service delivery levels.

#### Efficiency saving and productivity gains

The budget contains proposals to deliver £12.4m of savings during 2019/20. The medium term financial strategy includes a four year savings programme to ensure that future revenue budgets remain in financial balance to ensure the council has adequate resources to deliver its Council Strategy outcomes. The savings programme will also help to ensure that Council Tax increases are kept to as low a level as possible and deliver efficient local services. The proposals continue to set high levels of required savings and there are inherent risks to the delivery of a balanced budget at the end of the 2018/19 financial year. Given the year on year reductions in Government funding, the Council’s risk profile for savings is increasing as more transformational activity and income generation schemes

are brought forward. Though these will endeavour to drive additional income and reduced costs, they are by their very nature more difficult and complex to deliver, and are at greater risk of market conditions.

The Council has introduced a 10% contingency factor against all Transformation Savings (ie those achieved via the Government's direction concerning the Flexible Use of Capital Receipts) to provide some further protection against the possibility of non-delivery of savings.

### Overall Level of Savings

The Council's budget includes £12.4m of savings in 2019/20, 12% of its net budget and £20.3m in the MTFs. Savings of this scale in addition to those already delivered will be extremely challenging and will be monitored closely during the year.

### Budget and Financial management

The level of audited underspends in recent years is as follows:

- 2011/12 – £1,736k underspend – 1.7% of budget
- 2012/13 - £23k underspend – 0.0% of budget
- 2013/14 - £150k underspend – 0.1% of budget
- 2014/15 - £224k underspend - 0.1% of budget
- 2015/16 - £42k overspend – 0.0% of budget
- 2016/17 – £26k underspend – 0.02% of budget
- 2017/18 – £224k underspend – 0.21% of budget

All relevant reports to Members have their financial effects identified and the Corporate Management Team keep any emerging budget pressures under review during the year. Monthly reports are received by Corporate Management Team and quarterly reports to the Cabinet detail both budgetary and performance indicators. A traffic light system of indicators is used.

The Council has a number of demand led budgets and has historically been able to manage changes to demand to ensure a sound financial standing at the end of the financial year.

The 2019/20 revenue budget includes the following Growth Proposals to address significant overspends facing the Council identified in the Quarter 3 Revenue Monitoring Report:

| <b>2018/19 PRESSURES</b>                    | <b>£'000</b> |
|---|--------------|
| Temporary Accommodation                     | 750          |
| Schools PFI                                 | 700          |
| Educational Psychologists                   | 100          |
| Waste Contract - Contractual Price Increase | 1,550        |
| Home to School Transport                    | 500          |
|   | <hr/>        |
|   | 3,600        |
|   | <hr/>        |

### Adequacy of insurance and risk management

Strategic risk management is being embedded throughout the Council to ensure that all risks are identified and managed appropriately. The Council's insurance arrangements are a balance of external insurance premiums and internal funds to self insure some areas. As well as an internal risk manager the Council also make use of an external consultant (Arlingclose) to advise on the level of funds required to underpin those risks not externally insured.

### Other factors to take into account

Aside from delivering services within its overall budget the Council needs to consider other factors that may have an impact on its overall financial standing:

#### **Slough Children's Trust**

The Trust is an independent company that provides Children's Social Care to the Council. The Trust has accumulated a deficit of £4.2m at 31.03.18 which is predicted to increase in 2018/19. The Council has agreed additional funding for the Trust in the 2019/20 budget that will put it in a balanced position going forward. The Council as a major creditor of the Trust is working with the Trust to ensure it can meet its commitments going forward and continues to provide services. The DfE are also supporting the Trust to ensure it's continued viability.

#### **Council Tax Collection**

Slough Borough Council borrows money to support the Council's capital Programme. It has calculated its capacity for borrowing within the provisions of the prudential framework and budgeted accordingly. The assumed Council Tax collection rate is 98.4% and this is an achievable if demanding target. Each 1% uncollected amounts to approximately £0.585m and any surplus or deficit on the collection fund is apportioned between the Council and its major precepting bodies the Royal Berkshire Fire and Rescue Authority, and the Office of the Police and Crime Commissioner (OPCC) for Thames Valley.

### Budgetary Control

The balance of the in-year budgetary position against the proposed budget will be managed against the general reserve. As and when budget pressures emerge then it is first for the service to contain, then the directorate and finally a corporate issue. If there is still a pressure at year end then General Reserves will reduce and will need to be replenished up to a level in future years as noted above. This helps ensure that the Council is in a position to maintain its service provision without drastic actions.

If an event occurs that is so serious it depletes the Council reserves to below the limit set, then the Council will take appropriate measures to raise general fund reserves to the recommended level as soon as possible without undermining service provision.

#### **Adequacy of Reserves**

Reserves are set aside to fund risks and one-off pressures over a number of years. If the Council minimises the level of reserves future financial planning is hampered. It should be noted that reserves can only be spent once and the possibility of creating new reserves is now very limited.

When assessing the minimum level of reserves required, there are some important considerations. Firstly, the reserve for budget setting purposes is the general fund reserve. This is the Council's reserve which is not allocated to specific risks, policy decisions or under legislative or accounting requirements. The general fund reserve can be spent on any activity and there is no restriction on its deployment.

The Council's General Fund working balance stands at £8.1m and non HRA ring-fenced reserves at £11.3m.

The level of reserves compares to the required savings in the Council's budget for 2019/20 of £12.4m.

There is also a current deficit on the Dedicated Schools Grant reserve of £5.4m, a cumulative position from a number of over-spends in the high needs block. Although there is a plan to reduce the ongoing overspend it does not address the current deficit that appears on the Council's balance sheet and is taken into account to determine whether it is running at a deficit.

The current level of General Fund reserve is therefore considered to be the absolute minimum on the basis that the budget balances in 2019/20.

It is crucial to bear in mind that the reserves are the only source of financing to which the council has access to fund risks and one-off pressures over a number of years. It should be noted that reserves can only be spent once and the possibility of creating new reserves in an era where budgets are tight and can become overspent, not just individually but corporately, is now very limited.

Councils use two main approaches to determine the required minimum level of its General Fund; either a percentage of the Council's current spending, or an assessment of risks and the impact they will have on the council's overall financial position.

When compared to other unitary authorities across the country at 31.03.18 excluding insurance, Public Health and School reserves Slough are in the bottom three at 13% of net revenue expenditure whereas the average level is 38%. This situation initially arose following Slough's creation as a Unitary Authority and the subsequent division of the Berkshire County's reserves across the six new Berkshire authorities. However, the current analysis clearly indicates that the Council should seek to increase its reserves to the same extent as similar councils. A level of below 25% has been highlighted by CIPFA as one of the warnings of poor financial resilience. Ideally the Council would therefore look to double its reserves in the MTFP period using one-off benefits arising and potentially front-loading savings. This will be difficult given the pressure caused by rising costs and reducing grants.

As a Unitary Council, with a number of complex services and transactions, the Council has an inherently higher risk than a number of other local authorities. The Council provides a much wider scope of services compared to a County Council or District Council; each different service comes with a different level of risk. The Council has made policy decisions which have engaged the Council into a wide range of service provision e.g. significant outsourcing of services, PFI arrangements, and the creation of the Slough Urban Renewal ('the LABV'). Some of these mitigate the Council's financial risk whilst other arrangements increase the level of risk.

The Council is also facing a period where demand is increasing in key areas, namely:

- Increased population increases demand on 'universal services' i.e. more bins to collect, more Council Tax bills to issue etc.
- Increased volatility from the retention of business rates
- Savings are increasingly based on commercial opportunities and are therefore more subject to fluctuation in the future

- Increased adult social care and children's services pressures due to changes in demography
- The impact of the macro-economic position and the impact on residents and businesses being able to pay for respective fees and charges

Reserves are therefore considered to be sufficient to cover the risks facing the Council going forward however it is planned to increase them over the medium term. The Medium Term Financial Strategy therefore has a number of guiding principles, agreed by Cabinet in June 2018, including:

- SBC will use SUR profits to firstly increase reserves and then to fund one-off growth initiatives.

The Growth Proposals reflect this guiding principle by increasing the General Reserve by £750k, the amount of profits anticipated from SUR, in Year 2 of the Medium Term Financial Strategy

## Specific grants

The Government provides the Council with a number of specific grants. These grants have conditions attached to their use as detailed by Government. The grants are allocated out to specific directorates and these are utilised to deliver the objectives contained within the grant conditions.

| <b>Grant</b>                                     | <b>Amount<br/>(£m)</b> |
|--|------------------------|
| Public Health                                    | 7.363                  |
| Local Council Tax Support Administration Subsidy | 0.166                  |
| Housing Benefit Administration Subsidy           | 0.486                  |
| Improved Better Care Fund                        | 3.357                  |
| Social Care Support Grants                       | 1.708                  |

### HRA Rents and Service Charges 2019/20

The annual changes in rents and service charges reflects the need to increase income in order to meet the increase in utility and service costs, and to provide sufficient financial resources to reinvest in the programmes of improvement for social housing to ensure that the needs of local residents are met; the increases follow government guidance and are based upon the previous September's inflation rate. These increases are built into the HRA 30 Year Business plan and are intended to ensure that the Housing service, annual housing repairs and maintenance programme, and the long term capital investment programmes, provide decent homes to meet local needs over the life of the Business Plan.

- Council house dwelling rents for 2019/20 to **decrease by 1%** over the 2018/19 rent with effect from Monday 1st April 2019. This is in line with current government guidelines and legislation.
- Garage rents, heating, utility and ancillary charges to **increase by 2.4%** with effect from Monday 1st April 2019. This is based upon the September CPI figure.
- Service charges to **increase by 2.4%** with effect from Monday 1st April 2019. This is based upon the September CPI figure.
- 'Other committee' property rents to **increase by 2.4%** from Monday 1st April 2019 in line with the September CPI figure.
- Properties leased from James Elliman Homes to **increase by 2.4%** from Monday 1st April 2019 in line with the September CPI figure; currently, these are Pendeen Court and 81-83 High Street used as emergency and temporary accommodation for homeless households.

## Top-up Funding (banding) for Children and Young People (CYP) with Special Educational Needs and Disabilities (SEND)

Top-up funding is provided to CYP aged from 0-25 with an Education, Health and Care Plan (EHCP). The EHCP is a statutory document which confirms their special educational needs and/or disabilities. This document details the provision and outcomes that are attributed to their needs.

- 1.1.1 Top-up funding is provided to settings from the High Needs Block of the Dedicated Schools Grant (DSG).
- 1.1.2 In March 2018, a working group was established following a Schools Forum meeting to address the current issues relating to top-up funding for CYP.
- 1.1.3 The working group established that the existing model was 'not fit for purpose' as this was not a needs led model. The existing model also provided a disparity in costs associated with the five types of settings. The working group set about developing a new model.

### Current Banding Model

| SETTING | MAINSTREAM (TOP UP) (EXCL £4k AWPU, £6K Notional) | RESOURCE BASE (TOP UP) (EXCL £10K Base Funding) | ARBOUR VALE (TOP UP) (EXCL £10K Base Funding) | LITLEDOWN SCHOOL (TOP UP) (EXCL £10K Base Funding) | HAYBROOK COLLEGE (TOP UP) (EXCL £10K Base Funding) |
|---------|---|---|---|--|--|
| BAND 1  | £0  |   |   |  |  |
| BAND 2  | £2,000  | £4,000  | £5,000  | £10,000  | £6,000   |
| BAND 2A | £4,000  |   |   |  |  |
| BAND 3  | £6,000  | £9,000  | £10,000                                       | £15,000  | £11,000  |
| BAND 4  | £10,000   | £14,000   | £15,000                                       | £20,000  | £16,000  |
| BAND 5  | £14,000   | £19,000   | £20,000                                       | £25,000  | £21,000  |
| BAND 6  | £18,000   | £24,000   | £25,000                                       | £30,000  | £26,000  |
| BAND 7  |   |   | £35,000                                       | £40,000  | £36,000  |
| BAND 8  |   |   | £45,000                                       | £50,000  | £46,000  |

- 1.1.4 The working group based its approach on a model devised by Essex. This was deemed as the most appropriate model due to it being derived from the SEND Code of Practice (2015). It therefore took into account the four areas of identified need within an EHCP unlike SBC's existing model.
- 1.1.5 In July 2018, a sub-group was created where school staff were asked to contribute to the work with council officers to develop descriptors of need for the new matrix. Head teachers, Speech and Language Therapists (SaLT), Physiotherapists, Occupational Therapists, Sensory teachers, Educational Psychologists and SEND officers all contributed to this process. It was agreed that council staff would then take this work away to add financial costs against the descriptors of need.

- 1.1.6 The working group was re-established in November 2018 where council officers reported back to the wider task and finish group at a half day workshop. Feedback from the workshop suggested that, overall, members of the task and finish group were satisfied that proposals reflected very positive progress in addressing an important and complex issue. Several of those in attendance offered to continue to test the proposed model more widely with a number of their pupils.
- 1.1.7 Following this, a meeting has been arranged with members on the 30<sup>th</sup> January to summarise progress to date and to discuss the next steps. Subject to consultation with wider stakeholders, the new model will to be rolled out from 1<sup>st</sup> April 2019. This will affect new requests for Education, Health and Care needs assessments and for students who are transferring phase during the next academic year. There will be no changes to the funding for children and young people in existing funded placements.
- 1.1.8 The consultation process for the new banding model will include wider stakeholder engagement, including consulting with parents and carers, head teachers, governors and SENDCOs.

| Date  | Event   |
|---|---|
| 30 <sup>th</sup> January 2019   | Feedback session with banding members   |
| Mid February 2019<br><b>(4<sup>th</sup> February – 15<sup>th</sup> February )</b> | <b>CONSULTATION</b> – consult with wider stakeholders<br><br>Consultation session for head teachers, governors and SENDCOs<br><b>(x1 event)</b><br><br>Consultation session for parent/carers<br><b>(x1 event )</b><br><br>Consultation live on The Local Offer website |
|   | Reflect on feedback from consultation.  |
| 26 <sup>th</sup> February 2019  | Schools Forum paper produced  |
| 5 <sup>th</sup> March 2019  | March 2019 - Schools Forum review consultation responses and make final decision on new model   |
| 1 <sup>st</sup> April 2019<br>Subject to<br>Consultation                          | New banding model rolled out for New Requests for Assessments   |

- 1.1.9 The new banding model is not expected to reduce the total cost of top-up funding for children and young people with SEND, however it will address the issues of inequity within a range of settings. The new banding model will further support the work of the SEND service to ensure that the appropriate level of support is provided within the continuum of existing provision in Slough.
- 1.1.10 The proposed model comprises of a single banding model made up of 11 levels of funding. The ‘top-up’ range has been developed in partnership with SBC finance colleagues to demonstrate the level of support/ resource the CYP would need based on respective individual needs.

| Current |                    |         | Proposed         |                 |
|---------|--------------------|---------|------------------|-----------------|
| BAND    | SETTING            | TOP UP  | Range (notional) | TOP UP (Range)  |
| 1       | Mainstream         | Nil     | 1-5              | 2,000 – 8,500   |
| 2       |                    | £2,000  |                  |                 |
| 2A      |                    | £4,000  |                  |                 |
| 3       |                    | £6,000  |                  |                 |
| 4       |                    | £10,000 |                  |                 |
| 5       |                    | £14,000 |                  |                 |
| 6       |                    | £18,000 |                  |                 |
|         |                    |         |                  |                 |
| 2       | Resource           | £4,000  | 4-8              | 7,500 – 20,000  |
| 3       |                    | £9,000  |                  |                 |
| 4       |                    | £14,000 |                  |                 |
| 5       |                    | £19,000 |                  |                 |
| 6       |                    | £24,000 |                  |                 |
|         |                    |         |                  |                 |
| 2       | Littledown School  | £10,000 | 7-11             | 15,000 – 40,000 |
| 3       |                    | £15,000 |                  |                 |
| 4       |                    | £20,000 |                  |                 |
| 5       |                    | £25,000 |                  |                 |
| 6       |                    | £30,000 |                  |                 |
| 7       |                    | £40,000 |                  |                 |
| 8       |                    | £50,000 |                  |                 |
|         |                    |         |                  |                 |
| 2       | Haybrook College   | £6,000  | 7-11             | 15,000 – 40,000 |
| 3       |                    | £11,000 |                  |                 |
| 4       |                    | £16,000 |                  |                 |
| 5       |                    | £21,000 |                  |                 |
| 6       |                    | £26,000 |                  |                 |
| 7       |                    | £36,000 |                  |                 |
| 8       |                    | £46,000 |                  |                 |
|         |                    |         |                  |                 |
| 2       | Arbour Vale School | £5,000  | 7-11             | 15,000 – 40,000 |
| 3       |                    | £10,000 |                  |                 |
| 4       |                    | £15,000 |                  |                 |
| 5       |                    | £20,000 |                  |                 |
| 6       |                    | £25,000 |                  |                 |
| 7       |                    | £35,000 |                  |                 |
| 8       |                    | £45,000 |                  |                 |

## Flexible use of Capital Receipts Strategy

### Purpose

1. This strategy sets out Slough Borough Council's approach to the use of the Government's Direction for the Flexible Use of Capital Receipts, in accordance with Section 15(1) of the Local Government Act 2003.

### Background

2. In accordance with Section 15(1) of the Local Government Finance Act 2003, the Secretary of State is empowered to issue Directions allowing revenue expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.
3. The Secretary of State for Communities and Local Government first issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts can be used to finance expenditure. This guidance, updated in 2017, allows for the following expenditure to be treated as capital,

*“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”*

4. The guidance sets out that there are a wide range of projects that could generate qualifying expenditure and the list below is not prescriptive. Examples of projects include:
  - A Sharing back-office and administrative services with one or more other council or public sector bodies;
  - B Investment in service reform feasibility work, e.g. setting up pilot schemes;
  - C Collaboration between local authorities and central government departments to free up land for economic use;
  - D Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
  - E Sharing Chief-Executives, management teams or staffing structures;
  - F Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
  - G Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;
  - H Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;

- I Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others); and
  - J Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.
  - K Other non specified saving initiative
5. In December 2017, the Secretary of State announced, alongside the provisional local government finance settlement, the continuation of the capital receipts flexibility programme for a further 3 years (ie until and including 2021/22).
  6. The direction makes it clear that local authorities cannot borrow to finance the revenue costs of service reform. Local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years in which this flexibility is offered. Local Authorities may not use their existing stock of capital receipts to finance the revenue costs of reform.
  7. Accordingly, over the period 2016/17 to 2018/19, the following capital receipts were available:

|                                 | <b>Capital Receipts</b> |
|---------------------------------|-------------------------|
|                                 | <b>£m</b>               |
| 2016-17                         | 9.542                   |
| 2017-18                         | 8.431                   |
| 2018-19                         | 11.028                  |
| <b>Total 2016-17 to 2018-19</b> | <b>29.001</b>           |

8. In order to comply with the Direction, the Council must consider the Statutory Guidance issued by the Secretary of State. This Guidance requires authorities to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy within Annual Budget documents.
9. There is no prescribed format for the Strategy; the underlying principle is to support local authorities to deliver more efficient and sustainable services by extending the use of capital receipts to support the revenue costs of reform projects. However, as a minimum, the Strategy should list each project that plans to make use of the capital receipts flexibility and that on a project by project basis details of the expected savings/service transformation are provided. The Strategy should also report the impact on the local authority’s Prudential Indicators for the forthcoming year and subsequent years. Additionally, the guidance states that the Strategy should contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial analysis.

**Previously agreed projects**

10. Officers have assessed the impact of expenditure to date on the current programme, in Table 1 overleaf.
11. For the purposes of this analysis and in accordance with the guidance:
  - Cashable savings – are deemed to be ongoing savings where sufficient costs are mitigated allowing future cash limits in service area budgets to be reduced in anticipation of these savings being realised; and
  - Non-cashable savings – are deemed to result in a reduction in demand for services in future years.

12. It can be seen that in the first year, following implementation of the scheme, the Council achieved cashable savings of £1.000m and non-cashable savings of £4.579m.
13. The current forecast anticipates, over the time-period covered by the Flexible Use of Capital Receipts Direction (2017/18 to 2021/22): a cumulative total of £22.980m in cashable savings and a non-cashable reduction in demand of £54.777m.
14. The current forecast anticipates a total benefit of £60.715m on an initial investment of £17.903m.
15. Four projects are yet to achieve financial benefits, as follows:

| <b>Transformation Fund</b>                     | <b>Type</b> | <b>Expenditure</b> |              |              |
|--|-------------|--------------------|--------------|--------------|
|  |             | <b>16/17</b>       | <b>17/18</b> | <b>18/19</b> |
|  |             | <b>£m</b>          | <b>£m</b>    | <b>£m</b>    |
| 3rd & 4th Tier Restructures                    | D           |                    |              | 0.100        |
| Bus Lane Cameras                               | I           |                    |              | 0.050        |
| Customer & Accommodation                       | F           |                    |              | 0.300        |
| Head of Customer and Digital/Business Analysts | F           | 0.126              | 0.211        |              |
|  |             | 0.126              | 0.211        | 0.450        |

16. With the exception of the Head of Customer and Digital/Business Analysts, which primarily related to the initial development of a council-wide Digital Transformation Programme, these costs relate to the initial set-up of projects that will continue to be funded, and are forecast to realise substantial benefits, in future years.

#### **Future projects**

17. Table 2, overleaf, sets out the projects currently programmed for 2019/20 to 2020/21.
18. It can be seen that £2.000m of cashable are expected to be achieved in 2019/20.
19. The Council's Strategic Finance Board, which meets on a bi-monthly basis, will be responsible for overseeing the Transformation Fund programme throughout 2019/20.
20. Any Business Cases for future projects will be agreed at Corporate Management Team and subsequently reported to Council, in line with Government guidance.

#### **Prudential Indicators**

21. The Council measures and manages its exposure to treasury management risks using the following four new prudential indicators.
  - Upper limits on variable rate exposure. This indicator identifies a maximum limit for variable interest rates based upon the debt provision net of investments;
  - Upper limits on fixed rate exposure. Similar to the previous indicators, this covers a maximum limit on fixed interest rates;
  - Total principal funds invested for a period longer than 364 days. These limits are set to reduce the need for early sale of an investment and are based on the availability of investments after each year-end; and
  - Maturity Structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing

22. Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of principal borrowed will be:

| LIMITS ON INTEREST RATE EXPOSURE               |         |         |         |
|--|---------|---------|---------|
|  | 2018/19 | 2019/20 | 2020/21 |
| Limit on Principal invested beyond year end    | £45m    | £45m    | £45m    |
| Upper limit on fixed interest rate exposure    | £350m   | £350m   | £350m   |
| Upper limit on variable interest rate exposure | £300m   | £300m   | £300m   |

23. Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate. Following recent discussions at the Council's Treasury Management Group and based on the Council's Current Strategy to utilise lower rates for short-term borrowing where possible in order to reduce pressure on the Revenue budgets, the above limits have been revised for 2019-20 financial year onwards.

24. Mature Structure of Borrowing:

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

| MATURITY STRUCTURE OF BORROWING |                     |                    |       |       |
|---------------------------------|---------------------|--------------------|-------|-------|
|                                 | Existing Level (£m) | Existing Level (%) | Lower | Upper |
| Under 12 months                 | 202,583             | 44.06%             | 0%    | 75%   |
| 12 months and within 24 months  | 3,083               | 0.67%              | 0%    | 50%   |
| 24 months and within 5 years    | 23,250              | 5.06%              | 0%    | 50%   |
| 5 years and within 10 years     | 44,417              | 9.66%              | 0%    | 75%   |
| 10 years and within 15 years    | 40,917              | 8.90%              | 0%    | 95%   |
| 15 years and within 20 years    | 48,417              | 10.53%             | 0%    | 95%   |
| 20 years and within 25 years    | 59,591              | 12.96%             | 0%    | 95%   |
| Over 25 years                   | 37,583              | 8.17%              | 0%    | 95%   |
|                                 | 459,841             |                    |       |       |

25. This strategy does not breach any of these prudential indicators.



**TABLE 1: Current Transformation Fund Analysis**

| Directorate | Transformation Fund                               | Type | Expenditure |       |        | Actual SAVINGS 2017/18 |          | SAVINGS 2018/19 |          | SAVINGS 2019/20 |          | SAVINGS 2020/21 |          | SAVINGS 2021/22 |          | SAVINGS Cumulative Total |          | Total Benefit |
|-------------|---|------|-------------|-------|--------|------------------------|----------|-----------------|----------|-----------------|----------|-----------------|----------|-----------------|----------|--------------------------|----------|---------------|
|             |   |      | 16/17       | 17/18 | 18/19  | Cash                   | Non Cash | Cash            | Non Cash | Cash            | Non Cash | Cash            | Non Cash | Cash            | Non Cash | Cash                     | Non Cash |               |
|             |   |      | £m          | £m    | £m     | £m                     | £m       | £m              | £m       | £m              | £m       | £m              | £m       | £m              | £m       | £m                       | £m       |               |
| F&R         | 3rd & 4th Tier Restructures                       | D    |             |       | 0.100  |                        |          |                 |          |                 |          |                 |          |                 |          | 0.000                    | 0.000    | (0.100)       |
| A&C         | Adult Social Care Reform                          | D    | 1.046       |       |        |                        | 2.000    |                 | 2.000    |                 | 1.000    |                 |          |                 |          | 0.000                    | 16.000   | 14.954        |
| CLS         | Agility - SCST                                    | J    | 0.654       |       |        |                        | 0.299    |                 | 0.299    |                 | 0.299    |                 | 0.299    |                 | 0.299    | 0.000                    | 3.289    | 2.635         |
| F&R         | Arvato Client Monitoring Resource                 | K    |             | 0.109 |        |                        |          |                 |          | 0.250           |          |                 |          |                 |          | 0.500                    | 0.000    | 0.391         |
| REGEN       | Bus Lane Cameras                                  | I    |             |       | 0.050  |                        |          |                 |          |                 |          |                 |          |                 |          | 0.000                    | 0.000    | (0.050)       |
| CLS         | Capita Transformation Project                     | D    |             |       | 0.121  |                        |          |                 | 0.150    |                 |          |                 |          |                 |          | 0.000                    | 0.450    | 0.329         |
| A&C         | Cemetery & Crematorium - Improvements             | D    |             |       | 0.323  |                        |          |                 |          |                 | 0.400    |                 |          |                 |          | 0.000                    | 0.800    | 0.477         |
| CLS         | Children Learning & Skills                        | J    |             |       | 1.500  |                        |          |                 |          | 0.170           | 0.300    | 0.330           | 0.200    | 0.150           | 0.100    | 0.820                    | 0.900    | 0.220         |
| F&R         | Council Tax and NNDR Collection                   | H    | 0.180       |       |        |                        |          | 0.600           |          |                 |          |                 |          |                 |          | 1.800                    | 0.000    | 1.620         |
| F&R         | Counter-Fraud Invest to Save                      | H    |             | 0.042 |        |                        |          |                 | 0.400    | 0.100           |          | 0.500           |          |                 |          | 0.700                    | 1.200    | 1.858         |
| F&R         | Customer & Accommodation                          | F    |             |       | 0.300  |                        |          |                 |          |                 |          |                 |          |                 |          | 0.000                    | 0.000    | (0.300)       |
| CLS         | Demand Management Initiatives - SCST              | J    | 2.469       | 3.707 | 0.500  |                        | 2.000    |                 | 2.000    |                 | 2.000    |                 | 2.000    |                 | 2.000    | 0.000                    | 22.000   | 15.324        |
| HOUSING     | Development of Housing Company                    | I    | 0.055       | 0.046 |        |                        | 0.200    |                 | 0.200    | 0.200           |          |                 |          |                 |          | 0.400                    | 1.400    | 1.699         |
| REGEN       | Development of commercial income                  | I    | 0.060       |       |        | 1.000                  |          | 1.000           |          | 1.650           |          |                 |          |                 |          | 10.300                   | 0.000    | 10.240        |
| REGEN       | Economic Development                              | K    |             | 0.040 |        |                        | 0.080    |                 |          |                 |          |                 |          |                 |          | 0.000                    | 0.320    | 0.280         |
| F&R         | Head of Customer and Digital/Business Analysts    | F    | 0.126       | 0.211 |        |                        |          |                 |          |                 |          |                 |          |                 |          | 0.000                    | 0.000    | (0.337)       |
| HOUSING     | Homelessness Prevention Strategy                  | K    |             | 0.100 | 0.513  |                        |          |                 | 0.300    |                 | 0.300    |                 |          |                 |          | 0.000                    | 1.500    | 0.887         |
| HOUSING     | Housing Regulations Team - Business Dev. Manager  | K    | 0.076       |       |        |                        |          |                 | 0.100    |                 |          |                 |          |                 |          | 0.000                    | 0.300    | 0.224         |
| CLS         | Innovation Bids - SCST                            | J    |             |       | 1.998  |                        |          |                 |          | 0.843           | 0.969    | 0.378           | 0.227    | 0.276           | 0.203    | 2.340                    | 2.368    | 2.710         |
| CHIEF EXEC  | Insourcing Environmental Services                 | D    | 0.130       | 0.676 |        |                        |          |                 | 1.000    | 1.200           |          |                 |          |                 |          | 2.400                    | 3.000    | 4.594         |
| HOUSING     | Landlords Registration/HMO Licensing              | K    |             |       | 0.050  |                        |          |                 | 0.050    |                 | 0.050    |                 |          |                 |          | 0.000                    | 0.250    | 0.200         |
| HOUSING     | Private Sector Acquisition Team (Housing)         | K    |             | 0.406 |        |                        |          |                 | 0.200    | 0.100           |          |                 |          |                 |          | 0.200                    | 0.600    | 0.394         |
| F&R         | Recommissioning of major contracts                | I    | 0.703       | 0.284 |        |                        |          |                 |          | 0.500           | 0.200    | 0.300           |          | 0.300           |          | 1.600                    | 0.400    | 1.013         |
| F&R         | Senior Management Restructure                     | D    |             | 0.467 |        |                        |          | 0.640           |          |                 |          |                 |          |                 |          | 1.920                    | 0.000    | 1.453         |
| F&R         | Slough Academy - Reduce Agency Spend              | D    |             |       | 0.150  |                        |          |                 |          | 0.500           |          | 0.750           |          | 0.750           |          | 2.500                    | 0.000    | 2.350         |
| REGEN       | Town Centre Improvements                          | K    |             |       | 0.475  |                        |          |                 |          |                 | 1.000    |                 |          |                 |          | 0.000                    | 2.000    | 1.525         |
| CLS         | Upgrade to APAS                                   | J    |             | 0.036 |        |                        |          |                 |          |                 | 0.100    |                 | 0.100    |                 |          | 0.000                    | 0.300    | 0.264         |
| Chief Exec. | Waste & Environment Insourcing - Pump Prime Sales | J    |             |       | 0.200  |                        |          |                 |          | 0.150           |          | 0.285           |          |                 |          | 0.585                    | 0.000    | 0.385         |
|             |   |      | 5.499       | 6.124 | 6.280  | 1.000                  | 4.579    | 2.240           | 6.699    | 5.513           | 5.518    | 1.508           | 2.726    | 0.726           | 2.602    | 22.980                   | 54.777   | 60.715        |
|             |   |      |             |       | 17.903 |                        |          |                 |          |                 |          |                 |          |                 |          |                          |          |               |

**Table 2: Future Transformation Fund (2019/20 to 21/22)**

| Directorate | Transformation Fund                               | Type | 19/20 | 20/21 | 21/22        | SAVINGS |          | SAVINGS |          | SAVINGS |          | SAVINGS          |          | Total Benefit |
|-------------|---|------|-------|-------|--------------|---------|----------|---------|----------|---------|----------|------------------|----------|---------------|
|             |   |      |       |       |              | 2019/20 |          | 2020/21 |          | 2021/22 |          | Cumulative Total |          |               |
|             |   |      |       |       |              | Cash    | Non Cash | Cash    | Non Cash | Cash    | Non Cash | Cash             | Non Cash |               |
|             |   |      |       |       |              | £m      | £m       | £m      | £m       | £m      | £m       | £m               | £m       | £m            |
| F&R         | 3rd & 4th Tier Restructures                       | D    | 0.900 |       |              | 1.000   |          |         |          |         |          | 3.000            | 0.000    | 2.100         |
| REGEN       | Bus Lane Cameras                                  | I    | 0.100 |       |              | 0.350   |          |         |          |         |          | 1.050            | 0.000    | 0.950         |
| CLS         | CLS Trading Services                              | I    | 0.075 | 0.037 |              |         |          |         |          | 0.250   |          | 0.250            | 0.000    | 0.138         |
| F&R         | Customer & Accommodation                          | F    | 1.700 |       |              |         |          | 1.500   |          | 1.500   |          | 4.500            | 0.000    | 2.800         |
| F&R         | Slough Academy - Reduce Agency Spend              | D    | 0.650 |       |              | 0.500   |          | 0.750   |          | 0.750   |          | 3.750            | 0.000    | 3.100         |
| Chief Exec. | Waste & Environment Insourcing - Pump Prime Sales | J    | 0.300 |       |              | 0.150   |          | 0.285   |          |         |          | 1.020            | 0.000    | 0.720         |
|             |   |      | 3.725 | 0.037 | 0.000        | 2.000   | 0.000    | 2.250   | 0.000    | 2.500   | 0.000    | 12.550           | 0.000    | <b>9.088</b>  |
|             |   |      |       |       | <b>3.762</b> |         |          |         |          |         |          |                  |          |               |

**Pay Policy Statement for the Year 2019/20**

**1. Introduction**

- 1.1 The Localism Act requires local authorities to publish, on their website, an annual Pay Policy Statement, which has been approved by Full Council.
- 1.2 No remuneration may be made to officers that fall outside of the Pay Policy Statement, although it is possible for a meeting of the Full Council to amend the statement at any time.
- 1.3 In drawing up this statement, Slough Borough Council has taken into account the guidance issued by the Department of Communities and Local Government in February 2012 and the supplementary guidance issues in February 2013.
- 1.4 Slough Borough Council is committed to complying with the statutory obligation to pay the National Living Wage.
- 1.5 This statement does not apply to schools' staff as local authority schools' employees are outside the scope of the legislation.
- 1.6 This statement will be approved by Full Council in February 2019.
- 1.7 Slough Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our staff.
- 1.8 The Council is committed to paying nationally negotiated pay awards and this Pay Policy Statement will be updated as and when any such pay awards are agreed.

**2. Remuneration of Chief Officers**

- 2.1 In accordance with the Localism Act, the following SBC posts are defined as Chief Officers, and their salary bands are as follows. (The SBC grading structure is attached in Appendix A).

| <b>Head of the Paid Service and Statutory Chief Officers</b> |                      |                               |
|--|----------------------|-------------------------------|
| <b>Post</b>  | <b>Reports To</b>    | <b>Salary Band</b>            |
| Chief Executive / Head of Paid Service.                      |                      | £136,546 - £163,857           |
| Director of Adults & Communities                             | Head of Paid Service | SML 16<br>£112,389 - £131,086 |
| Director of Children Learning & Skills                       | Head of Paid Service | SML 16<br>£112,389 - £131,086 |

|  |   |  |
|--|---|--|
| Monitoring Officer   | Head of Paid Service  | Interim cover – £650 per day (4 days per week) |
| Director of Finance & Resources / Section 151 Officer                                    | Head of Paid Service  | SML 16<br>£112,389 - £131,086                  |
| Service Lead - Finance (Deputy section 151 Officer)                                      | Director of Finance & Resources / Section 151 Officer                 | SML 12<br>£67,037 - £74,679                    |
| Director of Public Health  | The Director of Public Health is employed by Bracknell Forest Council |  |
| <b>Posts that report directly to the Head of Paid Service or Statutory Chief Officer</b> |   |  |
| <b>Post</b>  | <b>Reports To</b>   | <b>Salary Band</b>                             |
| Director of Place & Development, (Non-statutory Chief Officer).                          | Head of Paid Service  | SML 16<br>£112,389 - £131,086                  |
| Director of Regeneration (Non-statutory Chief Officer).                                  | Head of Paid Service  | SML 16<br>£112,389 - £131,086                  |
| Service Lead – School Effectiveness  | Director of Children, Learning & Skills                               | SML 12<br>£67,037 - £74,679                    |
| Service Lead – Early Years   | Director of Children, Learning & Skills                               | SML 12<br>£67,037 - £74,679                    |
| Service Lead - Access & Inclusion  | Director of Children, Learning & Skills                               | SML 12<br>£67,037 - £74,679                    |
| Service Lead – Children, Commissioning, Partnership & Performance                        | Director of Children, Learning & Skills                               | SML 12<br>£67,037 - £74,679                    |
| Service Lead - SEND  | Director of Children, Learning & Skills                               | SML 12<br>£67,037 - £74,679                    |
| Service Lead - Strategy & Performance  | Chief Executive   | SML 12<br>£67,037 - £74,679                    |
| Service Lead – Customer & Communications   | Director of Finance & Resources / Section 151 Officer                 | SML 12<br>£67,037 - £74,679                    |
| Service Lead - Governance  | Director of Finance & Resources / Section 151 Officer                 | SML 12<br>£67,037 - £74,679                    |
| Service Lead - People  | Director of Finance & Resources / Section 151 Officer                 | SML 12<br>£67,037 - £74,679                    |
| Service Lead – Digital & Strategic IT  | Director of Finance & Resources / Section 151 Officer                 | SML 12<br>£67,037 - £74,679                    |
| Service Lead – Public Health   | Director of Adults & Communities                                      | SML 12<br>£67,037 - £74,679                    |
| Service Lead – Adult Social Care Operations  | Director of Adults & Communities                                      | SML 12<br>£67,037 - £74,679                    |
| Service Lead – Adult Social Care Commissioning   | Director of Adults & Communities                                      | SML 12<br>£67,037 - £74,679                    |
| Service Lead – Regulatory  | Director of Adults &  | SML 12   |

|                                      |   |  |
|--------------------------------------|---|--|
| Services                             | Communities                                       | £67,037 - £74,679                                  |
| Service Lead – Communities & Leisure | Director of Adults & Communities                  | SML 12<br>£67,037 - £74,679                        |
| Service Lead – Mental Health         | Director of Adults & Communities                  | Post employed by Berkshire Health Foundation Trust |
| Directorate Finance Manager x2       | Service Lead Finance (Deputy Section 151 Officer) | SML 11<br>£56,690 - £64,491                        |

| <b>Posts that report directly to Non-Statutory Chief Officers</b> |                                 |                             |
|---|---------------------------------|-----------------------------|
| <b>Post</b>   | <b>Reports To</b>               | <b>Salary Band</b>          |
| Service Lead – Regeneration Delivery                              | Director of Regeneration        | SML 12<br>£67,037 - £74,679 |
| Service Lead – Regeneration Development                           | Director of Regeneration        | SML 12<br>£67,037 - £74,679 |
| Service Lead – Strategic Housing Services                         | Director of Place & Development | SML 12<br>£67,037 - £74,679 |
| Service Lead – Neighbourhood Services                             | Director of Place & Development | SML 12<br>£67,037 - £74,679 |
| Service Lead – Environmental Services                             | Director of Place & Development | SML 12<br>£67,037 - £74,679 |
| Service Lead – Building Management                                | Director of Place & Development | SML 12<br>£67,037 - £74,679 |
| Service Lead – Planning & Transport                               | Director of Regeneration        | SML 12<br>£67,037 - £74,679 |
| Service Lead – Major Infrastructure Projects                      | Director of Regeneration        | SML 12<br>£67,037 - £74,679 |
| Service Lead – Economic Development                               | Director of Regeneration        | SML 12<br>£67,037 - £74,679 |

The Chief Executive is appointed as the Council's Returning Officer in accordance with the Representation of the Peoples Act 1983. The Returning Officer is eligible for fees linked to duties undertaken for running national, European or local elections/referenda. These fees are determined by the number of electors registered in the borough/parliamentary constituency and are paid subject to a formula applied by the Government for determining fees to all Returning Officers across the Country.

## 2.2 Remuneration on Appointment

Newly appointed chief officers are paid in accordance with the pay scales set out above.

Salary packages amounting to £100,000 or more for new appointments will be approved by Full Council.

## 2.3 Job Evaluation

The pay of all employees, including Chief Officers, is based on job evaluations undertaken through the Hay Job Evaluation Scheme.

## 2.4 Terms and Conditions of Employment

The Chief Executive is employed on JNC for Local Authority Chief Executives terms and conditions of employment.

All other chief officers are employed on JNC or NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to these posts.

## 2.5 Travel and Subsistence Expenses

There are occasions when employees incur additional expenditure than normal in the course of undertaking their official duties on behalf of the Council away from their normal place of work.

The Council has a comprehensive Travel and Subsistence Expenses Scheme, which applies to all our staff, including Chief Officers, in such circumstances.

## 2.6 Payment of Professional Fees

The Council will pay the cost of one professional subscription per annum, per employee, including Chief Officers, which is relevant and necessary for the role.

## 2.7 Honoraria

An honoraria payment may be made to an employee, including to a chief officer, in recognition of undertaking temporarily additional or outstanding extra work, which is:

- outside the normal scope of the duties and responsibilities of the employee
- over an extended period undertaking part of the duties of a higher graded post
- or where the additional duties and responsibilities are exceptionally onerous
- or in situations which merit the employee being rewarded for specific work.

The Honoraria Scheme applies in these circumstances and the amount of payment is based on the duties undertaken.

## 2.8 Acting Up

Acting up arises when an employee temporarily undertakes full or part duties of a higher graded post for a consecutive period of at least four weeks.

All employees, including Chief Officers, are entitled to an acting up payment in recognition of the responsibilities. Decisions on payment take into account the following:

- The nature and complexity of the responsibilities, undertaken by the employee and their current spinal column point.
- Whether the employee is undertaking full or part responsibilities
- If the employee is placed into post as a development opportunity

## 2.9 Secondments

Secondments are intended to provide developmental opportunities to gain skills and experience rather than for financial gain. Therefore, secondees will normally transfer from their current position into the secondment on their existing salary. Terms and conditions of the secondee may change depending on the local variations within the

department, i.e. flexi-time. However, if there is a significant difference between the secondment and the individual's salary this must be brought to the attention of the ODHR Department and a decision will be taken on whether to review salary arrangements in line with complexities of the job.

#### 2.10 Market Supplements

A Market Supplement is payable, in exceptional circumstances, for posts (including Chief Officer posts), which are critical to the delivery of essential/statutory services, and to which the Council has been unable to recruit.

#### 2.11 Pay protection

An employee, who is redeployed to a suitable post which is one grade lower, will receive protection of earnings (basic pay plus local weighting allowance) for a period of one year. The salary will be frozen at its current level and the employee will not receive annual pay awards. At the end of the protection period the employee will be placed on the salary grade relevant to the redeployed post.

Where an employee accepts redeployment to a post which is more than one grade lower, there is no entitlement to protection of earnings. In exceptional circumstances, in order to minimise financial hardship and avoid redundancies Directors may, subject to budgetary considerations, exercise discretion to grant some element of protection. This would apply for no longer than one year.

#### 2.12 Termination Payments

In the event of a redundancy situation, all employees, including chief officers, are entitled to redundancy payments based on a multiple of 1.5 times statutory provision, based on weekly pay, subject to a cap of 30 weeks as the maximum number of weeks payable, and to a cap of 20 years service.

The terms, and any payment relating to the termination of employment of any officer of the Council in any contentious circumstances which do not result from an award made by an Employment Tribunal or Court are settled by the Council on the basis of the legal merits of the case, the time and disruption which protracted litigation would involve, any limit of statutory entitlement on monetary claim available to an employee, and what is considered prudent in all circumstances.

Any redundancy or severance packages of £100,000 or more will be approved by Full Council. In presenting the information to Full Council the components of any such severance package will be set out including; salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid.

If an applicant for a post (including Chief Officer posts) is in receipt of a severance payment from any local authority, or a Local Government retirement pension, this does not form part of the Council's decision as to whether or not they should be appointed.

Any employee, who is made redundant, including Chief Officers, must have a break of at least four weeks in order to retain a redundancy payment before they can be re-employed by the Council in a different position.

Consultancies over £5,000 (excluding cover for established posts) or any consultancy/employment offered to former senior officers of the Council of third tier and above are a “significant officer decision.” (Significant officer decisions are circulated monthly to all members and published on the website).

2.13 The Government is consulting on regulations regarding the recovery of public sector exit payments. SBC will comply with any future legislative requirements.

#### 2.14 Pension Payments

All employees who are members of the Local Government Pension Scheme, including Chief Officers, are entitled to a retirement pension calculated in accordance with the Local Government Pension Scheme Regulations.

### **3. Remuneration of Our Lowest Paid Employees**

3.1 All SBC employees are paid in accordance with a locally determined salary scale, appendix A.

3.2 “Lowest Paid Employee” means the employee on the lowest grade, assuming that the posts are full-time, excluding apprentices. The lowest grade is Level 1, £17,663 inclusive of LW.

#### 3.3 Unsocial Hours Payments

The Council has a comprehensive Working Pattern Arrangement Scheme which sets out the allowances payable for:

- Overtime (for employees up to and including Level 5)
- Saturday and Sunday working
- Bank holidays
- Night working
- Sleeping-in duty
- Shift working
- Standby, on-call and call-out

#### 3.4 Terms and Conditions of Employment

Employees, who are not Chief Officers, are employed on NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to NJC employees.

### **4. Relationship between the Remuneration of Our Chief Officers and our lowest paid employees**

4.1 The base pay of the Chief Executive is currently £136,546. This is 7.730 times the pay of our lowest paid employees. ( $136,546 / 17,663 = 7.730$ )

The median earnings of all employees as of 1 April 2018, was £26,470. The median earnings figure complies with the specific requirements within the Local Government

Transparency Code 2015 and includes all elements of remuneration that can be valued.

4.2 The pay of the Chief Executive is currently 5.2 times the pay of median earnings of our employees.

Date last updated: January 2019

Appendix 1: Slough Borough Council Salary Scales

**NEW SLOUGH LEVELS STRUCTURE 1ST APRIL 2018**

| Level |    | SCP | Basic | L/W | Inclusive Annual Salary |
|-------|----|-----|-------|-----|-------------------------|
| L1    | 01 | 5   | N/A   | N/A | N/A                     |
|       | 02 | 7   | N/A   | N/A | N/A                     |
|       | 03 | 9   | 16755 | 908 | 17663                   |
| L2    | 01 | 10  | 16863 | 908 | 17771                   |
|       | 02 | 11  | 17007 | 908 | 17915                   |
|       | 03 | 13  | 17391 | 908 | 18299                   |
| L3    | 01 | 14  | 17681 | 908 | 18589                   |
|       | 02 | 16  | 18319 | 908 | 19227                   |
|       | 03 | 18  | 18870 | 908 | 19778                   |
| L4    | 01 | 19  | 19446 | 908 | 20354                   |
|       | 02 | 20  | 19819 | 908 | 20727                   |
|       | 03 | 21  | 20541 | 908 | 21449                   |
|       | 04 | 22  | 21074 | 908 | 21982                   |
| L5    | 01 | 23  | 21693 | 908 | 22601                   |
|       | 02 | 24  | 22401 | 908 | 23309                   |
|       | 03 | 25  | 23111 | 908 | 24019                   |
|       | 04 | 27  | 24657 | 908 | 25565                   |
|       | 05 | 29  | 26470 | 908 | 27378                   |
| L6    | 01 | 30  | 27358 | 908 | 28266                   |
|       | 02 | 31  | 28221 | 908 | 29129                   |
|       | 03 | 32  | 29055 | 908 | 29963                   |
|       | 04 | 34  | 30756 | 908 | 31664                   |
|       | 05 | 35  | 31401 | 908 | 32309                   |
| L7    | 01 | 36  | 32233 | 908 | 33141                   |
|       | 02 | 37  | 33136 | 908 | 34044                   |
|       | 03 | 38  | 34106 | 908 | 35014                   |
|       | 04 | 40  | 36153 | 908 | 37061                   |
|       | 05 | 41  | 37107 | 908 | 38015                   |
| L8    | 01 | 42  | 38052 | 908 | 38960                   |
|       | 02 | 44  | 39961 | 908 | 40869                   |
|       | 03 | 46  | 41846 | 908 | 42754                   |
|       | 04 | 47  | 42806 | 908 | 43714                   |
| L9    | 01 | 48  | 43757 | 908 | 44665                   |
|       | 02 | 50  | 45645 | 908 | 46553                   |
|       | 03 | 52  | 47568 | 908 | 48476                   |
|       | 04 | 53  | 48536 | 908 | 49444                   |
| L10   | 01 | 54  | 49561 | 908 | 50469                   |
|       | 02 | 55  | 50582 | 908 | 51490                   |
|       | 03 | 57  | 52642 | 908 | 53550                   |
|       | 04 | 59  | 54684 | 908 | 55592                   |

**Equality Impact Assessments**

To be published in Full Council papers.

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# **Public Building Facility Booking Policy and Terms & Conditions for Hire**

## Document Control Information

|                  |  |
|------------------|--|
| Document Name    | <b>Public Building Facility &amp; Arbour Park Community Stadium Booking Policy and Terms &amp; Conditions for Hire</b> |
| Document Author  | <b>Charan Dhillon, Service Lead Building Management</b>  |
| Document Version | <b>11</b>  |
| Document Status  | <b>Final</b>   |
| Date Released    | <b>January 2019</b>  |

## Document History

| Version | Date                          | Additions/Modifications   | Action by         |
|---------|-------------------------------|---|-------------------|
| 1       | Dec 2015                      | New Room Bookings Policy Drafted, T&Cs updated – Forwarded for comment to SBC Legal Services & Internal Audit | Charan Dhillon    |
| 2       | 17/01/16                      | Legal completed review  | Sushil Thobani    |
| 3.      | 3/02/16                       | Policy sent to Tracy Luck for comment and Prevent Coordinator   | Charan Dhillon    |
| 4.      | 10/02/16                      | Policy amended following confirmation from Finance (Barry Stratfull) re VAT ruling on bookings                | Jamila Ibrahim    |
| 5.      | 2/03/16                       | Final Policy & Fees sent to CMT and Commissioners for approval  | Charan Dhillon    |
| 6.      | 18 <sup>th</sup> Jan 2017     | Revised Policy, Pricing, T&Cs issued to CMT   | Charan Dhillon    |
| 7.      | 16 <sup>th</sup> October 2017 | Revised Policy, Pricing, T&Cs to reflect the new Arbour Park Community Stadium – issued to Cabinet.           | Charan Dhillon    |
| 8.      | 17 <sup>th</sup> May 2018     | Revised Policy, Pricing, T&C's to reflect GDPR and Cricket Pitch Information.                                 | Kulvinder Dhillon |
| 9.      | 24/05/18                      | Privacy Notice  | Kulvinder Dhillon |
| 10.     | 09 <sup>th</sup> July 2018    | Catering Services information updated   | Kulvinder Dhillon |
| 11.     | Jan 2019                      | Revised Policy, Pricing, T&Cs issued to CMT – <b>CHANGES HIGHLIGHTED IN RED FONT</b>                          | Charan Dhillon    |

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## **1. INTRODUCTION**

- 1.1** Slough is an area of cultural diversity with vibrant communities and a strong voluntary sector.
- 1.2** This Policy is in place to ensure that the Slough Borough Council (SBC) complies fully with its legal obligations when offering rooms for hire and use, to determine the process for such hire and use and for the control of these persons, parties or organisations who may hire or use said rooms.
- 1.3** This policy has been drafted after consideration of experience of SBC and non-SBC Facility Bookings. It sets out principles and procedures with the aim of providing clear processes for Hire of council assets.
- 1.4** A separate booking form will be provided to all hirers with detailed terms and conditions, as per **Appendix 1**.

## **2. SCOPE**

- 2.1** This Policy details the good practice necessary to protect the Council, to safeguard the reputation of the Council, to optimise the management of risk and to minimise the impact of possible misuse by unauthorised persons, parties or organisations. Implementation of this policy will provide assurance to the stakeholders, partners and citizens that the council premises are being appropriately used by the council whilst complying with legislation and meeting the demands of these persons, parties or organisations who wish to use these facilities.

## **3. BOOKING GUIDELINES**

### **3.1 RESTRICTIONS ON USE**

- 3.1.1** Slough Borough Council Meetings must take priority over any other meetings either by public or outside organisations.
- 3.1.2** Any requests for space hire in council assets for filming must be approved by the council's communications services prior to confirming the booking.
- 3.1.3** Members may, subject to availability, use Council facilities, including meeting rooms, free of charge where the use is solely connected with their role as a local Councillor.
- 3.1.4** Council assets should not be used for party political purposes pursuant to section 99 Local Government Act 1972 or for a Member's personal use. The Group Rooms are outside the scope of this Policy and may be used by the Groups for their own purposes.
- 3.1.5** No hiring can be made by political parties, or for political purposes, i.e. events designed to affect support for a particular political party.

- 3.1.6 The provision of Council facilities, including room hire, may be withdrawn if the facility or other provision has been misused by the Member or is used in contravention of this guidance or the terms and conditions of hire.
- 3.1.7 Some venues can be hired for Weddings, Functions, Training Courses etc., by outside companies/members of the public. It should be noted that if there is an intention to consume alcohol on the premises, the council must be notified at the time of the booking. It should also be noted that alcohol may not be sold on council premises, except at building approved to sell alcohol by the council (this information can be provided by the Facilities Booking Team).
- 3.1.8 Slough Borough Council will ensure that the application of any part of this policy does not discriminate, directly or indirectly, against anyone on the grounds of race, disability, sex, gender reassignment, sexual orientation religion or belief, age, marriage or civil partnership.
- 3.1.9 Slough Borough Council does not permit it's accommodation to be let for political rallies or demonstrations, for purposes which are illegal i.e. forbidden by law or unauthorised by official or accepted rules, for functions attended by people whose presence may cause civil unrest or division within the community or to an organisation or individual which has been banned by law.
- 3.1.10 Slough Borough Council will not permit its accommodation to be let:
- For political rallies or demonstrations
  - For purposes which are illegal i.e. be they forbidden by law or unauthorised by official or accepted rules
  - For functions attended by people whose presence may cause civil unrest or division within the community
  - To an organisation or individual which has been banned by law

The Council also reserves the right to cancel any booking where it considers:

1. Such events that may be contrary to the interest of the general public or contrary to any law or act of Parliament. Any bookings will also be subject to consideration from the police to ensure the safety of the community is assessed against the request for a venue booking.
2. The users of the premises may do something that may cause or pose a risk of loss, damage or significant expense to the Council or harm the reputation of the Council.

### **Step 1**

The following questions will assist staff in determining whether a booking is considered controversial

1. Establish what the venue will be used for and what type of event the customer is wishing to hold at the community centre or other community facility
2. Is the name given linked to any community group or organisation?

3. Request a copy of the programme details and names of any speakers.
4. Request all contact details (address, mobile, home and business contact number).
5. If the customer is not a Slough resident, establish why they are holding an event in the Slough area.
6. Ask the customer if they have used any other venues in the country, if so contact the previous venue(s) to establish what the event was.

## **Step 2**

If you are concerned with the answers provided by the customer, speak to your manager. If the manager deems it appropriate they will cross reference the booking details provided with the web links and contacts below, or ask you to do so (in the order listed):

1. <https://www.gov.uk/government/publications/proscribed-terror-groups-or-organisations--2> (provides a list of all known terrorist groups within UK and Ireland).
2. Contact Slough Borough Council Prevent Coordinator

**Naheem Bashir | Prevent Coordinator | Slough Borough Council**

**Telephone:** 01753 875201 | **Mobile:** 07540 147340

**Email:** [naheem.bashir@slough.gov.uk](mailto:naheem.bashir@slough.gov.uk)

3. Contact Thames Valley Police Prevent Team: –

**Misha Upadhyaya | Prevent Officer | Thames Valley Police**

**Telephone:** 01753 506291 | **Mobile:** 07467 444183

**Email:** [misha.upadhyaya@thamesvalley.pnn.police.uk](mailto:misha.upadhyaya@thamesvalley.pnn.police.uk)

**Ian Healey | Prevent Officer | Thames Valley Police**

**Telephone:** 01753 506059 | **Mobile:** 07971 626938

**Email:** [ian.healey@thamesvalley.pnn.police.uk](mailto:ian.healey@thamesvalley.pnn.police.uk)

## **Step 3**

If the booking is identified as controversial, the council's Chief Executive will make the final decision on whether to cancel.

This decision will be shared in advance of being communicated to the booking organisation with other known venue providers and the Council's communications team.

- 3.1.11 The Council reserves the right to cancel any booking where it considers that such events may be contrary to the interest of the public or contrary to any law or act of Parliament. Any bookings will also be subject to consideration from the police to ensure the safety of the community is assessed against the request for a venue booking.

3.1.12 The Council also reserves the right to cancel any booking where it believes the hirer of the premises may do something that may cause or pose a risk of loss, damage or significant expense to the Council or harm the reputation of the Council.

3.1.13 No part of the Hall or other areas of hire in the building should be used for any purpose other than the Purpose of the Hire. No part of the building or space hired is to be used for any purpose, which is unlawful.

## **3.2 APPLICATION FOR HIRE AND ANNOUNCEMENT OF HIRE**

3.2.1 All applications for the hire of the premises must be made by email to [communitycentres@slough.gov.uk](mailto:communitycentres@slough.gov.uk) or via telephone to: 01753 875762 or 01753 875401

3.2.2 Applications will not be accepted from persons less than 18 years of age.

3.2.3 The Bookings Officer reserves the right to refuse any application for hire and shall not be required to offer any reason or explanation.

3.2.4 An email at the time of the application for hire/booking will be sent to the hirer on receipt of the booking. No booking will be deemed to be confirmed until the hirer has received an acceptance e-mail from Slough Borough Council and following receipt of full payment from the hirer.

3.2.5 No public or private announcement of the hiring shall be made until the application has been granted and Slough Borough Council has confirmed the booking.

3.2.6 The Hirer must inform the Council if the event is open to the public and/or if tickets are being sold for the Purpose of the Hiring. **Arbour Park Only-Hirers must complete the Arbour Park Community Stadium Event application form and submit to the Bookings team at the time of the booking. Written confirmation from the Building Manager must be obtained before the event can be confirmed. (Appendix 5)**

3.2.7 Any booking involving a hirer that does tuition classes or any classes related to children will need to provide the bookings team with a copy of their approved DBS certificate.

3.2.8 Any booking that is hiring Council Facilities to prepare and sell food or drink, must evidence that they are registered with the appropriate local authority for Food Safety purposes. In addition to this, the hirers must provide evidence of their food hygiene rating at the time of making the booking. Where they are associated with Slough Borough Council Events, the caterer must have a rating of 3 or above.

3.2.9 **The occasional handling, preparation, storage and serving of food by private persons at events such as church, school or village fairs are not covered by the scope of the Regulation. Therefore are not subject to the requirements of EU hygiene legislation.**

3.2.10 Where hirer would like exclusive use of a particular space in a council asset, which means no other users can occupy this area, a licence will be required for use of that space and therefore a booking agreement will no longer apply. The calculation for this space will be as illustrated below -

**Annual Licence Charge** - Any group or organisation that does not provide direct service to the Council or work in partnership will pay the market rate as determined by Facilities Management at the date of application. For clarification this also means non affiliated charities/community and religious groups.

**Lease/ Licence charge for space per annum** = commercial licence rate (currently £14 per square feet) x space occupied in square feet

**PLUS**

**The service charge** – This will be charged to all groups and is based on the percentage of lettable space.

**Service charge** = (Total building running costs / total sq. ft. lettable building space) x space occupied by licensee.

### **3.3 PAYMENT OF HIRE FEES AND OTHER CHARGES**

3.3.1 Slough Borough Council reserves the right to increase prices with effect from the 1st of April each year. All bookings for events taking place after any price increase shall be liable to the new charge(s) for the facilities hired.

3.3.2 All persons or groups using SBC Rooms or Facilities at any of its premises throughout the borough, will be liable to pay the approved charges as per **Appendix 3**. No persons or Groups are excluded from this policy, however rates will vary if groups hiring the room/s are a registered charity or voluntary groups. Any exceptions can only be approved by the council's 151 Officer/Finance Director.

3.3.3 Double rate will be charged on all facilities between 11pm to 7am. Bank holidays will be charged at double rate all day. In addition on Christmas Eve and New Years Eve double rate will be applied on all facilities after 7pm.

3.3.4 The Hirer agrees to pay the Council the Fee, as consideration for the hire of the Hall for the Period of Hiring.

3.3.5 For avoidance of doubt, the Hirer shall ensure that the council is in receipt of the Fee no later than 28 days before the Period of the Hiring.

3.3.6 In addition to the hire Fee, the Hirer hereby agrees to pay to the Council any additional cost incurred by the council arising from or in connection with: addition time in excess of the agreed Period of Hire or any damage to the Council's property during the hire period. For the avoidance of doubt where the Council is in receipt of the Hirer's Damage Deposit, the parties hereby agree that the Council may first deduct any sum due to the Council as a debt from the Hirer by reason of additional time in excess of the

agreed Period of Hire or for any financial loss to the council as a result of damage caused to property or equipment during the hirer's booking period.

3.3.7 Community groups working in partnership with the council and offering 'community added value' will receive a 15% reduction in addition to the charity rate discount for the hire of space. Charities presently receive a 15% discount off the commercial booking rate, therefore groups offering 'Community Added Value' will be entitled to a further 15%, totalling to 30% off the commercial rate for use of the asset. In order to comply with this criterion, the group must have a formal contract in place with a council service, which clearly demonstrates the partnership working, aiming to support delivery of the council's five year service plan.

3.3.8 Customers making a bulk commitment of **10 or more bookings** at Arbour Park Community Stadium or **The Curve for the following will be entitled to a 10% discount on the total cost:-**

- One FULL PITCH hire on its own
- Full day package – pitch, changing rooms, flood lights, ground and 1<sup>st</sup> floor room (package only available for league or cup competition hirers)
- Half day package – pitch, changing rooms, flood lights, ground and 1<sup>st</sup> floor room (package only available for league or cup competition hirers)
- **New customers will receive a 10% discount for bulk commitment on the first 10 consecutive bookings of 2 hours or more in any room at The Venue.**

**All bookings must be paid for as per the terms and conditions, requiring full payment at least 28 days prior each booking. In order to secure bookings for dates in advance, which are more than 28 days a head, a deposit must be received as per the terms and conditions. It will be the responsibility of the hirer to notify the council's booking team in writing when they believe they have made 10 consistent bookings in any one calendar year. The booking team will review this and if they agree with the specified dates and facility hired, a refund will be given at 10% of a total of 10 bookings.**

3.3.9 It is proposed that overnight homeless shelter bookings made by organisations working in partnership with the council's Housing Service, will be excluded from paying a double rate charge after 11.00pm as per all other bookings.

3.3.10 Where the kitchen alone is being booked for commercial use without a room/hall booking, a charge of £30 per hour will be applied to ensure the council fully covers its running/building opening costs.

3.3.11 Council staff receive a 10% discount on halls for personal hire. This discount will not be applicable on Children's party rates or the day rate as these are already discounted. Staff will be asked to provide evidence i.e. their SBC ID badge and the booking will only be accepted under the staff member's name.

- 3.3.12 Our communities book hall space for Eid celebrations. As they are unable to confirm the day on which Eid may fall as this is dependent on the moon, customers may book space for 2 days and pay for 1 ½ days if they will actually only use the venue for 1 day.
- 3.3.13 **Costs for filming at our sites/community centres for use in a documentary or by a news organisation there will not be charged for use of space/venue as long as filming is approved by the council's communications services.**
- 3.3.14 Up to any 4 rooms at SMP can be hired for the Elections at a fixed cost of £100 per day for any 4 rooms. For the Referendum, free use of rooms will be offered to the designated lead campaign groups at any council venue during reasonable times i.e. office hours. These rooms can only be booked by the designated person and the Head of Democratic Services must initially confirm the person as designated.
- 3.3.15 **Cost for use of Community Centres as Polling Stations, Electoral Services will be charged 50% of the hire charge to enable cover of the cost i.e. electric, heating and staff resources.**
- 3.3.16 Staff conference – cost for hire would be waived if using one of our venues as this is for staff and held by CMT.
- 3.3.17 If the hirer requires a big setup they will be charged an additional fee to set up the venue at £20 per hour for the facility officer charge.
- 3.3.18 The cost for hiring car park spaces at community centres will be charged at £5.00 daily carpark rate. Day rate (09.00 – 17.00) for commercial hire will be charged at £120 for an area of the car park.
- 3.3.19 **Due to the nature of a booking there may be a requirement to have security guards on site, which the bookings team will advise you on at the time of your booking. The cost for the security guards will be charged to the hirer. If a hirer wants to use their own security firm, evidence must be produced at the time of booking as written confirmation from the security firm of providing of guards and payment has been received from the hirer.**
- 3.3.20 The Blood Donor service is a unique life saving service that will benefit the whole of Berkshire, a concessionary rate of £150 will be given in order to cover the running costs of the session.
- 3.3.21 **Groups that already have existing bookings at our sites which are now chargeable can apply for a transitional grace period to allow them to secure funding long as they can demonstrate their activities support the local community and priorities on Councils 5 year plan.**
- 3.3.22 **Costs for Facilities officer time outside standard opening hour will be £20 per hour for weekdays and £25 per hour on weekends. This cost will apply to SBC services and external customers for space hire outside normal opening hours. This will include hiring of open/free spaces within community centres.**
- 3.3.23 At The Curve:-

- There will be no exclusive use of the bookable external area, named The Plaza. However, if The Venue or one other room(s) is hired at The Curve for more than 2 hours, then the Plaza may be used at no extra cost for the same duration as the room/venue booking time.
- Technician Costs for hire of The Venue should be paid directly between the hirer and the technician employed to provide support. However only the council's approved technicians may be used.
- Overtime Costs for Facilities officer time outside standard opening hour will be £20 per hour for weekdays and £25 per hour on weekends. This cost will apply to SBC services and external customers for space hire outside normal opening hours. This cost also applies to the Registrar Service when opening of the building is requested outside normal opening hours.
- Cost for hiring additional equipment i.e. Laptop, Projector, Screen, Flipcharts etc. will be payable by the hirer will be added to the total hirer cost. This cost will apply to SBC services and external customers.

#### 3.3.24 At Arbour Park Community Stadium:-

- Up to four Active Slough Forums lead by SBC will run at zero cost to the council. Getting more people, more active, more often is a key priority for the council, improving the wellbeing of all Slough residents. Arbour Park is the first of five major leisure capital improvement schemes which aim to get our local population exercising more, in quality, state of the art leisure facilities. Arbour Park will host 4 x Active Slough Forum meetings per annum. These meetings, facilitated by Slough Borough Council, are instrumental in bringing together all community / voluntary sector and commercial groups and businesses that offer opportunities to local people to participate in sport and physical activity; sharing programmes, advice and expertise within the leisure sector. Although these events will not incur a hire charge for the facility, the organiser will need to cover any costs of running the event i.e. staffing, cleaning, food, drink etc.
- Cost for hiring additional equipment i.e. Laptop, Projector, Screen, Flipcharts etc. will be payable by the hirer will be added to the total hirer cost. This cost will apply to SBC services and external customers.

### 3.4 CANCELLATION OF HIRING (by Slough Borough Council)

- 3.4.1 In the event of any cancellation or termination of the hiring by SBC, no liability shall fall upon the Council in respect of any loss sustained or expenses incurred by the Hirer or any other person as a result thereof and the Hirer is advised to insure against such loss.
- 3.4.2 The council at its discretion can cancel bookings or hiring agreements, due to unforeseen circumstances, change of use to the asset i.e. building being let or sold, redeveloped/refurbished or any other circumstances. In the event that this occurs and where possible, reasonable notice will be provided to the hirer and the option to relocate their bookings to an

alternative site will be provided subject to availability. If bookings are transferred to another site, there may be additional fees incurred. If the council has to cancel bookings for the above purpose and can not relocate the hirer and has received payment for the booking, a full refund will be provided.

- 3.4.3 SBC may cancel or terminate any hiring, if the premises are used for any purpose, which they have not approved, or if there is any breach of any of the terms and conditions of Hire. In the event of such cancellations, all charges paid will be forfeited and the Hirer shall be liable to the SBC for any costs, expenses and losses incurred by the SBC.
- 3.4.4 SBC may cancel or terminate any hiring if the premises are required for any purpose connected with a European or United Kingdom parliamentary, local elections, national security, public safety and the prevention of disorder or crime, the economic well being of the Country, the protection of the Rights and Freedoms of others and shall not thereby incur any liability whatsoever to the Hirer other than for the return of such deposits, fees and charges as shall have been paid by the Hirer. Hirers are advised to insure against any eventuality.
- 3.4.5 SBC may cancel or terminate any booking under the terms specified above in section 3.1 at no cost to the council.
- 3.4.6 If the hiring is cancelled for any such reason as is set out in Condition 4.20.4 the Council shall give to the Hirer reasonable notice where possible and refund the Fee but will not otherwise be liable to the Hirer whatsoever.
- 3.4.7 When the council wishes to relocate a licensee to an alternative asset for its own strategic objective, then the customer will receive a 6 month concessionary rate where the council will apply a 10% discount on their rent for the first 6 months of occupation at the new site.
- 3.4.8 If internal room bookings at SMP are cancelled due to elections or other SBC meetings, other suitable rooms should be offered to the person who made the original booking. If they then have to book offsite at one of our community centres to replace the booking then the fee will be waived due to mitigating circumstances and as a courtesy, bearing in mind that the original booking at SMP would have had no fee.

### **3.5. CANCELLATION OF HIRING (BY THE HIRER)**

- 3.5.1 Cancellations must be made by email or in writing. If the hiring is cancelled by the Hirer, s/he shall be liable for payment of the following percentage of the total hiring fee (if any). Where the notice of cancellation is received:
- Less than 1 week, before the date of commencement of the hiring:  
100% of the full hire fees will be payable.
  - More than 1 week but less than 28 days, before the date of commencement of the hiring:  
50% of the full hire fees will be payable.

3.5.2 Where a hirer cancels their pre-paid booking providing 7 days or more notice and they would like to move this to another date, for the same facility, there will be no cancellation charge applied.

### **3.6 SUB LICENSING**

3.6.1 The Hirer shall not sub-license, or attempt to sub-license, under any circumstances the premises or part thereof. SBC does not accept third party bookings.

## **4. MANAGEMENT AND ADMINISTRATION**

### **4.1 ACCESS TO AND VACATION OF THE PREMISES AND AVAILABILITY OF SPACE**

4.1.1 The Hirer, their attendees, contractors, exhibitors etc. will be allowed onto the premises during the Period of Hire specified within the Booking Confirmation. Under no circumstances will Hirers or their attendees, contractors, performers, exhibitors or any other person associated with the hiring be allowed onto the premises before or after the time specified on the Booking Confirmation.

4.1.2 All Hirers and any persons associated with any hiring must have vacated and be clear of the premises by the time of completion of the Period of Hire unless previously special arrangements have been agreed with SBC at the time of Booking Confirmation. Remaining at the venue for more than 10 minutes after the booking time will incur an additional hourly charge, which will be deducted from the booking deposit.

### **4.2 SETTING UP CONFERENCE ROOMS**

4.2.1 Rooms will be set up to the layout specified in the acceptance email. Significant room layout changes on the day of the booking (that are not specified on the signed booking contract) may be subject to additional charges.

4.2.2 SBC will use its best endeavours to ensure rooms will be available to the correct specification but no guarantee can be given that rooms will be available to the required plan immediately upon commencement of the Period of Hire. Hirers are advised to book a minimum of one hour prior to the commencement of the event and one hour at the end of the event to allow sufficient time for their preparation and clean up at the end.

4.2.3 The Hirer shall be responsible for providing the Facilities Team with all exhibition plans, floor plans, audio visual requirements and room layouts, a minimum of 2 weeks prior to the date of the commencement of the hire for his approval/comments. Any adjustments to room layouts or other requirements should be made in writing or by email.

### **4.3 RIGHT OF ENTRY TO HIRED ROOMS AND REMOVAL OF UNDESIRABLE OBJECTS**

- 4.3.1 The Council reserves the right for duly authorised members, officers and employees of the council to enter the Venue at any time for any authorised purpose.
- 4.3.2 If anything offered for sale or exhibited in any of the premises is considered by the Facilities Management Officer or the SBC authorised officers, to be likely to be undesirable in support of a political party, in breach of copyright, unsuitable, dangerous to any person or property inside or outside the SBC, offensive or would cause the Council to be in breach of its equality duties; it shall on request be removed by the Hirer forthwith.

### **4.4 SUPERVISION OF PREMISES**

- 4.4.1 The Hirer shall ensure that throughout the Period of Hire at least one person over 18 years of age shall be present who shall accept responsibility for ensuring the effective control and supervision of the hiring and for compliance with these conditions. The name and status of this person shall be communicated to the Bookings Officer at the time of booking.
- 4.4.2 During the Period of the Hiring the Hirer shall be responsible for the efficient supervision of the space hired including though not limited to:
- 4.4.2.1 The effective control of children
  - 4.4.2.2 The orderly and safe admission and departure of persons to and from the venue
  - 4.4.2.3 The orderly and safe vacation of the venue in the event of an emergency
  - 4.4.2.4 The safety of the venue and the preservation of good order and decency in the venue
  - 4.4.2.5 Ensuring that all doors giving egress from the venue are left unfastened and unobstructed and immediately available for exit
  - 4.4.2.6 Ensuring that no obstruction is placed or allowed to remain in any corridor giving access to the venue

### **4.5 DELIVERY AND REMOVAL OF GOODS AND REFUSE**

- 4.5.1 The Hirer shall ensure that persons who supply equipment and other goods in connection with the hiring shall bring in and take away goods during the period of the hire in such manner as to prevent nuisance or annoyance to the occupiers of SBC and to residents in the neighbourhood.
- 4.5.2 The Hirer will be responsible for removal of all refuse generated from their booking prior to leaving the venue, including glasses, cans, bottles, food, disposable dishes and any other waste accumulated by their event.

### **4.6 PERMITTED NUMBERS**

4.6.1 The maximum number of persons to be allowed admission per room at any one time is set out at **Appendix 3** and the Hirer shall ensure that these numbers are not exceeded.

4.6.2 The Bookings Officer may, in her/his absolute discretion, reduce the maximum number of persons to be admitted if s/he considers it expedient or necessary so to do.

#### **4.7 FIRE SAFETY PRECAUTIONS**

4.7.1 The Hirer must ensure that all persons brought into SBC by him are made fully aware of the Emergency Procedures as set out in the terms and conditions.

4.7.2 The Hirer must ensure that all gangways, corridors, staircases, passageways, entrances and exits are kept entirely free from obstruction at all times and that fire doors must remain closed at all times when not in use.

4.7.3 During the Period of the Hiring, the Hirer must record the number of persons admitted and show evidence of the same on demand to any officer of the Council requesting such information.

#### **4.8 ELECTRICAL INSTALLATIONS**

4.8.1 The Hirer shall not make any alterations, move or interfere with the existing lighting, heating, power or other electrical fittings or appliances.

4.8.2 No additional lighting, heating, power or other electrical fittings or appliance are to be installed or used without the prior written consent of the Council.

4.8.3 Stage lighting equipment must not be operated by any persons other than by a qualified electrician and with prior written consent of the Council.

4.8.4 SBC will provide technical support to Hirers at the commencement of the Period of Hire to instruct them on the operation of hired equipment and to provide support should any item of hired equipment malfunction during the Period of Hire.

4.8.5 The supply of electrical extensions may be made available with the prior approval of the SBC Managing Officer.

#### **4.9 BROADCASTING AND FILMING**

4.9.1 Broadcasting or Filming rights are strictly prohibited without the prior written approval of the Council.

4.9.2 For the avoidance of doubt, cameras may be brought into and used inside the Venue for private (but not commercial) purposes provided that no nuisance or annoyance is occasioned.

4.9.3 The Hirer shall not use any part of the Council building for the purposes of a film exhibition or permit any part of the building to be used for those purposes without prior consent of the Council.

#### **4.10 ANIMALS AND BIRDS**

4.10.1 The Hirer shall not permit any animal or bird to enter or remain on the premises excluding an assistance dog accompanying a visually or hearing impaired person.

#### **4.11 GAMBLING**

4.11.1 No sweepstake, raffle, tombola or form of gambling is permitted to take place in Council buildings without prior written consent from the Council.

#### **4.12 SMOKING**

4.12.1 Smoking is strictly prohibited within (and immediately surrounding) the building including outside the main entrance. The Hirer will ensure they, their attendees, contractors, exhibitors etc. adhere to the SBC no-smoking policy, which is available on request. For clarification, the Building Manager or Facilities Officer will confirm where attendees can smoke.

4.12.2 Failure by the Hirer or his guests to comply with this requirement may result in enforcement by the Council's Environmental Health Officers.

#### **4.13 USE OF AMPLIFIED SOUNDS OR MUSIC**

4.13.1 The Hirer shall keep music and amplified sound to below 90DB (A) at a distance of 15 metres from the noise source.

#### **4.14 PUBLICITY AND ADVERTISING**

4.14.1 The Hirer shall not advertise any public meeting whatsoever without the prior written approval of the Head of Facilities Management.

#### **4.15 PARKING AND BICYCLES**

4.15.1 The Hirer is entitled to park on the site car park where it is available. The Booking Officer can confirm which buildings have on-site parking. Car Park space can be used during the Period of Hire only and subject to spaces being available. No guarantee of availability is given.

4.15.2 The car park is available on a first come first serve basis. No parking is available overnight.

4.15.3 Bicycles including fold-up bicycles are not permitted within SBC buildings. These must be parked outside the building in the allocated space.

4.15.4 Any cars, bicycles and property are left at the owner's risk. The council will not accept any liability or cost for any loss or damage.

#### **4.16 CATERING SERVICES**

- 4.16.1 **Hirers may use their own catering suppliers to provide Catering Services except at Arbour Park Community Stadium where the council's approved on site supplier must be used.**
- 4.16.2 Neither the Hirer nor any third party is permitted to bring any additional ovens or other gas/electrical catering equipment into the Building.
- 4.16.3 The kitchen (where available at the venue), must be booked in advance by the Hirer if any food preparation is to take place at the Venue.
- 4.16.4 The Hirer agrees that both he and/or his caterer will provide all crockery, glasses, cutlery and other relevant equipment, which is required for the Period of Hire.
- 4.16.5 The council accepts no liability for any breaches of Food Safety or Hygiene or any other related compliance breaches by the Hirer or their caterer.
- 4.16.6 **The occasional handling, preparation, storage and serving of food by private persons at events such as church, school or village fairs are not covered by the scope of the Regulation. Therefore are not subject to the requirements of EU hygiene legislation.**

#### **4.17 ROYALTIES AND COPYRIGHT**

- 4.17.1 The Hirer shall indemnify SBC and its officers from and against any claim for any duty, tax, royalty or copyright fee payable in respect of any entertainment given by the Hirer and against any infringement of copyright, which may occur during the hiring.
- 4.17.2 If the Purpose of the Hiring or other use of the Venue will involve the performance of any musical or dramatic works or the delivery in public of any lecture in which copyright subsists, it will be the responsibility of the Hirer to obtain, prior to the Period of the Hiring, the consent of the owner of the relevant copyright and to pay all composers', authors', publishers' fees and any other relevant fees including though not limited to royalties which may be due or become payable.
- 4.17.3 If the Council requests, the Hirer must supply for approval to the council no less than 7 days before the Period of the Hiring of, a copy of the programme of any entertainment to be provided during the Period of Hiring and such other documentation or evidence as the council may reasonably require.
- 4.17.4 Hirer must not offer any gifts, financial royalties or any other items, which may be perceived as bribery to Council Officers. If hirers breach this policy, the council reserves the right to cancel any future bookings.

#### **4.18 PROTECTION OF USE OF DECORATIONS AND PYROTECHNICS**

- 4.18.1 The Hirer shall not permit any person connected with the hiring to drive any bolts, tacks, bits, pins, adhesive substances nails, screws or other fixings into the walls or floors or into any furniture or fittings or to do anything likely to cause damage to the building or any such furniture or fittings.
- 4.18.2 No notice, sign, flag, bunting, placards, banners, decoration, drapery, or other item shall be affixed to any part of the building, the furniture, fixtures or fittings using strong adhesive substances that may cause damage, this also includes the use of staple guns and drawing pins. The hirer should seek clarity from the Bookings Team if they are unsure.'
- 4.18.3 The Hirer shall ensure that adhesive tapes are not used to mark wooden or carpeted floors.
- 4.18.4 The Hirer shall ensure that any event stand shall be prefabricated – no painting or making good will be allowed on the premises. The position of display/exhibitions stand must be agreed in advance with the Bookings Officer.
- 4.18.5 Decorations, flags, emblems, helium-filled balloons, streamers or confetti, party poppers/canons, will only be permitted to be used with the written consent of the Bookings Officer. Where such consent is given, it will be conditional on the use of non-inflammable material or material treated with an approved fireproofing substance.
- 4.18.6 SBC reserves the right to remove any poster, emblem or decoration etc. that in the opinion of the Building Manager shall be or become unseemly, unsightly, or inappropriate.
- 4.18.7 The Hirer shall ensure that no naked flames, smoke making machines, indoor fireworks, stage pyrotechnics or other highly inflammable material are to be used at Council Buildings. Candles for Birthday/Party cakes may be permitted subject to the approval of the Bookings Officer but strict adherence to the fire procedures is required by the Hirer.

#### **4.19 PROTECTION OF SBC PROPERTY**

- 4.19.1 The Hirer must take due care and attention of the premises during the Period of Hire and where necessary protect floors, walls, soft furnishings, glass, pillars, cornices, entrances, decoration, artworks, furniture and fixtures and fittings relating to the premises, which are at risk of damage.
- 4.19.2 The Hirer shall be responsible for and use his best endeavours to ensure that the Venue, all articles of whatever nature and equipment are left in the same condition as that immediately before the Period of Hire.
- 4.19.3 The Hirer shall repay to SBC in the first instance and, on demand the cost of reinstating or replacing any part of the premises or any property belonging to SBC in or upon the premises, which shall be damaged, destroyed, stolen or removed during the Period of Hire.

4.19.4 Any damage to Council property incurred by the Council as a result of the Hirers event will result in the council deducting the cost of repair/replacement from the Damage Deposit and any outstanding sums due may be recovered by the Council as a debt from the Hirer.

4.19.5 If the Hirer fails to observe and perform any of these Conditions the Council may seek to recover from the Hirer any expense incurred by the Council in remedying any such failure including though not limited to the cost of employing attendants, workmen, cleaners or other persons as may be appropriate

#### **4.20 LOSS, DAMAGE OR INJURY**

4.20.1 The Hirer is covered by a policy of Public Liability Insurance taken out by SBC and the premium is included in the Hire Fee. A copy of the Policy is available on request from the Booking Officer and the Hirer should be aware of its financial limitations and exclusions. The property of the Hirer is not covered. The Hirer must state on the Booking Form whether he has his own policy of Public Liability Insurance.

4.20.2 The council shall not be liable for the death of or personal injury to any person attending the Venue for the Purpose of the Hiring or for any losses, claims, demands, actions, proceedings, damages, costs or expenses or other liability.

4.20.3 The Council will not under any circumstances be responsible or liable for any damage to or loss of any goods articles or property of any kind brought on to or left at the Venue either by the Hirer or by any other third party.

4.20.4 The Council shall not be liable for any loss due to any breakdown of equipment or machinery, failure of supply of electricity, water, gas or other utility, fire government restriction or act of God which may cause the Venue to be temporarily closed for the Purpose of the Hiring to be interrupted or cancelled.

4.20.5 The Council gives no warranty that the Venue is satisfactory for any specific purpose.

#### **4.21 COMPLIANCE WITH STATUTES AND REGULATIONS**

4.21.1 The Hirer must not do or permit to be done or fail to be done any act matter or thing which may constitute a breach of any statutory obligation arising out of or in connection with this agreement or would or might vitiate in whole or in part any insurance effected in respect of the Venue.

4.21.2 The Hirer shall strictly observe and perform the relevant provisions contained in The Children and Young Persons Act, 1933, the Copyright Act 1956, or any statutory modification or re-enactment thereof and all other statutory provisions and shall comply with all obligations and requirements of any applicable SBC licensing for any hiring and shall indemnify SBC, and all other officers of SBC from all penalties, damages, costs and

proceedings which they may incur in consequence of any breach or default in complying with those provisions, obligations and requirements.

4.21.3 The Hirer shall strictly observe the requirements and regulations of any licensing in relation to exhibitions and Public Entertainment Licensed events and the number of persons to be admitted, arrangement of seating, widths of gangways between chairs, stands and tables, the requirement to keep free of obstruction any emergency signs, stairways and exits and other like requirements.

4.21.4 The Hirer hereby agrees to comply with the relevant provisions of the Health & Safety at Work Act 1974 and any other relevant order, statutory instrument, legislation in respect of any person engaged or employed by the Hirer or working on the Hirer's behalf at the Venue and in respect of any other third party attending the Purpose of the Hiring.

4.21.5 Hirers are responsible for undertaking their own Risk Assessments for the activities being undertaken and in ensuring full compliance by all those organising, performing and attending the booking.

4.21.6 Any booking involving a hirer that does tuition classes, sports teams or any classes related to children will need to provide the bookings team with a copy of their approved DBS certificate. The hirer is responsible for undertaking their own DBS certificate checks on all their employees, coaches that have interaction/work with children.

## **4.22 COMPLAINTS**

4.22.1 Any complaint arising out of the hiring must be made in writing to the Council's Booking Team. Emails can be sent to; [communitycentres@slough.gov.uk](mailto:communitycentres@slough.gov.uk)

## **5. EMERGENCY PROCEDURES**

5.1 In the event of an emergency occurring within SBC buildings, audible alarms will be activated in all areas. The alarm is a distinctive continuous high pitch sound.

5.2 Emergency exits are signed with the door or exit. Evacuation shall be from your nearest Exit point, which is indicated on the Health and Safety posters displayed in Rooms.

5.3 Evacuation should be immediate and no attempt should be made to gather or retrieve possessions from the building.

5.4 Evacuation should be in an orderly manner, as quickly as possible and without running.

5.5 No attempt should be made to re-enter the building until given the all clear by the Managing Officer.

- 5.6 Unattended property may activate emergency evacuation procedures, so please keep your bags and other loose possessions with you at all times.
- 5.7 On conclusion of the emergency, the Fire Officer will advise of and allow re-admission to the building.

## APPENDIX 1

### **COMMUNITY FACILITY BOOKING TERMS & CONDITIONS, INCLUDING BOOKING OF THE ARBOUR PARK COMMUNITY SPORTS FACILITY**

#### **Terms and conditions for the hire of Slough Borough Council Buildings**

**Emergency Facilities Officer Number- 07771555869**

#### **1.0 APPLICATION FOR HIRE AND ANNOUNCEMENT OF HIRE**

1.1 All applications for the hire of any Council owned Community Facilities shall be in writing to Slough Borough Council's Booking Coordinators, Facilities Management, 1<sup>st</sup> Floor East, St Martins Place, 51 Bath Road, SL1 3UF or by phone on 01753 875762 or email [communitycentres@slough.gov.uk](mailto:communitycentres@slough.gov.uk)

1.2 Applications will not be accepted from persons less than 18 years of age.

#### **1.3 Bookings**

##### **1.3.1 Short Term Bookings**

If you fail to return a signed booking contract within 48 hours of its issue as well as the deposit which is outlined below, or comply with terms and conditions of hire, Slough Borough Council will re-let the function date to other hirers.

£50 – £100 - £50 deposit payable

£100 – £250 - £100 payable

More than £250 - £200 payable

##### **1.3.2 Long-term Pitch booking Instalment payment plan: 2019/20**

Payments will need to be made in accordance with the below Instalment Payment Plan.

- First instalment to be paid by 23<sup>rd</sup> August 2019 along with signed Contract with terms and conditions and the deposit
- Invoicing customers, as above, but will need to pay the deposit and return documents by 16<sup>th</sup> August 2019 instead
- Second instalment to be paid by 4<sup>th</sup> October 2019
- Third instalment to be paid by 8<sup>th</sup> November 2019

The Hirer will also be required to pay a deposit as outlined below:

£50 – £100 - £50 deposit payable

£100 – £250 - £100 payable

More than £250 - £200 payable

Non adherence to the terms and conditions may result in loss of your deposit.

1.4 Customers making a bulk commitment of **10 or more bookings** at Arbour Park Community Stadium or **The Curve** for the following will be entitled to a **10% discount on the total cost:-**

- One FULL PITCH hire on its own
- Full day package – pitch, changing rooms, flood lights, ground and 1<sup>st</sup> floor room (package only available for league or cup competition hirers)

- Half day package – pitch, changing rooms, flood lights, ground and 1<sup>st</sup> floor room (package only available for league or cup competition hirers)
- **New customers/community groups are offered a 10% discount for bulk commitment on the first 10 consecutive bookings of 2 hours or more in any room.**

**All bookings must be paid for as per the terms and conditions, requiring full payment at least 28 days prior each booking. In order to secure bookings for dates in advance, which are more than 28 days ahead, a deposit must be received as per the terms and conditions. It will be the responsibility of the hirer to notify the council's booking team in writing when they believe they have made 10 consistent bookings in any one calendar year. The booking team will review this and if they agree with the specified dates and facility hired, a refund will be given at 10% of a total of 10 bookings.**

- 1.5 The Bookings Officer reserves the right to refuse any application for hire and shall not be required to offer any reason or explanation.
- 1.6 An email at the time of the application for hire/booking will be sent to the hirer on receipt of the booking. No booking will be deemed to be confirmed until the hirer has received an acceptance e-mail from Slough Borough Council and following receipt of full payment from the hirer.
- 1.7 No public or private announcement of the hiring shall be made until the application has been granted and Slough Borough Council has confirmed the booking.
- 1.8 **The Hirer must inform the Council if the event is open to the public and/or if tickets are being sold for the Purpose of the Hiring. *The Arbour Park Community Stadium Event application form must be submitted to the Bookings team at the time of the booking. Written confirmation from the Building Manager must be obtained before the event can be confirmed. (Appendix 5)***
- 1.9 The person whose name the booking is in and who signs the contract (the same person must do both) agrees to be the hirer and must be in attendance for the duration of the event and therefore shall be responsible for complying with the following conditions of hire:
- 1.10 The hirer must not transfer or assign the benefit of the booking of the Facility to any other person or organisation or sell tickets for any event without prior written agreement from the Council.
- 1.11 Only authorised persons may sign the contract on behalf of a Community group, Club or other body, the authorised person must inform the booking team if he/she is no longer the contact person for the community group or Club. If the authorised person is going abroad, he must provide contact details of the person that will be responsible in his/her absence.
- 1.12 The Council has the right to refuse to enter into a hire agreement if it is not satisfied as to the purpose for which the Facility is being hired.
- 1.13 The hirer may not display posters or other advertising on Council premises without written permission nor advertise, promote or announce any event to be held at any premises until they have received a confirmation of booking. Fly posting an event is illegal and will result in cancellation of the booking and the forfeit of all monies paid.

- 1.14 It is the hirer's responsibility to check the contract of hire ("the contract") for accuracy, by signing the contract warrants that he has read, and understands **the terms of the contract** including these terms and conditions. Slough Borough Council booking co-ordinators must be informed immediately if any of the details contained in the contract or confirmation of booking is inaccurate.
- 1.15 Any additional requirements must be requested at the time of booking. Unless permission is explicitly granted the hire does not include the use of centre equipment, storage or any other rooms within the Facility and excludes the use of kitchens unless booked.
- 1.16 Use of car parks is for car parking only any other usage must be discussed with the booking team when requesting a booking, use of car parks for other purpose will attract hire charges according to the pricing structure.
- 1.17 It is the hirer's responsibility to inform Slough Borough Council of the reason of hire and the content of seminars and conferences, if any booking conflicts with the council's policies this could result in bookings being cancelled.

## **2.0 RESTRICTIONS ON USE**

- 2.1 Slough Borough Council Facilities should not be used for party political purposes pursuant to section 99 Local Government Act 1972 or for a Member's personal use. The Group Rooms are outside the scope of this Policy and may be used by the Groups for their own purposes.
- 2.2 No hiring can be made by political parties, or for political purposes, i.e. events designed to affect support for a particular political party.
- 2.3 The provision of Council facilities, including room hire, may be withdrawn if the facility or other provision has been misused by the Member or is used in contravention of this guidance or the terms and conditions of hire.
- 2.4 Some venues can be hired for Weddings, Functions, Training Courses etc., by outside companies/members of the public. It should be noted that if there is an intention to consume alcohol on the premises, the council must be notified at the time of the booking as a payable license may be required. It should also be noted that under no circumstances should alcohol be sold on council premises, except at premises where the council has their approved supplier selling alcohol i.e. at Arbour Park Community Stadium.
- 2.5 Slough Borough Council will ensure that the application of any part of this policy does not discriminate, directly or indirectly, against anyone on the grounds of race, disability, sex, gender reassignment, sexual orientation religion or belief, age, marriage or civil partnership.
- 2.6 Slough Borough Council does not permit its accommodation to be let for political rallies or demonstrations, for purposes which are illegal i.e. forbidden by law or unauthorised by official or accepted rules, for functions attended by people whose presence may cause civil unrest or division within the community or to an organisation or individual which has been banned by law.
- 2.7 The Council reserves the right to cancel any booking where it considers that such events may be contrary to the interest of the public or contrary to any law or act of Parliament. Any bookings will also be subject to consideration from the police to

ensure the safety of the community is assessed against the request for a venue booking.

- 2.8 The Council reserves the right to cancel any booking where it believes the hirer of the premises may do something that may cause or pose a risk of loss, damage, or significant expense to the Council or harm the reputation of the Council.
- 2.9 No part of the facility or other areas of hire in the building should be used for any purpose other than the Purpose of the Hire. No part of the building or space hired is to be used for any purpose, which is unlawful.

### **3.0 PAYMENT OF HIRE FEES AND OTHER CHARGES**

- 3.1 Slough Borough Council reserves the right to increase prices with effect from the 1st of April each year. All bookings for events taking place after any price increase shall be liable to the higher charge(s) for the facilities hired.
- 3.2 All persons or groups using SBC Facilities at any of its' premises throughout the borough, will be liable to pay the approved charges. No persons or Groups are excluded from this policy (except staff employed directly by SBC), however rates will vary if groups hiring the room/s are a registered charity or voluntary groups.
- 3.3 The Hirer agrees to pay the Council the Fee, as consideration for the hire of the Hall for the Period of Hiring.
- 3.4 For avoidance of doubt, the Hirer shall ensure that the Council is in receipt of the full fee no later than 28 days before the Period of the Hiring.
- 3.5 In addition to the hire Fee, the Hirer hereby agrees to pay to the Council any additional cost incurred by the council arising from or in connection with: addition time in excess of the agreed Period of Hire or any damage to the Council's property during the hire period.

For the evidence of doubt where the Council is in receipt of the Hirer's Damage Deposit, the parties hereby agree that the Council may first deduct any sum due to the Council as a debt from the Hirer by reason of additional time in excess of the agreed Period of Hire or for any financial loss to the council as a result of damage caused to property or equipment during the hirer's booking period.

The hirer is entitled to a refundable deposit within 3-4 weeks if no damages etc. or any of the above has been incurred during the duration of the booking. Non adherence to these terms and conditions may result in loss of the deposit.

- 3.6 Any functions past 23.00 hours will be charged at double the standard rate as well as public bank holidays (please note that there may be additional charges where a public holiday falls on a weekend), and charges levied for overrunning functions will be deducted from hirers damage deposit: however if the damage deposit is not sufficient to cover the charges levied the hirer will be issued an invoice to cover the shortfall

#### **Regular Bookings-**

- 3.7 Where the application for the hire is in respect of series of events, payment for each booking must be made 28 days before the date. Failure to adhere to the above will result in all bookings being cancelled and the dates re-let to other hirers

#### **Individual Bookings-**

- 3.8 In case of a booking made less than 28 days before the date of the event, the full hiring fee shall be payable immediately on acceptance and both the deposit and booking fee shall be paid. Failure to pay all fees will render the booking cancelled and re-let to other hirers
- 3.9 Access to booked facilities will only be permitted at the time shown on the booking contract (this includes setting up/down) customers can only use the facilities they have booked and the premises must be vacated by the finish time shown on the booking contract. Failure to vacate the premises by the allocated time, gaining early access or using rooms not booked will result in additional charges being added.
- 3.10 Advance payments for booking should only be made through the bookings & events coordinators. Customers are not permitted to make any payments to the Facilities Officer on duty.
- 3.11 It is the policy of Slough Borough Council that staff will not accept gifts gratuities or requests from clients, their family, relatives or friends.
- 3.12 Requests for changes to bookings, this includes changes to booked times must be made at least 3 days in advance of the booking with the Bookings & Events Coordinators with a follow up email sent to the Coordinator or the Community Centres email address. The hirer shall note that whilst the Coordinators will endeavour to accommodate any requests for changes, this may not always be possible.
- 3.13 The hirer is responsible for checking the booking contract and any subsequent invoices received from Revenues. In case of any queries with the charges the hirer must raise these immediately in the first instance with Revenues and then with our Booking Team if Revenues are unable to help.
- 3.14 The hirer agrees to effect third party insurance against any legal liability for loss, damage, demand or proceedings whatsoever caused during or by circumstances arising from related to alternatively, connected with the hire of the premises on the following basis.
- Accident bodily injury including death to third parties and further in respect of damage to their property- not less than £5 million
  - Accidental damage caused by fire to the premises being used – not less than £5 million
  - Accidental damage caused to the premises other than fire-£20,000
- 3.15 The hirer further agrees to pay an additional insurance premium of 5% in respect of the above Insurance conditions, unless he/she can demonstrate that his/her own insurance cover satisfies the above condition. Where this charge is levied, the hirer should note that there is £100.00 excess. A copy of the Policy is available on request from the Booking Officer and the Hirer should be aware of its financial limitations and exclusions. The property of the Hirer is not covered. The Hirer must state on the Booking Form whether he has his own policy of Public Liability Insurance.
- 3.16 Slough Borough Council may require the hirer to lodge a bond against possible extra charges. The amount of the bond will vary depending on the type of event and number of attendees. The bond will be returned to the hirer after the hiring period when all outstanding charges have been satisfied and may be used to offset losses caused by a failure of the said charges being satisfied within a reasonable time. The value of the bond does not represent a maximum of charges that maybe made. Interest will not be paid on any bond held.

#### **4.1 CANCELLATION OF HIRING (by Slough Borough Council)**

4.2 Slough Borough Council reserves the right to close the facility, or prohibit the use of the facility, at its discretion without stating the reason. In which, Slough Borough Council will give as much notice to the hirer as is possible. Where the Council cancels a booking in respect of the above or the following, the Council shall not be liable to pay any compensation in consequence of any such cancellations, but will find the hirer an alternative ground within SBC's properties if available.

4.3 The accommodation, grounds or equipment are required for civil purposes.

- An act of natural disaster, accident or emergency renders the hired premises unavailable.
- In the event of civil disorder.
- In the event of unsuitable ground conditions or for any other reason which in the opinion of the Council constitutes a sufficient overriding reason.

4.4 If the Hirer fails to comply with the Terms and Conditions of hire, the booking will be automatically cancelled and will not return any monies paid.

4.5 In the event of any cancellation or termination of the hiring by SBC, no liability shall fall upon the Council in respect of any loss sustained or expenses incurred by the Hirer or any other person as a result thereof and the Hirer is advised to insure against such loss.

4.6 SBC may cancel or terminate any hiring, if the premises are used for any purpose, which they have not approved, or if there is any breach of any of the terms and conditions of Hire. In the event of such cancellations, all charges paid will be forfeited and the Hirer shall be liable to the SBC for any costs, expenses and losses incurred by the SBC.

4.7 SBC may cancel or terminate any hiring if the premises are required for any purpose connected with a European or United Kingdom parliamentary, local elections, national security, public safety and the prevention of disorder or crime, the economic well being of the Country, the protection of the Rights and Freedoms of others and shall not thereby incur any liability whatsoever to the Hirer other than for the return of such deposits, fees and charges as shall have been paid by the Hirer. Hirers are advised to insure against any eventuality.

4.8 SBC may cancel or terminate any booking under the terms specified above at no cost to the council.

4.9 If the hiring is cancelled for any such reason, the Council shall give to the Hirer reasonable notice where possible and refund the Fee but will not otherwise be liable to the Hirer whatsoever.

4.10 Slough Borough Council reserves the right of entry at all times by authorised officers of their premises and/or to refuse admission to or remove from the premises any person without stating reason therefore. Any breach of the above conditions will incur extra costs. Where necessary for the protection of the public in extreme circumstances the Council has the authority to close the hall and ask all member of the public to leave the premises.

4.11 Slough Borough Council reserves the right to cancel any booking where it considers that such event may be contrary to the interest of the general public or contrary to any law or act of parliament and no compensation nor justification for such decision will be due for any such cancellation.

4.12 Slough Borough Council reserves the right to cancel a booking due to adverse weather conditions, power failures, emergency maintenance or any other unexpected emergency that affects the use of the centre, if we have to cancel the booking we will try to organise an alternative date. If this is not acceptable, we will refund the hire charges for the affected session only. Slough Borough Council will not be liable for any other costs you may have incurred.

4.13 Slough Borough Council has a strict policy on extreme groups and will not allow any premises to be used to promote extremist views, the Council will not permit accommodation to be let: -

- To an organisation which is prohibited by law or by an individual who has illegally entered the country
- For political rallies or demonstrations.
- For purpose which are illegal and/or likely to incite or cause civil unrest or division within the community.
- For functions attended by a person(s) whose presence may cause civil unrest or division within the community
- For any other purpose, which the Borough secretary and Solicitor in consultation with the leader of the Council deem, may affect the reputation of the Council.

## **5.0 CANCELLATION OF HIRING (BY THE HIRER)**

5.1 Cancellations must be made by email or in writing. If the hiring is cancelled by the Hirer, s/he shall be liable for payment of the following percentage of the total hiring fee (if any). Where the notice of cancellation is received:

- Less than 1 week, before the date of commencement of the hiring:  
100% of the full hire fees will be payable.
- More than 1 week but less than 28 days, before the date of commencement of the hiring:  
50% of the full hire fees will be payable.

5.2 The hirer is strongly advised to purchase insurance to cover cancellation costs where the cancellation results from circumstances beyond your control for example illness.

5.3 Please refer to VAT exemption form for more detailed information on cancellation of a seasonal booking (attached is the copy)

## **6. SUB-LICENSING**

6.1 The Hirer shall not sub-license or attempt to sub-license, under any circumstances the premises or part thereof. SBC does not accept third party bookings.

## **7.0 MANAGEMENT AND ADMINISTRATION**

### **7.1 ACCESS TO AND VACATION OF THE PREMISES AND AVAILABILITY OF FACILITIES**

7.1.1 The Hirer, their attendees, contractors, exhibitors etc. will be allowed onto the premises during the Period of Hire specified within the Booking Confirmation.

Under no circumstances will Hirers or their attendees, contractors, performers, exhibitors or any other person associated with the hiring be allowed onto the premises before or after the time specified on the Booking Confirmation.

- 7.1.2 All Hirers and any persons associated with any hiring must have vacated and be clear of the premises by the time of completion of the Period of Hire unless previously special arrangements have been agreed with SBC at the time of Booking Confirmation. Remaining at the venue for more than 10 minutes after the booking time will incur an additional hourly charge, which will be deducted from the booking deposit.

## **7.2 SETTING UP AND CLEARING UP**

- 7.2.1 Facilities will be set up to the layout specified in the acceptance email. Significant layout changes on the day of the booking (that are not specified on the signed booking contract) may be subject to additional charges.
- 7.2.2 SBC will use its best endeavours to ensure facilities are available to the correct specification but no guarantee can be given that they will be available to the required plan immediately upon commencement of the Period of Hire. Hirers are advised to book a minimum of one hour prior to the commencement of the event and one hour at the end of the event to allow sufficient time for their preparation and clean up at the end.
- 7.2.3 The Hirer shall be responsible for providing the Facilities Team with all exhibition plans, floor plans, audio visual requirements and room layouts, a minimum of 2 weeks prior to the date of the commencement of the hire for his approval/comments. Any adjustments to room layouts or other requirements should be made in writing or by email.
- 7.2.4 The hirer is responsible for setting and cleaning up of the facility and for ensuring that all guests leave the centre within the allocated booking time. For evening functions, all music must finish 30 minutes before the end of your booking unless prior arrangement has been made.
- 7.2.5 Over running of functions or gaining early access will result in additional charges being levied at a minimum of one-hour hire.
- 7.2.6 The hirer is responsible for the removal of all rubbish and decorations from the hired community centre as well as the kitchen if used. The hirer is also responsible for the removal of rubbish left outside the building; all rubbish must be placed in the bins or skips provided.

## **7.3 RIGHT OF ENTRY TO HIRED ROOMS AND REMOVAL OF UNDESIRABLE OBJECTS**

- 7.3.1 The Council reserves the right for duly authorised members, officers and employees of the council to enter the Venue at any time for any authorised purpose.
- 7.3.2 If anything offered for sale or exhibited in any of the premises is considered by the Facilities Management Officer or the SBC authorised officers, to be likely to be undesirable in support of a political party, in breach of copyright, unsuitable, dangerous to any person or property inside or outside the SBC, offensive or would

cause the Council to be in breach of its equality duties; it shall on request be removed by the Hirer forthwith.

#### **7.4 SUPERVISION OF PREMISES**

7.4.1 The Hirer shall ensure that throughout the Period of Hire at least one person over 18 years of age shall be present who shall accept responsibility for ensuring the effective control and supervision of the hiring and for compliance with these conditions. The name and status of this person shall be communicated to the Bookings Officer at the time of booking.

7.4.2 During the Period of the Hiring the Hirer shall be responsible for the efficient supervision of the space hired including though not limited to:

7.4.2.1 The effective control of children

7.4.2.2 The orderly and safe admission and departure of persons to and from the venue

7.4.2.3 The orderly and safe vacation of the venue in the event of an emergency

7.4.2.4 The safety of the venue and the preservation of good order and decency in the venue

7.4.2.5 Ensuring that all doors giving egress from the venue are left unfastened and unobstructed and immediately available for exit

7.4.2.6 Ensuring that no obstruction is placed or allowed to remain in any corridor giving access to the venue

#### **7.4.3 Supervision of Children**

7.4.3.1 Where facilities are let for the purpose of entertaining children the provisions of the children and young persons Act 1933 shall be observed. If a children's entertainer or other persons or equipment is brought in to the facility, the hirer must inform the booking coordinator and is wholly responsible for such persons and their equipment and checking any safety and insurance certificates. Slough Borough Council will not be responsible for such persons or their equipment.

7.4.3.2 The hirer must ensure that children and young persons are not allowed to enter the kitchen and serving areas and must be supervised by a responsible adult at all times whilst using the community centre.

7.4.3.3 Under no circumstances are children to be permitted to leave the facility during the course of the booking nor should they gather or play in the vicinity of the premises or the car parking area. The hirer is responsible for supervising children at all times.

#### **7.5 DELIVERY AND REMOVAL OF GOODS AND REFUSE**

7.5.1 The Hirer shall ensure that persons who supply equipment and other goods in connection with the hiring shall bring in and take away goods during the period of the hire in such manner as to prevent nuisance or annoyance to the occupiers of SBC and to residents in the neighbourhood.

7.5.2 The Hirer will be responsible for removal of all refuse generated from their booking prior to leaving the venue, including glasses, cans, bottles, food, disposable dishes and any other waste accumulated by their event.

## **7.6 PERMITTED NUMBERS**

- 7.6.1 The maximum number of persons to be allowed admission per room at any one time is will be as per Venue allowance specified by the council at the time of booking. The Hirer shall ensure that these numbers are not exceeded.
- 7.6.2 The Bookings Officer may, in her/his absolute discretion, reduce the maximum number of persons to be admitted if s/he considers it expedient or necessary so to do.

## **7.7 FIRE SAFETY PRECAUTIONS**

- 7.7.1 The Hirer must ensure that all persons brought into SBC by him are made fully aware of the Emergency Procedures, which will be displayed around the building and a hard copy provided at the time the booking is confirmed.
- 7.7.2 The Hirer must ensure that all gangways, corridors, staircases, passageways, entrances and exits are kept entirely free from obstruction at all times and that fire doors must remain closed at all times when not in use.
- 7.7.3 During the Period of the Hiring, the Hirer must record the number of persons admitted and show evidence of the same on demand to any officer of the Council requesting such information.

## **7.8 ELECTRICAL INSTALLATIONS**

- 7.8.1 The Hirer shall not make any alterations, move or interfere with the existing lighting, heating, power or other electrical fittings or appliances.
- 7.8.2 No additional lighting, heating, power or other electrical fittings or appliance are to be installed or used without the prior written consent of the Council.
- 7.8.3 Stage lighting equipment must not be operated by any persons other than by a qualified electrician and with prior written consent of the Council.
- 7.8.4 SBC will provide technical support to Hirers at the commencement of the Period of Hire to instruct them on the operation of hired equipment and to provide support should any item of hired equipment malfunction during the Period of Hire.
- 7.8.5 The supply of electrical extensions may be made available with the prior approval of the SBC Managing Officer.
- 7.8.6 All electrical appliances such as tape recorders/CD players etc. must have a valid PAT (Portable Appliance Test) label on. If it doesn't, the hirer will not be permitted to use the equipment.

## **7.9 BROADCASTING, FILMING, EXHIBITIONS, BAZAARS, SALES & PERFORMANCES**

- 7.9.1 Broadcasting or Filming rights are strictly prohibited without the prior written approval of the Council.

- 7.9.2 For the avoidance of doubt, cameras may be brought into and used inside the Venue for private (but not commercial) purposes provided that no nuisance or annoyance is occasioned.
- 7.9.3 The Hirer shall not use any part of the Council building for the purposes of a film exhibition or permit any part of the building to be used for those purposes without prior consent of the Council.
- 7.9.4 All hiring's of Council premises for exhibitions, bazaars, sales of work, cinematography, entertainment, performance of stage plays and such similar functions will be subject to any further charges or conditions that may be imposed by the Council or by the Councils insurers in respect of the extra risk involved. In the case of such functions, applications must be made at least four weeks before the date of the proposed event, accompanied by a plan of the proposed construction thereof.
- 7.9.5 No cinematography film shall be shown unless the British board of film censors have previously passed it. A licence for showing any such film or staging the show and the use of hired premises for that purpose must be duly obtained from the Council in writing.
- 7.9.6 No televisions, satellite or other devices can be used to view any broadcast programmes at any community centre. The hirer shall fully and effectively indemnify the Council against all proceedings, costs, claims, demands, expenses, and actions, which may arise by any means directly, or indirectly from the use of televisions or satellite or watching broadcast programmes at any community centre.
- 7.9.7 No sweepstakes, raffles or other form of lottery shall be promoted, conducted or held except such lotteries as are deemed not to be unlawful by virtue of any enactment relating to gambling, betting and the lotteries act and have prior written consent of the relevant Council official.
- 7.9.8 Photographs or demonstrations of hypnotism, mesmerism or any similar act may not take place on the premises.

## **7.10 ANIMALS AND BIRDS**

- 7.10.1 The Hirer shall not permit any animal or bird to enter or remain on the premises excluding an assistance dog accompanying a visually or hearing impaired person.

## **7.11 GAMBLING**

- 7.11.1 No sweepstake, raffle, tombola or form of gambling is permitted to take place in Council buildings without prior written consent from the Council.

## **7.12 SMOKING**

- 7.12.1 Smoking is strictly prohibited within (and immediately surrounding) the building including outside the main entrance. Clarification of locations where attendees may smoke can be obtained from the Building Manager or Facilities Officer. The Hirer will ensure they, their attendees, contractors, exhibitors etc. adhere to the SBC no-smoking policy, which is available on request.

7.12.2 Failure by the Hirer or his guests to comply with this requirement may result in enforcement by the Council's Environmental Health Officers.

### **7.13 NOISE AND USE OF AMPLIFIED SOUNDS OR MUSIC**

7.13.1 The Hirer shall keep music and amplified sound to below 90DB (A) at a distance of 15 metres from the noise source.

7.13.2 Noise level must be contained to a reasonable level at all times and after 11.00 pm; no noise shall be audible in any of the neighbouring houses or flats. Where noise control devices are installed these will be on throughout the function measuring noise levels. Excessive noise causes the device to cut off the power to the centre. Any tampering with the equipment will automatically incur extra costs.

7.13.3 Noise level must be kept at a level so as not to interfere with other activities in the community centre. Exist doors and windows must be kept closed after 11.00 pm. This also applies to noise levels within the car park as some of our centres are within residential areas.

### **7.14 PUBLICITY AND ADVERTISING**

7.14.1 The Hirer shall not advertise any public meeting, whatsoever without the prior written approval of the Head of Facilities Management.

### **7.15 PARKING AND BICYCLES**

7.15.1 The Hirer is entitled to park on the site car park where it is available. The Booking Officer can confirm which buildings have on-site parking. Car Park space can be used during the Period of Hire only and subject to spaces being available. No guarantee of availability is given.

7.15.2 The car park is available on a first come first serve basis. No parking is available overnight.

7.15.3 Bicycles including fold-up bicycles are not permitted within SBC buildings. These must be parked outside the building in the allocated space.

7.15.4 Any cars, bicycles and property are left at the owner's risk. The council will not accept any liability or cost for any loss or damage.

### **7.16 CATERING AND ALCOHOL**

7.16.1 Hirers may use their own catering suppliers to provide Catering Services (except at Arbour Park Community Stadium where the council's approved on site supplier must be used).

7.16.2 Neither the Hirer nor any third party is permitted to bring any additional ovens or other gas/electrical catering equipment into the Building.

7.16.3 The kitchen (Where available at the venue), must be booked in advance by the Hirer if any food preparation is to take place at the Venue.

- 7.16.4 The Hirer agrees that both he and/or his caterer will provide all crockery, glasses, cutlery and other relevant equipment, which is required for the Period of Hire.
- 7.16.5 The council accepts no liability for any breaches of Food Safety or Hygiene or any other related compliance breaches by the Hirer or their caterer.
- 7.16.6 No food or alcohol can be sold on the premises unless the hirer has obtained a license to do so from the relevant licensing authority and permission has been agreed at the time of the booking.
- 7.16.7 The hirer shall not use the Facility for profit making events or any other purpose than for which it was hired.
- 7.16.8 The hirer agrees and accepts the Council shall not be liable for the quality or service of food on the premises nor will the council accept responsibility for any food served or bought onto its premises by the hirer or the hirers chosen catering company.
- 7.16.9 The council reserves the right to specify whether a person or company may provide catering services on any of its premises.

#### **7.17 ROYALTIES AND COPYRIGHT**

- 7.17.1 The Hirer shall indemnify SBC and its officers from and against any claim for any duty, tax, royalty or copyright fee payable in respect of any entertainment given by the Hirer and against any infringement of copyright, which may occur during the hiring.
- 7.17.2 If the Purpose of the Hiring or other use of the Venue will involve the performance of any musical or dramatic works or the delivery in public of any lecture in which copyright subsists, it will be the responsibility of the Hirer to obtain, prior to the Period of the Hiring, the consent of the owner of the relevant copyright and to pay all composers', authors', publishers' fees and any other relevant fees including though not limited to royalties which may be due or become payable.
- 7.17.3 If the Council so requests the Hirer must supply for approval to the council not less than 7 days before the Period of the Hiring of, a copy of the programme of any entertainment to be provided during the Period of Hiring and such other documentation or evidence as the council may reasonably require.
- 7.17.4 Hirer must not offer any gifts, financial royalties or any other items, which may be perceived as bribery to Council Officers. If hirers breach this policy, the council reserves the right to cancel any future bookings.

#### **7.18 PROTECTION OF USE OF DECORATIONS AND PYROTECHNICS**

- 7.18.1 The Hirer shall not permit any person connected with the hiring to drive any bolts, tacks, bits, pins, adhesive substances nails, screws or other fixings into the walls or floors or into any furniture or fittings or to do anything likely to cause damage to the building or any such furniture or fittings.
- 7.18.2 No notice, sign, flag, bunting, placards, banners, decoration, drapery, or other item shall be affixed to any part of the building, the furniture, fixtures or fittings using strong adhesive substances that may cause damage, this also includes the

use of staple guns and drawing pins. The hirer should seek clarity from the Bookings Team if they are unsure.

- 7.18.3 No person shall alter or move existing fittings without the prior written consent from the Council. If damage is caused to the community centre by the hirer or other attendees or additional cleaning is required, the hirer personally must pay for the cleaning or/and damage caused to Council property as a result of the hiring. Any charges levied for damage or cleaning of the community centre will be deducted from hirer's security deposit: however, if the security deposit is not sufficient to cover charges levied the hirer will be issued with an invoice to cover any shortfall.
- 7.18.4 The Hirer shall ensure that adhesive tapes are not used to mark wooden or carpeted floors.
- 7.18.5 The Hirer shall ensure that any event stand shall be prefabricated – no painting or making good will be allowed on the premises. The position of display/exhibitions stand must be agreed in advance with the Bookings Officer.
- 7.18.6 Decorations, flags, emblems, helium-filled balloons, streamers or confetti, party poppers/canons, will only be permitted to be used with the written consent of the Bookings Officer. Where such consent is given, it will be conditional on the use of non-inflammable material or material treated with an approved fireproofing substance
- 7.18.7 SBC reserves the right to remove any poster, emblem or decoration etc. that in the opinion of the Building Manager shall be or become unseemly, unsightly, or inappropriate.
- 7.18.8 The Hirer shall ensure that no naked flames, smoke making machines, indoor fireworks, stage pyrotechnics or other highly inflammable material are to be used at Council Buildings. Candles for Birthday/Party cakes may be permitted subject to the approval of the Bookings Officer but strict adherence to the fire procedures is required by the Hirer.

## **7.19 PROTECTION OF SBC PROPERTY**

- 7.19.1 The Hirer must take due care and attention of the premises during the Period of Hire and where necessary protect floors, walls, soft furnishings, glass, pillars, cornices, entrances, decoration, artworks, furniture and fixtures and fittings relating to the premises, which are at risk of damage.
- 7.19.2 The Hirer shall be responsible for and use his best endeavours to ensure that the Venue, all articles of whatever nature and equipment are left in the same condition as that immediately before the Period of Hire.
- 7.19.3 The Hirer shall repay to SBC in the first instance and, on demand the cost of reinstating or replacing any part of the premises or any property belonging to SBC in or upon the premises, which shall be damaged, destroyed, stolen or removed during the Period of Hire.
- 7.19.4 Any damage to Council property incurred by the Council as a result of the Hirers event will result in the council deducting the cost of repair/replacement from the Damage Deposit and any outstanding sums due may be recovered by the Council as a debt from the Hirer.

7.19.5 If the Hirer fails to observe and perform any of these Conditions the Council may seek to recover from the Hirer any expense incurred by the Council in remedying any such failure including though not limited to the cost of employing attendants, workmen, cleaners or other persons as may be appropriate

## **7.20 LOSS, DAMAGE OR INJURY**

7.20.1 The Hirer is covered by a policy of Public Liability Insurance taken out by SBC and the premium is included in the Hire Fee. A copy of the Policy is available on request from the Booking Officer and the Hirer should be aware of its financial limitations and exclusions. The property of the Hirer is not covered. The Hirer must state on the Booking Form whether he has his own policy of Public Liability Insurance.

7.20.2 The council shall not be liable for the death of or personal injury to any person attending the Venue for the Purpose of the Hiring or for any losses, claims, demands, actions, proceedings, damages, costs or expenses or other liability.

7.20.3 The Council will not under any circumstances be responsible or liable for any damage to or loss of any goods articles or property of any kind brought on to or left at the Venue either by the Hirer or by any other third party.

7.20.4 The Council shall not be liable for any loss due to any breakdown of equipment or machinery, failure of supply of electricity, water, gas or other utility, fire government restriction or act of God which may cause the Venue to be temporarily closed for the Purpose of the Hiring to be interrupted or cancelled.

7.20.5 The Council will not be responsible for any loss or damage to personal equipment or property by anyone attending, within the premises, car parks, walkways and gardens within the vicinity of the hired premises.

7.20.6 Any equipment left on Slough Borough Council premises remains the responsibility of the owner of the equipment and it is the hirer's responsibility to insure their own equipment, Slough Borough Council will not accept any responsibility for equipment or other possessions left or stored in community centres nor will they be liable for any such equipment.

7.20.7 The Council gives no warranty that the Venue is satisfactory for any specific purpose

## **7.21 COMPLIANCE WITH STATUTES AND REGULATIONS**

7.21.1 The Hirer must not do or permit to be done or fail to be done any act matter or thing which may constitute a breach of any statutory obligation arising out of or in connection with this agreement or would or might vitiate in whole or in part any insurance effected in respect of the Venue.

7.21.2 The Hirer shall strictly observe and perform the relevant provisions contained in The Children and Young Persons Act, 1933, the Copyright Act 1956, or any statutory modification or re-enactment thereof and all other statutory provisions and shall comply with all obligations and requirements of any licensing SBC applicable to any hiring and shall indemnify and keep indemnified SBC, and all other officers of SBC from all penalties, damages, costs and proceedings which they may incur in consequence of any breach or default in complying with those provisions, obligations and requirements.

- 7.21.3 The Hirer shall strictly observe the requirements and regulations of any licensing in relation to exhibitions and Public Entertainment Licensed events and the number of persons to be admitted, arrangement of seating, widths of gangways between chairs, stands and tables, the requirement to keep free of obstruction any emergency signs, stairways and exits and other like requirements.
- 7.21.4 The Hirer hereby agrees to comply with the relevant provisions of the Health & Safety at Work Act 1974 and any other relevant order, statutory instrument, legislation in respect of any person engaged or employed by the Hirer or working on the Hirer's behalf at the Venue and in respect of any other third party attending the Purpose of the Hiring.
- 7.21.5 Hirer are responsible for undertaking their own Risk Assessments for the activities being undertaken and in ensuring full compliance by all those organising, performing and attending the booking.
- 7.21.6 The hirer shall indemnify Slough Borough Council against all proceedings, claims, costs, demands, expenses, actions or liabilities howsoever caused, arising directly or indirectly from the use of the premises apart from claims and actions arising through the negligence of Slough Borough Council, its servants or agents.
- 7.21.7 The hirer shall be liable for and shall fully and promptly indemnify the Council, its officers, employees, agents and other contractors against all liabilities, damages, costs, losses, claims, expenses, demands and proceedings whatsoever, howsoever arising whether in contract, tort or otherwise, directly or indirectly, out of or in the course of, in connection with breach of this Agreement by the hirer, its employees or agents.
- 7.21.8 The parties hereby acknowledge that persons engaged by the hirer pursuant to the Purpose of the Hiring shall be (or shall be deemed to be) employees, subcontractors, agents or independent contractors of the hirer and the hirer shall indemnify and keep indemnified the Council against all claims arising from their engagement/employment.
- 7.21.9 The Council accepts no liability whatsoever for any loss or damage caused to any property belonging to the hirer, in the possession of the hirer or belonging to or in the possession of any third party.
- 7.21.10 The hirer should provide a suitable and adequate first aid kit for the hiring period.

## **7.22 COMPLAINTS**

- 7.22.1 Any complaint arising out of the hiring must be made in writing to the Council's Booking Team, within 7 days after expiration of the Period of the Hiring. Emails can be sent to; [communitycentres@slough.gov.uk](mailto:communitycentres@slough.gov.uk)

## **8. EMERGENCY PROCEDURES**

- 8.1.1 In the event of an emergency occurring within SBC buildings, audible alarms will be activated in all areas. The alarm is a distinctive continuous high pitch sound.
- 8.1.2 Emergency exits are signed with the door or exit. Evacuation shall be from your nearest Exit point, which is indicated on the Health and Safety posters displayed in Rooms.

- 8.1.3 Evacuation should be immediate and no attempt should be made to gather or retrieve possessions from the building.
- 8.1.4 Evacuation should be in an orderly manner, as quickly as possible and without running.
- 8.1.5 No attempt should be made to re-enter the building until given the all clear by the Managing Officer.
- 8.1.6 Unattended property may activate emergency evacuation procedures, so please keep your bags and other loose possessions with you at all times.
- 8.1.7 On conclusion of the emergency, the Fire Officer will advise of and allow re-admission to the building.

## **9 INTERPRETATION AND RESERVED RIGHTS.**

9.1 Council reserves the right to vary the terms and conditions herein and to take such additional terms, as it may in its absolute discretion deem necessary. Any question arising as to the interpretation of the terms and conditions shall be interpreted by an appropriate officer of the council whose decision shall be final.

9.2 Where the Council cancels a booking in respect of the above or the following, the Council shall not be liable to pay any compensation of any such cancellations, but will return any monies already paid:-

- The accommodation, grounds or equipment are required for civil purposes.
- An act of God, accident or emergency renders the hired premises unavailable.
- In the event of civil disorder.

9.3 The hirer or the person signing the contract of hire of Council premises warrants that he is over 18 years of age and has read and accepted these terms and conditions.

9.4 The hirer should note that personal data such as names, address and contact telephone numbers obtained for the purpose of the booking will be shared between appropriate Council Officers, Partner organisations and contractors for day to day business activities.

## **10 SET OFF**

10.1 The Council may at any time, without notice to the hirer, set off any liability of the hirer to the Council against any liability of the hirer to the Council, whether either liability is present or future, liquidated or un-liquidated, and whether or not either liability arises under this agreement. If the liabilities to be set off are expressed in different currencies, the Council may convert either liability at a market rate of exchange for the purpose of set-off. Any exercise by the hirer of its rights under this clause shall not limit or affect any other rights or remedies available to it under this agreement or otherwise.

## 11. **GENERAL MATTERS - SPECIFIC TO ARBOUR PARK COMMUNITY STADIUM ONLY**

11.1 Goal Nets – These will be provided. The hirer will be responsible for nets that have been lost or nets that are in poor condition (unreasonable wear and tear) and will be liable to pay all costs incurred. All hirers must use the goals provided by the Council on the 3G pitch. If the hirer requires additional goals for training and competition, only portable plastic goals can be used when agreed in advance with the Council. Goals must only be moved with transport wheels – please seek assistance from the Facilities Officer on duty. Failure to use the transport wheels may jeopardise future use of the Stadium. All equipment provided by the Stadium must be returned after use in the same condition as it was provided. Any lost or damaged items of equipment shall be the responsibility of the hirer. The Hirer must notify the Council in advance of all equipment required for the hire period. The Council cannot guarantee the availability of equipment not booked in advance.

11.2 Customers making a bulk commitment of **10 or more bookings** at Arbour Park Community Stadium for the following will be entitled to a 10% discount on the total cost:-

- One FULL PITCH hire on its own
- Full day package – pitch, changing rooms, flood lights, ground and 1<sup>st</sup> floor room (package only available for league or cup competition hirers)
- Half day package – pitch, changing rooms, flood lights, ground and 1<sup>st</sup> floor room (package only available for league or cup competition hirers)

All bookings must be paid for as per the terms and conditions, requiring full payment at least 28 days prior each booking. In order to secure bookings for dates in advance, which are more than 28 days a head, a deposit must be received as per the terms and conditions. It will be the responsibility of the hirer to notify the council's booking team when they believe they have made 10 consistent bookings in any one calendar year. The booking team will review this and if they agree with the specified dates and facility hired, a refund will be given at 10% of a total of 10 bookings.

11.3 Health and Safety –The hirer must comply with the Green Guide safety management standard to safeguard safety of spectators, players and staff. Hires are responsible for providing his/her own first aid kit. A Health and Safety Officer will be required for some bookings that involve public attendance. To demonstrate compliance with the Green Guide hirers are required in advance to provide risk assessments, event plan and confirm level of stewarding for each specific event that involves attendance of large crowds.

11.4 Clearing Away – The hirer shall remove all litter left by his/her clubs players and spectators. The hirer shall leave the sports ground and facilities in the same condition as on arrival.

11.5 Car Park – The hirer must ensure that all cars and other vehicles connected with the hirer or his/her group or club are parked in the car park provided, or in some other place so, as not to obstruct any public or private right of way, or be a nuisance or source of annoyance to any person or neighbour. The hirer must not bring cars or other vehicles onto the grassy areas of the sports ground or allow vehicles to be brought there. The hirer is responsible for ensuring access ways and exits are kept clear for emergency vehicles. Parking for the use of the Stadium

is provided but is not guaranteed. The Hirer must ensure that all users park within the designated parking spaces and not on the access road, verges or along adjoining residential or access roads. If there is a shortage of space, assistance from the Council's facilities officer on duty should be sought.

- 11.6 Smoking – The hirer is to ensure that there is to be no smoking apart from in the designated smoking area. Smoking is NOT permitted in any Slough Borough Council buildings; this includes changing rooms, hallways, entrances and exits to buildings and also on the 3G pitch including the 3G pitch and spectator viewing areas. Failure to comply with this condition will result in the immediate withdrawal of future facilities hiring for your organisation, club or group.
- 11.7 Hire must ensure all users of the pitch wear appropriate footwear suitable for 3G pitch (guidance enclose).
- 11.8 The Premises Licence for Arbour Park Community Stadium restricts use as below:-

| <b>ACTIVITY (and Area if Applicable)</b>   | <b>Times: From – To</b> |
|--|-------------------------|
| A. Performance of a play (Indoors & Outdoors)  | Mon to Sun, 8am – 2am   |
| B. Exhibition of films (Indoors & Outdoors)  | Mon to Sun, 8am – 2am   |
| C. Indoor sporting event   | Mon to Sun, 8am – 2am   |
| D. Boxing or wrestling entertainment (Indoors & Outdoors)                                      | Mon to Sun, 8am – 2am   |
| E. Performance of live music (Indoors & Outdoors)  | Mon to Sun, 8am – 2am   |
| F. Playing of recorded music (Indoors & Outdoors)  | Mon to Sun, 8am – 2am   |
| G. Performance of dance (Indoors & Outdoors)   | Mon to Sun, 8am – 2am   |
| H. Entertainment of a similar description to that falling with E, F, or G (Indoors & Outdoors) | Mon to Sun, 8am – 2am   |
| I. Late night refreshment (Indoors)  | Mon to Sun, 11pm – 2am  |
| J. Supply of alcohol for consumption ON the premises only                                      | Mon to Sun, 8am – 2am   |

- 11.9 The supply or sale of alcohol is prohibited when:
- at a time when there is no Designated Premises Supervisor (DPS) in respect of the Premises Licence
  - at a time when the Designated Premises Supervisor does not hold a Personal Licence or his Personal Licence has been suspended

In addition every supply of alcohol must be made or authorised by a person who holds a Personal Licence.

11.10 Dress code and Footwear

- 11.10.1 Appropriate clothing must be worn at all times in all external areas of the Stadium
- 11.10.2 The hirer should ensure that all users are appropriately attired for the use of the Stadium and not wearing any materials which may cause damage to the 3G surface.

11.10.3 The Hirer must ensure that all users wear appropriate footwear within the 3G pitch at all times. Hirer must ensure appropriate footwear is worn before using the 3G pitch to prolong the life of the pitch. If inappropriate footwear is worn the hirer will be responsible for any damage sustained to the pitch and future facilities will be withdrawn. It is the hirer's responsibility to ensure the correct footwear is worn, and to ensure all participants comply with these rules.

11.10.4 Hirers must ensure all users have clean footwear before they use the 3G pitch.

11.10.5 Appropriate footwear is:-

|  |
|--|
| Football boots - plastic studs - screw in less than 15mm |
| Football boots – moulded studs                           |
| Astro Turf Trainers                                      |

11.11 Food and Drink

11.11.1 Chewing gum is NOT permitted on the 3G surface or the 3G pitch and spectator viewing areas including the stands. Failure to comply with this condition will result in the immediate withdrawal of future hiring facilities for your organisation, club or group.

11.11.2 Food or liquids other than water are NOT permitted in or around the pitch area

11.11.3 The hirer is not permitted to bring their own alcohol onto the Stadium.

11.11.4 Alcohol cannot be consumed at any time during a football match as per the Sporting Events (Control of Alcohol etc.) Act 1985

11.11.5 Anyone found to be purchasing or supplying alcohol to persons under the age of 18 will be asked to stop, the drink will be removed from the minor and the police called.

11.11.6 Illegal substances are not permitted.

11.12 Behaviour

11.11.1 The Council will not accept poor or unacceptable standards of behaviour, language and attitude towards other users, the public or Council staff. Hirers will be accountable for their users, visiting teams and (in terms of junior clubs) parents.

11.11.2 The use of radios, stereo systems or other similar devices externally is prohibited other than personal music players fitted with headphones. Anyone found to be using such equipment shall be immediately asked to leave the Stadium.

11.11.3 No users are to display flags, signs, etc., without the prior permission of the Council.

11.12 Changing Facilities – The hirer shall ensure that changing accommodation is left in a clean and tidy state and that washing facilities are not used for removing mud from boots. The hirer shall ensure that lights, taps, showers and other equipment in the changing rooms are turned off and the doors and windows closed and gates to the sports ground closed (where applicable) before leaving. The hirer is also responsible for not letting other teams to use their changing rooms.

11.13 Animals - No animals, with the exception of Assistance Dogs, are permitted anywhere within the Stadium.

11.14 Litter - The hirer must ensure that any litter is disposed of in the appropriate bins provided or removed from the Stadium.

11.15 Lost Property - Any belongings left at the Stadium will be removed and stored for 4 weeks before being disposed of.

11.16 Reporting - Any issues or damage to the 3G pitch must immediately be reported to the Council's facilities officer. The hirer must report all accidents involving injury to a member of the public to Council's facilities officer as soon as possible and all relevant paperwork must be completed.

11.17 General

11.17.1 The hirer is responsible for the supervision of all persons attending the for the purpose of the hire.

11.17.2 The hirer is responsible for the conduct and behaviour of all participants associated with the booking and should ensure compliance with the Code of Conduct which is clearly displayed throughout the Stadium.

11.17.3 At any hire where members of the public are admitted, the hirer shall provide an adequate number of stewards who will be present during any programme or activity, training, coaching and tournaments.

11.17.4 Any damage caused by an individual or team will result in the hirer being liable for any damage costs. Failure to do so will result in the immediate termination of the club's use of the Stadium.

11.17.5 The hirer must ensure that they have adequate first aid provisions when using the Stadium as there is no first aid provision at the Stadium.

11.17.6 No spectators, including parents are allowed to access the pitch before, during or after an activity / match or programme. Team managers, coaches and first aiders are the only people allowed within the 3G pitch.

11.17.7 No unauthorised person is allowed to enter the changing area. If any unauthorised person tries to obtain access to the Stadium the hirer should immediately eject such persons from the Stadium.

**12.0 INTERPRETATION AND RESERVED RIGHTS - SPECIFIC TO ARBOUR PARK COMMUNITY STADIUM ONLY**

12.1 The Council reserves the right to vary these terms and conditions and to make such additional terms as it may in its absolute discretion deem necessary. Any questions arising as to the interpretation of the terms and conditions shall be interpreted by any appropriate officer of the Council whose discretion shall be final.

12.2 The hirer or the person signing the contract of hire of the Facility warrants that he/she is over 18 years of age and has read and accepted these terms and conditions.

**13.0 CHILDREN - SPECIFIC TO ARBOUR PARK COMMUNITY STADIUM ONLY**

13.1 Where pitches and facilities are let for the purpose of entertaining children the provision of the Children and Young Persons Act 1933 shall be observed.

13.2 Where Clubs are hiring facilities for the purpose of coaching or entertaining under 18's, the booking will only be accepted where clubs can adhere to SBC's 'Child Protection Standards for Clubs using SBC facilities from June 2014'.

## Appendix 2

# OUTDOOR PITCHES & WICKETS TERMS & CONDITIONS

## Terms and conditions for the hire of outdoor pitches & wickets at Slough Borough Council

### 1.0 Application

- 1.1 All applications for the hire of any Council owned outdoor pitches shall be made to the Slough Borough Council's Bookings Coordinators, Facilities Management, 1<sup>st</sup> Floor East, St Martins Place, 51 Bath Road, SL1 3UF or by phone on 01753 875762 or email [communitycentres@slough.gov.uk](mailto:communitycentres@slough.gov.uk)
- 1.2 The person whose name the booking is in and who signs the contract (the same person must do both) agrees to be the hirer and therefore shall be responsible for complying with the following terms and conditions of hire:
- 1.3 The hirer must not transfer the benefit of the facility to any other person or organisation or sell tickets for any event without prior written agreement from the Council.
- 1.4 The hirer must inform the booking team of the teams fixtures at the beginning of the season or as soon as possible, to prevent disappointment and unavailability of chosen pitches.
- 1.5 Only authorised persons may sign the contract on behalf of a club or other body, the authorised person must inform the booking team if he is no longer the contact person for the club. If the authorised person is going abroad he must provide contact details of the person that will be responsible in his absence.
- 1.6 The Council has the right to refuse to enter into a hire agreement if it is not satisfied as to the purpose for which the premises are being hired.
- 1.7 The hirer may not display posters or other advertising on Council premises without written permission nor advertise, promote or announce any event to be held at any premises until they have received a confirmation of booking. Fly posting an event is illegal and will result in cancellation of the booking and the forfeit of all monies paid.
- 1.8 It is the hirer's responsibility to check the contract of hire ("the contract") for accuracy and by signing the contract warrants that he has read and understands **the terms of the contract** including these terms and conditions. Slough Borough Council Booking Coordinators must be informed immediately if any of the details contained in the contract or confirmation of booking is inaccurate.
- 1.9 Use of car parks is for car parking only any other usage must be discussed with the booking team when requesting a booking, use of car parks for other purposes will attract hire charges according to SBC pricing structure.

### 2.0 Hire Charges

- 2.1 One-off Midweek Bookings – The full amount of the hire charges shall be sent with

each application and no booking will be confirmed until payment is received. Bookings will be made at short notice provided the appropriate booking form has been completed and payment received before the booking commences. A minimum of 7 working days notice is required to make a booking. Teams will also be required to pay a deposit for the changing room keys and the keys are to be returned no later than 48 hours of the finish of the match.

2.2 Season Bookings – Regular **Football** bookings can be made during the periods September to April. Regular **Cricket** bookings can be made during the periods May – July.

2.3 Cricket bookings do not come with any changing facilities nor will a facility officer be present for the booking. The prices are for the wicket maintenance and the outfield to be cut along with a boundary rope to be painted. If changing rooms are required they will come at an additional price.

2.4 Car Park Space will be charged at £5 per space per day when not booking the facility with it i.e. changing rooms, community centre etc.

### **2.5 Instalment payment plan: 2017/18 (Football Pitches only)**

- First instalment to be paid by 22<sup>nd</sup> August 2017 along with signed contract with terms and conditions and the deposit
- Invoicing customers, as above, but you will need to pay the deposit and return your documents by 15<sup>th</sup> August 2017 instead
- Second instalment to be paid by 3<sup>rd</sup> October 2017
- Third instalment to be paid by 7<sup>th</sup> November 2017

The hirer is required to pay a refundable deposit for the changing room keys and the use of the pitches. Non adherence to the terms and conditions may result in loss of your deposit.

2.6 Advance payments for booking should only be made through the Booking & Events coordinators. Customers are not permitted to make any payments site officers.

2.7 It is the policy of Slough Borough Council that staff will not accept gifts gratuities or bequests from clients, their family, relatives or friends.

2.8 Requests for changes to bookings this includes changes to booked times must be made with the Bookings and Events coordinators.

2.9 The hirer is responsible for checking the contract; in case of any queries with the charges the hirer must raise these immediately with the booking team.

### **3.0 Cancellation by Hirer**

3.1 For one-off bookings there must be at least 10 days notice given for a cancellation in writing. If less than 10 working days notice is given then a 25% cancellation fee will apply. Any cancellation with less than 7 working days notice may result in loss of hire charge

3.2 Please refer to VAT exemption form for more detailed information on cancellation of a seasonal booking (attached is the copy)

3.3 The hirer is strongly advised to purchase insurance to cover cancellation costs where the cancellation results from circumstances beyond your control, for example illness.

#### **4.0 Cancellation by Slough Borough Council**

- 4.1 Slough Borough Council reserves the right to close the facility, or prohibit the use of the facility, at its discretion without stating the reason. In which, Slough Borough Council will give as much notice to the hirer as is possible. Where the Council cancels a booking in respect of the above or the following, the Council shall not be liable to pay any compensation in consequence of any such cancellations, but will find the hirer an alternative ground within SBC's properties if available.
- 4.2 The accommodation, grounds or equipment are required for civil purposes.
- An act of natural disaster, accident or emergency renders the hired premises unavailable.
  - In the event of civil disorder.
  - In the event of unsuitable ground conditions or for any other reason which in the opinion of the Council constitutes a sufficient overriding reason.
- 4.3 If the hirer fails to comply with the Terms and Conditions of hire, the booking will be automatically cancelled and will not return any monies paid.
- 4.4 Slough Borough Council has a strict policy on extreme groups and will not allow any premises to be used to promote extremist views, the Council will not permit accommodation to be let:
- To an organisation which is prohibited by law or by an individual who has illegally entered the country
  - For political rallies or demonstrations.
  - For purpose which are illegal and/or likely to incite or cause civil unrest or division within the community.
  - For functions attended by a person(s) whose presence may cause civil unrest or division within the community
  - For any other purpose which the Borough secretary and Solicitor in consultation with the leader of the Council deem may affect the reputation of the Council.
- 4.5 The Council reserves the right to cancel any booking where it considers:
- Those such events that may be contrary to the interest of the general public or contrary to any law or act of Parliament. Any bookings will also be subject to consideration from the police to ensure the safety of the community is assessed against the request for a venue booking.
  - The users of the premises may do something that may cause or pose a risk of loss, damage, or significant expense to the Council or harm the reputation of the Council.

#### **5.0 Insurance Required**

- 5.1 The hirer agrees to effect third party insurance against any legal liability for loss, damage, demand or proceedings whatsoever, caused during or by circumstances arising from, related to or connected with the hire of the premises on the following basis:-
- Accidental bodily injury including death to third parties and further in respect of damage to their property – not less than £5 Million.

- Accidental damage caused by fire to the premises on hire – not less than £1 Million.
- Accidental damage caused to the premises on hire other than fire £10,000.

## **6.0 Bond**

6.1 Slough Borough Council may require the hirer to lodge a bond against possible extra charges. The amount of the bond will vary depending on the type of event and number of attendees. The bond will be returned to the hirer after the hiring period when all outstanding charges have been satisfied and may be used to offset losses caused by a failure of the said charges being satisfied within a reasonable time. The value of the bond does not represent a maximum of charges that may be made. Interest will not be paid on any bond held.

## **7.0 Indemnity**

7.1 The hirer shall indemnify Slough Borough Council against all proceedings, claims, costs, demands, expenses, actions or liabilities however caused, arising directly or indirectly from the use of the premises apart from claims and actions arising through the negligence of Slough Borough Council, its servants or agents.

## **8.0 General Matters**

8.1 Goal Nets – The hirer is responsible for a set of goal nets. The hirer will be issued with a locker. The key will be made available on site at the hirer's first home game and from that point on will be the responsibility of the hirer. The nets must be taken down after each game by the hirer and stored away in the locker provided. Nets and locker key will be returned on the hirer's last home match. The hirer will be responsible for nets that have been lost or nets that are in poor condition (unreasonable wear and tear) and will be liable to pay all costs incurred.

8.2 Health and Safety – The hirer is responsible for providing his/her own first aid kit.

8.3 Clearing Away – The hirer shall remove all litter left by his/her clubs players and spectators. The hirer shall leave the sports ground and facilities in the same condition as on arrival.

8.4 Damage – The hirer shall pay the cost of making good any damage directly or indirectly as a result of the hiring or otherwise by the hirer or his/her group or club.

8.5 Car Park – The hirer must ensure that all cars and other vehicles connected with the hirer or his/her group or club are parked in the car park provided, or in some other place so as not to obstruct any public or private right of way, or be a nuisance or source of annoyance to any person or neighbour. The hirer must not bring cars or other vehicles onto the grassy areas of the sports ground or allow vehicles to be brought there. The hirer is responsible for ensuring access ways and exits are kept clear for emergency vehicles.

8.6 Changing Facilities – The hirer shall ensure that changing accommodation is left in a clean and tidy state and that washing facilities are not used for removing mud from boots. The hirer shall ensure that lights, taps, showers and other equipment in the changing rooms are turned off and the doors and windows closed and gates to the sports ground closed (where applicable) before leaving.

The hirer is also responsible for not letting other teams to use their changing rooms. There is to be no smoking within the changing facilities.

- 8.7 By-Laws – The hirer shall observe all relevant and statutory provisions and by-laws, and comply with any reasonable instruction given by the patrol officers or park keepers.

## **9.0 Interpretation and Reserved Rights**

- 9.1 The Council reserves the right to vary the terms and conditions herein and to make such additional terms as it may in its absolute discretion deem necessary. Any questions arising as to the interpretation of the terms and conditions shall be interpreted by any appropriate officer of the Council whose discretion shall be final.
- 9.2 The hirer or the person signing the contract of hirer of Council premises warrants that he/she is over 18 years of age and has read and accepted these terms and conditions.
- 9.3 The hirer should note that personal data such as names, address and contact telephone numbers obtained for the purpose of the booking will be shared between appropriate Council Officers, Partner organisations and contractors for day to day business activities.

## **10.0 Children**

- 10.1 Where pitches and facilities are let for the purpose of entertaining children the provision of the Children and Young Persons Act 1933 shall be observed.
- 10.2 Where Clubs are hiring facilities for the purpose of coaching or entertaining under 18's, the booking will only be accepted where clubs can adhere to SBC's 'Child Protection Standards for Clubs using SBC facilities.

**PLEASE NOTE: Slough Borough Council reserve the right to change these Terms & Conditions at any point without notice.**

**APPENDIX 3**

**Arbour Park Football Booking Application Form 2019/20 Season**

Dear Sir/Madam, can we please request you complete this form:

|   |  |
|---|--|
| Customer Name:  |  |
| Team/Club Name:                                       |  |
| League Name:  |  |
| Adult or Youth Team:                                  |  |
| Address:  |  |
| Mobile Telephone Number:                              |  |
| Home Telephone Number:                                |  |
| Email address:  |  |
| Changing Facilities Required:                         |  |
| Days Required:  |  |
| Kick Off Time Required:                               |  |
| Exclusion Dates:                                      |  |
| Games Required:                                       |  |
| Approximate Number of Spectator expected at each game |  |
| Stewarding Plan                                       |  |

Please provide details of an additional contact person with whom contact can be made during the day at short notice with reference to cancellation.

|                           |  |
|---------------------------|--|
| Additional Customer Name: |  |
| Address:                  |  |
| Mobile Telephone Number:  |  |
| Home Telephone Number:    |  |
| Email address:            |  |

Please state if any persons under the age of 16 will be attending the bookings:

YES / NO

If yes, name of person who is responsible for child protection:

|                   |  |
|-------------------|--|
| Name:             |  |
| Telephone Number: |  |
| Signature:        |  |
| Date:             |  |

Please return this form to Facilities Management, 1<sup>st</sup> Floor East, St Martins Place, 51 Bath Road, Slough, SL1 3UF or by email to [pitchbookings@slough.gov.uk](mailto:pitchbookings@slough.gov.uk)  
For any queries please do not hesitate to contact us on 01753 875762 or 01753 875401.

## Arbour Park Community Stadium Acceptable Footwear



# Acceptable Footwear for a 3G Football Pitch

| Studs (Moulded)   | Plastic Studs - Screw-in<br>Less than 15mm  | Astro Turf Trainers   | Blades or boots with metal or metal tipped studs                                     | Flat soled<br>e.g. trainers etc   |
|---|---|---|--|---|
| YES ✓   | YES ✓   | YES ✓   | NO ✗   | NO ✗  |
|   |   |   |   |   |
|   |   | NO ✗  |  |   |
|  |  |  |  |  |
|   |   | NO ✗  |  |   |

Dimpled  
e.g. Specialist hockey shoes

**Please make sure your boots are clean before going onto the pitch. Anyone with Inappropriate / Muddy footwear will be asked to leave the pitch as it damages the playing surface. Thank you.**

It is the hirer's responsibility to physically check the footwear of users before going onto the pitch. If a member of staff spots a user with incorrect footwear, they will bring this to the hirer's attention and advise them of the increased risk.

## **APPENDIX 4**

### **BENCHMARKING 2019 & CHARGES AND ROOM CAPACITY**



Benchmarking  
2019.xlsx



Community Centre  
Charges 2019-20.xlsx

## **APPENDIX 5**

### **Arbour Park Community Stadium Event Application Form**



Arbour Park  
Community Stadium e

# APPENDIX 6 – VAT

## VAT Exemption for Arbour Park Community Stadium



Taking pride in our communities and town

### ADVISORY TO LOCAL SPORTS CLUBS

#### Value Added Tax (VAT) Regulations Relating To The Bookings Of Sports Pitches In Park Facilities

June 2017

Hirers of park facilities for use for sports activities may be exempt from VAT provided that all of the following conditions are met;

- The booking is for ten matches or more
- Each match is for the same sport/activity
- Each match is at the same location (same park/sports facility)
- The interval between each match is at least one day but not more than 14 days
- There is a written contractual agreement between the hirer and the council (the provider) that all matches will be paid for. (Payment can be by instalments but as a minimum requirement payment for each match must be made on or before the day of each match). See information provided below concerning refunds
- The hirer cannot be allowed to cancel and sessions and receive a refund
- The hirer has exclusive use of the area/facility specified
- The hirer is a school, a club\* or an association representing affiliated clubs or constituent associations

\* *Individual teams can be treated as clubs provided that they conduct their affairs in the same manner. This would mean entering into formal agreements with the operator of premises specifying a named contract, collecting subscriptions from members and so forth. This would be by way of the official booking form*

**NOTE:** *All of the above conditions must be complied with or VAT will become payable for the entire series of bookings in accordance with Her Majesty's Revenue and Customs rules.*

Rules agreed June 2017

**PLEASE NOTE: Slough Borough Council reserve the right to change these Terms & Conditions at any point without notice.**

Hirer:.....  
.....

**Organisation:**.....  
.....

**Date:**.....  
.....

**SIGNED:** ..... **DATE:** .....

**The Conditions of hire and Regulations governing the use of the area hired should be studied before signed the contract. The signing of this contract implies the full acceptance by the Hirer of the Conditions of Hire and Rules and Regulations.**

# VAT CHARGES

## HALLS & ROOM BOOKINGS

The hiring of venues and room bookings including equipment (i.e.) projectors, flip charts, etc. are exempt from VAT.

For Weddings and Parties, VAT is also exempt except where the Council are providing a complete wedding service with catering and planning.

Where Security Services for Weddings and Parties is provided/required, VAT will be charged for this only, at the standard rate.

## PITCH BOOKINGS VAT REGULATIONS

Hirers of park facilities for use for sports activities may be exempt from VAT provided that all of the following conditions are met:

1. The booking is for ten matches or more
2. Each match is for the same sport/activity
3. Each match is at the same location (same park/sports facility)
4. The interval between each match is at least one day but not more than 14 days
5. There is a written contractual agreement between the hirer and the Council (the provider) that all matches will be paid for. (*Payments can be in instalments but must be made prior to the game commencing*).
6. The hirer cannot be allowed to cancel sessions and receive a refund
7. The hirer has exclusive use of the area/facility specified
8. The hirer is a school club or an association representing affiliated clubs or constituent associations

\*\* Individual teams can be treated as clubs provided that they conduct their affairs in the same manner. This would mean entering into formal agreements with the operator of the premises specifying a named contract, collecting subscriptions, from members and so forth, this would be by way of the official booking form.

All of the above conditions **must** be complied with or VAT will become payable for the entire series of bookings in accordance with HMRC rules.

For one off games, VAT **will be** charged at the standard rate.

## **APPENDIX 7**

# **ELECTRICAL INSTALLATIONS**

The Hirer shall ensure that:

1. Wiring installed in accordance with the current edition of Regulations for Electrical Installations issued by the Institute of Electrical Engineers may be used in positions where it is not held inaccessible to interference and is open to view throughout its length.
2. Flexible cables or cords are kept as short as is practicable.
3. Lamps or lighting installed shall not be placed in such positions as to obscure means of egress or render less conspicuous the notices indicating the exits.
4. Electrical equipment is guarded as necessary to prevent accidental contact with live metal or short-circuiting of live terminals etc.
5. Electrical apparatus shall be fixed in position with adequate space for operation and maintenance.
6. Only one two-way socket outlet adaptor shall be permitted in any one outlet.
7. SBC reserves the right to refuse to connect any installation, which does not comply with the Regulations for Electrical Installations, and any further Regulations, which may be imposed.
8. SBC reserves the right to enter any room, examine the electrical wiring, luminaries or other accessories, and insist on its removal if it is not appropriate.
9. Wiring installed in accordance with the current edition of Regulations for Electrical Installations issued by the Institute of Electrical Engineers may be used in positions where it is not held inaccessible to interference and is open to view throughout its length.
10. All electrical appliances such as tape recorders/CD players etc. must have a valid PAT (Portable Appliance Test) label on. If it doesn't, the hirer will not be permitted to use the equipment.

## Appendix 8

|  |                         |
|--|-------------------------|
|  | <h1>Privacy Notice</h1> |
|--|-------------------------|

|                 |                 |
|-----------------|-----------------|
| Document Number | 01              |
| Version Number  | 0.1             |
| Approved by     |                 |
| Date Approved   |                 |
| Effective Date  |                 |
| Authority       |                 |
| Authorised by   |                 |
| Contact Officer | Alexander Cowen |

| Revision History |            |                   |                |             |
|------------------|------------|-------------------|----------------|-------------|
| Version No       | Date       | Amended by        | Authorised by  | Approved by |
| 0.1              | 01/05/2018 | Alexander Cowen   |                |             |
| 0.2              | 24/05/2018 | Kulvinder Dhillon | Charan Dhillon |             |
|                  |            |                   |                |             |

| Change History |            |  |
|----------------|------------|--|
| Version No     | Date       | Change Details                           |
| 0.1            | 01/05/2018 | Initial Draft                            |
| 0.2            | 24/05/2018 | Amended in line with Building Management |
|                |            |  |

| Related Documents |          |
|-------------------|----------|
| Document Title    | Location |
| Privacy Notice    |          |
|                   |          |
|                   |          |

# Contents

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| 2. | Applicability .....              | 3 |
| 3. | Roles and Responsibilities ..... | 3 |

## Appendix A - Template

## **1. Purpose**

- 1.1. The document at Appendix A is intended as a corporate template to use as a Privacy or Fair Processing notice for purposes of data protection.

## **2. Applicability**

- 2.1. A privacy notice must be created and made available wherever personal data is collected and processed by a service, team or individual.

## **3. Roles and Responsibilities**

- 3.1. Each Head of Service has overall responsibility for ensuring that data is managed appropriately in accordance with the law and agreed standards.
- 3.2. The Data Protection Officer is responsible for:
  - Directing and reviewing this standard.
  - Ensuring that there is effective consultation, support and communication on related matters in terms of data protection.
  - Publishing & Promoting the adoption of this template.
  - Ensuring compliance with published standards, procedures, working practices, and legal developments.

# Privacy Notice

This document describes how and why we collect, store, protect, process and share the data you give to us. We collect personal data to help us to work with you and to understand and plan the services you need.

Date of Issue: 24/05/18

Update History:

|  |                                     |
|--|-------------------------------------|
|  | First issue of a new Privacy Notice |
|  |                                     |
|  |                                     |

Directorate: Place & Development

**Team: Building Management**

About the Organisation

Slough Borough Council is the Data Controller. This means it is ultimately responsible for the data it holds about you.

Contact Address:

St Martins Place  
Bath Road  
Slough  
Berkshire  
SL1 3UF

ICO Registration Number: Z6795420

**The Data Protection Officer**

Contact details are: [dataprotectionofficer@slough.gov.uk](mailto:dataprotectionofficer@slough.gov.uk)

**What data will we collect about you?**

We collect your personal information such as name, address, contact number, email address and banking details.

## **What will we use your data for?**

Your data will be used to produce a contract in order for us to confirm your booking and take any relevant payments.

## **Who will see your data?**

Your data is shared with internal departments within Slough Borough Council to help deliver our service to you and in order for us to take payments and process any refunds that are due.

## **Your right to refuse**

You don't have to consent to us collecting and using your data, it's your choice. If you decide not to consent, we may not be able to provide you with services.

Should you decide you don't want us to share your information with third parties, this may affect our ability to help you access services you might need.

## **How long will your data will be kept?**

Your data will not be kept any longer than necessary. You can check how long the organisation will keep each type of data against Slough Borough Council's retention schedule.

## **How is your data stored and processed?**

Your data will be held on the Council's database designed for social care users and will be protected using up-to-date technical and organisational security measures.

## **Transfer overseas**

Your data will not be stored or sent outside of the UK.

## **Your rights**

You have a number of rights when it comes to the data we hold about you. These are detailed on website <http://www.slough.gov.uk/council/data-protection-and-foi/privacy-notice.aspx>

### **Complaints**

If you've already told us we need to do something, but we haven't responded in a way you're satisfied with, you can complain to the Information Commissioner's Office (the ICO). It's easiest to do this online via the ICO website (<https://ico.org.uk/concerns/handling/>), but you can also do so in writing to:

The Information Commissioner's Office

Wycliffe House  
Water Lane  
Wilmslow  
Cheshire  
SK9 5AF

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## Appendix N

| Community Centre                                 | Number of people Room holds | Daytime Rate applies from 9am - 4pm | Children's Birthday Party Rate- (Could be 10, 20 or 30% lower than C&V rate depending on size of hall) | Proposed charges Per Hour (Community & Voluntary & SBC) | Current Charge Per Hour 2018/19 | Comments  |
|--|-----------------------------|-------------------------------------|--|---|---------------------------------|-----------|
| <b>Chalvey Centre</b>                            |                             |                                     |  |   |                                 |           |
| Main Hall  | 150                         |                                     | £31.30   | £44.75  | £44.75                          | No Change |
| Main Hall - Weddings & Parties (until 11pm)      |                             |                                     |  | £52.00  | £52.00                          | No Change |
| Main Hall - Room 1 or 2                          | 25                          |                                     |  | £15.90  | £15.90                          | No Change |
| Half Main Hall - Room 3 or 1& 2 together         | 50                          |                                     |  | £23.40  | £23.40                          | No Change |
| Half main Hall - Weddings & Parties ( 3 or 1& 2) | n/a                         |                                     |  | £31.60  | £31.60                          | No Change |
| POD  | 6                           |                                     |  | £7.70   | £7.70                           | No Change |
| Meeting Room 4 or 5                              | 30                          |                                     |  | £16.40  | £16.40                          | No Change |
| Outside Decking Area                             | n/a                         |                                     |  | £10.00  | £10.00                          | No Change |
| Kitchen  | n/a                         |                                     |  | £10.00  | £10.00                          | No Change |
| Smart Board, Laptop and projector                | n/a                         |                                     |  | £20.00  | £20.00                          | No Change |
| Flip chart & Stand                               | n/a                         |                                     |  | £10.00  | £10.00                          | No Change |
| Projector  | n/a                         |                                     |  | £10.00  | £10.00                          | No Change |
| Laptop   | n/a                         |                                     |  | £10.00  | £10.00                          | No Change |
| Smart Board                                      | n/a                         |                                     |  | £10.00  | £10.00                          | No Change |
| Teas, Coffees & Biscuits (per person)            | n/a                         |                                     |  | £1.10   | £1.10                           | No Change |
| Stage set up                                     | n/a                         |                                     |  | £20.00  | £20.00                          | No Change |
| Storage per Square meter                         | n/a                         |                                     |  | £3.00   | £3.00                           | No Change |
| <b>Chalvey Pavilion</b>                          |                             |                                     |  |   |                                 |           |
| Room 1   | 50                          |                                     |  | £22.00  | £22.00                          | No Change |
| Room 2   | 30                          |                                     |  | £14.40  | £16.40                          | No Change |
| Room 3   | 25                          |                                     |  | £13.00  | £13.00                          | No Change |
| Kitchen  |                             |                                     |  | £5.50   | £5.50                           | No Change |
| Teas, Coffees & Biscuits (per                    | n/a                         |                                     |  | £1.10   | £1.10                           | No Change |

|   |     |        |        |        |        |           |
|---|-----|--------|--------|--------|--------|-----------|
| person)                                   |     |        |        |        |        |           |
| Storage per Square meter                  |     |        |        | £3.00  | £3.00  | No Change |
| <b>Britwell Centre</b>                    |     |        |        |        |        |           |
| Main Hall                                 | 150 | £37.00 | £28.80 | £41.20 | £41.20 | No Change |
| Main Hall Weddings & Parties              |     |        |        | £52.00 | £52.00 | No Change |
| Main Hall (Two Thirds)                    | 100 | £25.00 | £22.20 | £27.80 | £27.80 | No Change |
| Main Hall (Two Thirds) Weddings & Parties | n/a |        |        | £44.80 | £56.00 | No Change |
| Main Hall (One Third)                     | 50  |        |        | £13.40 | £13.40 | No Change |
| Main Hall (One Third) Weddings & Parties  | n/a |        |        | £25.60 | £25.60 | No Change |
| Commercial Kitchen                        | n/a |        |        | £10.00 | £10.00 | No Change |
| Training Kitchen - Room 1                 | n/a |        |        | £20.00 | £20.00 | No Change |
| Room 8                                    | 8   |        |        | £10.00 | £10.00 | No Change |
| Room 9                                    | 8   |        |        | £10.00 | £10.00 | No Change |
| Room 8 & 9 without partition              | 20  |        |        | £15.50 | £15.50 | No Change |
| Meeting Room 4 -                          | 20  |        |        | £14.40 | £14.40 | No Change |
| Practical Learning Area - Meeting Room 3  | 20  |        |        | £14.40 | £14.40 | No Change |
| Interview Room 7                          | 4   |        |        | £7.50  | £7.50  | No Change |
| IT Room (with Smart Board)                | 15  |        |        | £16.40 | £16.40 | No Change |
| Stage set up                              | n/a |        |        | £20.00 | £20.00 | No Change |
| Sound System & Projector                  | n/a |        |        | £25.00 | £25.00 | No Change |
| Sound System                              | n/a |        |        | £15.00 | £15.00 | No Change |
| Smart Board, Laptop and projector-        | n/a |        |        | £20.00 | £20.00 | No Change |
| Flip chart & Stand                        | n/a |        |        | £10.00 | £10.00 | No Change |
| Projector                                 | n/a |        |        | £10.00 | £10.00 | No Change |
| Laptop                                    | n/a |        |        | £10.00 | £10.00 | No Change |
| Smart Board                               | n/a |        |        | £10.00 | £10.00 | No Change |
| Teas, Coffees & Biscuits                  | n/a |        |        | £1.10  | £1.10  | No Change |
| Storage per Square meter                  | n/a |        |        | £3.00  | £3.00  | No Change |
| <b>Langley Pavilion</b>                   |     |        |        |        |        |           |
| Main Hall                                 | 150 | £37.00 | £26.50 | £33.10 | £33.10 | No Change |

|  |     |        |        |        |        |           |
|--|-----|--------|--------|--------|--------|-----------|
| Main Hall - Weddings & Parties           |     |        |        | £52.00 | £52.00 | No Change |
| Small Hall                               | 30  | £14.20 |        | £15.40 | £15.40 | No Change |
| Small Hall - Weddings and Parties        |     |        |        | £20.00 | £20.00 | No Change |
| Meeting Room 1 and 2                     | 20  |        |        | £9.20  | £9.20  | No Change |
| Kitchen                                  | n/a |        |        | £10.00 | £10.00 | No Change |
| Teas, Coffees & Biscuits                 | n/a |        |        | £1.10  | £1.10  | No Change |
| Storage per square meter                 | n/a |        |        | £3.00  | £3.00  | No Change |
| <b>Cippenham Centre</b>                  |     |        |        |        |        |           |
| Main Hall                                | 150 | 37.00  | £33.00 | £41.20 | £41.20 | No Change |
| Main Hall - Weddings & Parties           | n/a |        |        | £52.00 | £52.00 | No Change |
| Small Hall 1 or 2                        | 40  | 14.10  |        | £15.70 | £27.00 | No Change |
| Small Hall 1 or 2 - Weddings and Parties | n/a |        |        | £27.00 | £30.00 | No Change |
| Kitchen                                  | n/a |        |        | £10.00 | £10.00 | No Change |
| Teas, Coffees & Biscuits                 | n/a |        |        | £1.10  | £1.10  | No Change |
| Storage per square meter                 | n/a |        |        | £3.00  | £3.00  | No Change |
| <b>Weekes Drive</b>                      |     |        |        |        |        |           |
| Main Hall                                | 150 | 33.50  | £29.80 | £37.20 | £37.20 | No Change |
| Main Hall - Weddings & Parties           | n/a |        |        | £52.00 | £52.00 | No Change |
| Small Hall 1 or 2                        | 30  |        |        | £15.70 | £15.70 | No Change |
| Small Hall 1 or 2 - Weddings and Parties | n/a |        |        | £22.50 | £22.50 | No Change |
| Kitchen                                  | n/a |        |        | £10.00 | £10.00 | No Change |
| Teas, Coffees & Biscuits                 | n/a |        |        | £1.10  | £1.10  | No Change |
| Storage per square meter                 | n/a |        |        | £3.00  | £3.00  | No Change |
| <b>Upton Lea Centre</b>                  |     |        |        |        |        |           |
| Main Hall                                | 150 | 29.80  | £26.50 | £33.10 | £33.10 | No Change |
| Main Hall - Weddings & Parties           | n/a |        |        | £52.00 | £52.00 | No Change |
| Small Hall                               | 30  |        |        | £10.30 | £10.30 | No Change |
| Small Hall - Weddings and                | n/a |        |        | £20.00 | £20.00 | No Change |

|                                 |       |       |        |        |        |   |
|---------------------------------|-------|-------|--------|--------|--------|---|
| Parties                         |       |       |        |        |        |   |
| Meeting Room 1 and 2            | 20    |       |        | £9.20  | £9.20  | No Change   |
| Kitchen                         | n/a   |       |        | £10.00 | £10.00 | No Change   |
| Teas, Coffees & Biscuits        | n/a   |       |        | £1.10  | £1.10  | No Change   |
| Storage per square meter        | n/a   |       |        | £3.00  | £3.00  | No Change   |
| <b>Westfield Centre</b>         |       |       |        |        |        |   |
| Main Hall                       | 50    | 13.50 | £15.00 | £15.00 | £15.00 | No Change   |
| Main Hall - Weddings & Parties  | n/a   |       |        | £24.00 | £24.00 | No Change   |
| Meeting Room 1                  | 8     |       |        | £6.20  | £6.20  | No Change   |
| Kitchen                         | n/a   |       |        | £5.50  | £5.50  | No Change   |
| Teas, Coffees & Biscuits        | n/a   |       |        | £1.10  | £1.10  | No Change   |
| Storage per square meter        | n/a   |       |        | £3.00  | £3.00  | No Change   |
| <b>Manor Park Centre</b>        |       |       |        |        |        |   |
| Main Hall                       | 80    | 23.90 | £23.90 | £26.50 | £26.50 | No Change   |
| Main Hall - Weddings & Parties  | n/a   |       |        | £35.00 | £35.00 | No Change   |
| Foyer                           | n/a   |       |        |        |        | No Change   |
| Outdoor Hardcourt Area          | n/a   |       |        | £14.80 | £14.80 | No Change   |
| Kitchen                         | n/a   |       |        | £5.30  | £5.30  | No Change   |
| Teas, Coffees & Biscuits        | n/a   |       |        | £1.10  | £1.10  | No Change   |
| Storage per square meter        | n/a   |       |        | £3.00  | £3.00  | No Change   |
| <b>Manor Park Pavilion</b>      |       |       |        |        |        |   |
| Small Hall                      | 35-40 |       |        | £22.00 | £22.00 | No Change   |
| Small Hall - Weddings & Parties |       |       |        | £30.30 | £30.30 | No Change   |
| <b>Cippenham Library</b>        |       |       |        |        |        |   |
| Meeting room                    | 6     |       |        | £7.50  | £7.50  | New Asset we manage price based on Room 6 at Britwell |
| Flipchart & Stand               |       |       |        | £10.00 | £10.00 | New Asset we manage based on other CC                 |
| <b>Langley Library</b>          |       |       |        |        |        |   |

|   |     |  |  |        |        |   |
|---|-----|--|--|--------|--------|---|
| Meeting room  | 10  |  |  | £10.00 | £10.00 | New Asset we manage based on Curve Green Room |
| <b>Curve</b>  |     |  |  |        |        |   |
| Gallery   | 15  |  |  | £15.00 | £15.00 | No Change                                     |
| Meeting Room 4-GF   | 4   |  |  | £7.50  | £7.50  | No Change                                     |
| Green Room  | 15  |  |  | £10.00 | £10.00 | No Change                                     |
| The Venue   | 150 |  |  | £50.00 | £50.00 | No Change                                     |
| Combined (The Venue and Green Room)   |     |  |  | £55.00 | £55.00 | No Change                                     |
| Plaza (only available if the venue or one other room at the Curve is booked, so long as it is a substantial booking the Plaza would be provided for free) | n/a |  |  |        |        | No Change                                     |
| IT Suite (Room 3) using equipment-First Floor   | 24  |  |  | £20.00 | £20.00 | No Change                                     |
| IT Suite (Room 3) not using equipment- First Floor  | 24  |  |  | £18.00 | £18.00 | No Change                                     |
| Meeting Room 1-2nd Floor  | 24  |  |  | £18.00 | £18.00 | No Change                                     |
| Meeting Room 2-2nd Floor  | 24  |  |  | £18.00 | £18.00 | No Change                                     |
| Meeting Room 1 & 2 combined package   | 48  |  |  | £30.00 | £30.00 | No Change                                     |
| Teas, Coffees & Biscuits (per person)   | n/a |  |  | £1.10  | £1.10  | No Change                                     |
| Smart Board, Laptop and projector   | n/a |  |  | £20.00 | £20.00 | Based on other CC                             |
| Flip chart & Stand  | n/a |  |  | £10.00 | £10.00 | Based on other CC                             |
| Projector   | n/a |  |  | £10.00 | £10.00 | Based on other CC                             |
| Laptop  | n/a |  |  | £10.00 | £10.00 | Based on other CC                             |
| Smart Board   | n/a |  |  | £10.00 | £10.00 | Based on other CC                             |
| Stage set up  | n/a |  |  | £20.00 | £20.00 | Based on other CC                             |

|   |            |  |  |               |               |                          |
|---|------------|--|--|---------------|---------------|--------------------------|
| Technician cost for performances such as Pantos etc.  |            |  |  |               |               |                          |
| <b>Arbour Park</b>  |            |  |  |               |               |                          |
| Changing room only ( <i>when not hiring with the Pitch</i> )                                      | n/a        |  |  | £25.00        | £25.00        | No Change                |
| Medical room  | n/a        |  |  | £15.00        | £15.00        | No Change                |
| Room 1 including South Terrace - 1st Flr (carpeted room)  | 32         |  |  | £15.00        | £15.00        | No Change                |
| Room 2 including North Terrace - 1st Flr  | 32         |  |  | £15.00        | £15.00        | No Change                |
| Additional one off cost for each of the North and South terraces (i.e.) set up tables/chairs etc. | 26         |  |  | £30.00        | £30.00        | No Change                |
| Club Room   | 28         |  |  | £12.50        | £12.50        | No Change                |
| Kitchen Ground Floor Next to club room - ( <i>if hired with pitch or room</i> )                   | n/a        |  |  | £10.00        | £10.00        | No Change                |
| Kitchen Ground Floor Next to club room ( <i>if hiring on its own without Pitch or Room</i> )      | n/a        |  |  | £30.00        | £30.00        | No Change                |
| Function Space only   | 42         |  |  | £17.50        | £17.50        | No Change                |
| Function Space - Weddings & Parties   |            |  |  | £40.00        | £40.00        | No Change                |
| Whole of first floor  | 150        |  |  | £47.50        | £47.50        | No Change                |
| Whole of first floor - Weddings & Parties   |            |  |  | £95.00        | £95.00        | No Change                |
| <i>Function Space &amp; Training Room 1 or 2 Weddings &amp; parties</i>                           | <i>88</i>  |  |  | <i>£70.00</i> | <i>£0.00</i>  | New Rate                 |
| Teas, Coffees & Biscuits (per person)   | n/a        |  |  | £1.10         | £1.10         | No Change                |
| <i>Smart Board, Laptop and projector</i>  | <i>n/a</i> |  |  | <i>£20.00</i> | <i>£20.00</i> | <i>Based on other CC</i> |
| <i>Flip chart &amp; Stand</i>   | <i>n/a</i> |  |  | <i>£10.00</i> | <i>£10.00</i> | <i>Based on other CC</i> |

|              |     |  |  |        |        |                   |
|--------------|-----|--|--|--------|--------|-------------------|
| Projector    | n/a |  |  | £10.00 | £10.00 | Based on other CC |
| Laptop       | n/a |  |  | £10.00 | £10.00 | Based on other CC |
| Smart Board  | n/a |  |  | £10.00 | £10.00 | Based on other CC |
| Stage set up | n/a |  |  | £20.00 | £20.00 | Based on other CC |

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 4<sup>th</sup> February 2019

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

**WARD(S):** All

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

**PART I**  
**KEY DECISION****CAPITAL STRATEGY: 2019/24****1 Purpose of Report**

To request approval for capital strategy 2019 to 2024 and the capital programme for 2019/20.

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

The Cabinet is requested to resolve:

- (a) That the capital strategy of **£239.3m** and the Minimum Revenue Provision is approved and recommended to full Council.
- (b) That it be noted that the notional costs of borrowing for the capital programme to the revenue budget will be an increase of up to **£4.188m** per annum -commencing during the period of the capital strategy to fund borrowing.
- (c) That the principles underpinning the capital programme in paragraph 5.1.2 and the Minimum Revenue Provision principles in Section 6 be approved.
- (d) That appendices A and B detailing the capital programmes be approved.

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

**3b Five Year Plan Outcomes**

The report helps achieve the Five Year Plan outcomes by contributing to the Council's financial planning.

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   |
|--|--|--|---|---|
| That the Capital Strategy Of £239.3m and the Minimum Revenue Provision is approved and recommended to full council | The Capital strategy should be both affordable and Prudent and there are Prudential Indicators in Section 6 that demonstrate these criteria being met. The Capital strategy is supported by £171m in borrowing. There are estimates of the revenue implications in terms of Interest costs and Minimum Revenue Provision. If interest rates rise faster than expected interest payable costs could impact on revenue budgets. There is the risk of escalating capital costs and overspends against budget. This could also impact on the Revenue budget going forward. | The council will work with its Treasury advisors in order to mitigate interest rate risk and ensure long term borrowing decisions are taken at the most advantageous time. | 9-  | The Council will look to convert some of its Temporary Borrowing which has funded Capital Expenditure in recent years to Longer Term Borrowing. This may be more expensive initially but will reduce risk in the medium term. |

| 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 Strategy Board and quarterly by O&S / Cabinet | 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 arising from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, if required, for projects contained within the Capital Strategy.

5 **Supporting Information**

5.1 **Purpose**

5.1.1 The capital strategy is one of three key strategic financial documents that the Council utilises in order to deliver its corporate objectives. The Council has a wide ranging number of capital commitments and purposes. The capital strategy, as with all other corporate documents, needs to underpin the delivery of the 5 year plan for the Council through to 2024.

5.1.2 The capital strategy is guided by a variety of core principles:

- That the capital strategy is affordable within the overall financial envelope for the Council
- That the capital strategy supports the outcomes expressed in the five year plan
- Any additional capital funding in excess of the current borrowing requirement should have a neutral impact on the revenue budget over the life of the strategy excluding delivering statutory capital schemes e.g. ICT compliance
- That the Council maximises its assets to generate revenue savings or capital receipts in line with the asset management strategy and the objectives of the corporate plan
- That the Council maintains education and transport funding within Government grants
- To deliver value for money through ‘Invest to Save projects’ to generate on-going revenue savings and to ensure that whole life costs are captured
- That where borrowing is required, it is undertaken in line with CIPFA’s prudential code

- To take into account the asset management strategy, including highways & transport plans
- That there is a ten year payback on general fund secured capital schemes

## **5.2 Current Medium Term Financial Position**

- 5.2.1 As detailed in the Council's Revenue Budget report 2019/20 the Council is facing a significant reduction in its anticipated financial resources. During this period the Council will face a number of demand and policy led pressures. Further details can be found within the revenue budget report for separate approval in February.
- 5.2.2 For there to be any net growth in the Council financed element of the capital strategy, the Council will need to increase the amount of revenue monies set aside to pay back potential future borrowing, or assume greater investment returns to mitigate the use of internal balances. As detailed within the Treasury Management Strategy, the Council will only borrow as a last resort once it has exhausted all other sources of funding; however, revenue monies need to be set aside to fund any additional borrowing costs otherwise the Council will not have sufficient resources to repay its borrowings if that occurs. The council is currently utilising short-term borrowing rates as these are currently at very low levels. There is however some interest rate risk in adopting this approach, i.e. a risk to the council if interest rates start to rise. The council will work with its Treasury Management advisers to calculate the best time to borrow longer-term through the Public Works Loans Board (or other sources) in order to reduce funding risk..
- 5.2.3 The summarised capital programme has been provided below in table 1.1. This table highlights the key expenditure areas and the financing requirement for the capital programme over the period of the strategy. As noted in the introductory section of this paper, the Council's capital strategy is now over a six year period, and it is over this period that the Council needs to consider if additional borrowing will need to be undertaken. For example, if the first year showed a net cost of £10m but the subsequent four years showed £2.5m p.a. of net capital receipts, then the Council could take the decision not to borrow the £10m over the longer term, and finance the capital programme through short term borrowing initially that would be reduced by the net receipts coming into the capital programme.

**Table 1.1 Summarised Capital Programme**

| Capital Expenditure and Financing (estimate) | 18-19        | 19-20        | 20-21       | 21-22       | 22-23       | 23-24       | 2019-2024 Total |
|--|--------------|--------------|-------------|-------------|-------------|-------------|-----------------|
|  | £m           | £m           | £m          | £m          | £m          | £m          | £m              |
| General Fund                                 | 216.8        | 90.9         | 49.7        | 28.6        | 7.0         | 1.5         | 177.8           |
| HRA  | 21.5         | 27.2         | 4.8         | 4.8         | 4.8         | 19.9        | 61.5            |
| <b>Total Expenditure</b>                     | <b>238.3</b> | <b>118.1</b> | <b>54.5</b> | <b>33.4</b> | <b>11.8</b> | <b>21.4</b> | <b>239.3</b>    |
| Grant Funded                                 | 29.7         | 20.3         | 7.9         | 1.9         | 1.0         | 1.5         | 32.6            |
| Section 106                                  | 7.7          | 3.0          | 2.0         | 0.5         | 0.1         | 0.0         | 5.7             |
| Capital Receipts                             | 3.2          | 6.6          | 0.0         | 0           | 0.0         | 3.3         | 9.9             |
| Major Repairs Reserve                        | 9.3          | 10.6         | 4.8         | 4.8         | 4.8         | 8.6         | 33.6            |
| RCCO   | 8.9          | 10.0         | 0.0         | 0           | 0.0         | 8.0         | 18.0            |
| Borrowing *                                  | 179.4        | 67.6         | 39.8        | 26.2        | 5.9         | 0.0         | 139.5           |
| <b>Total Financing</b>                       | <b>238.3</b> | <b>118.1</b> | <b>54.5</b> | <b>33.4</b> | <b>11.8</b> | <b>21.4</b> | <b>239.3</b>    |

5.2.4 The total revenue financing required to fund the capital strategy's borrowing requirement of **£139.5m** is **£4.188m** over 5 years. This is where there is a strong alignment between the treasury management strategy and the capital strategy. On the latest estimates on the Treasury Management strategy and the actual cash available to fund the capital programme, once reserves and grants received, but not applied, have been taken into account, the Council has some short term cash funding available for the first year of the capital strategy, but will be required to fund the remaining programme. It is absolutely vital that the Council begins to set aside revenue funding to finance long term capital commitments during the life of the capital strategy, and this is linked to the Minimum Revenue Provision detailed further below in this report.

5.2.5 Table 1.2 shows the cost of borrowing to finance the capital programme. The annual minimum required to be set aside for **£139.5m** of capital borrowing (given the main assets being built this would be over an assumed 60 year lifecycle) would equate to an increase in revenue cost of borrowing of **£1.321m** from 2019/20 rising to **£4.188m** in 2023/24 if the Council went out to borrow from the PWLB<sup>1</sup>. As noted above, at present, the Council will utilise any internal balances first before undertaking any new borrowings. There is a cost of doing this, but this is far lower than borrowing with average returns realising approximately 1%.

**Table 1.2 Cost of borrowing to finance the capital programme**

<sup>1</sup> Assuming borrowing from the Public Works Loans Board at the rate as at 15th January 2019 of 2.11%

| * Cost of borrowing     | 19-20      | 20-21       | 21-22       | 22-23       | 23-24       |
|-------------------------|------------|-------------|-------------|-------------|-------------|
| Cumulative borrowing    | 67,600,000 | 107,400,000 | 133,600,000 | 139,500,000 | 139,500,000 |
| PWLB interest cost p.a. | 1,321,960  | 1,791,100   | 2,260,240   | 2,729,380   | 2,729,380   |
| MRP                     |            | 542,373     | 729,233     | 916,093     | 1,458,609   |
| Revenue                 | 1,321,960  | 2,333,473   | 2,989,473   | 3,645,473   | 4,187,989   |

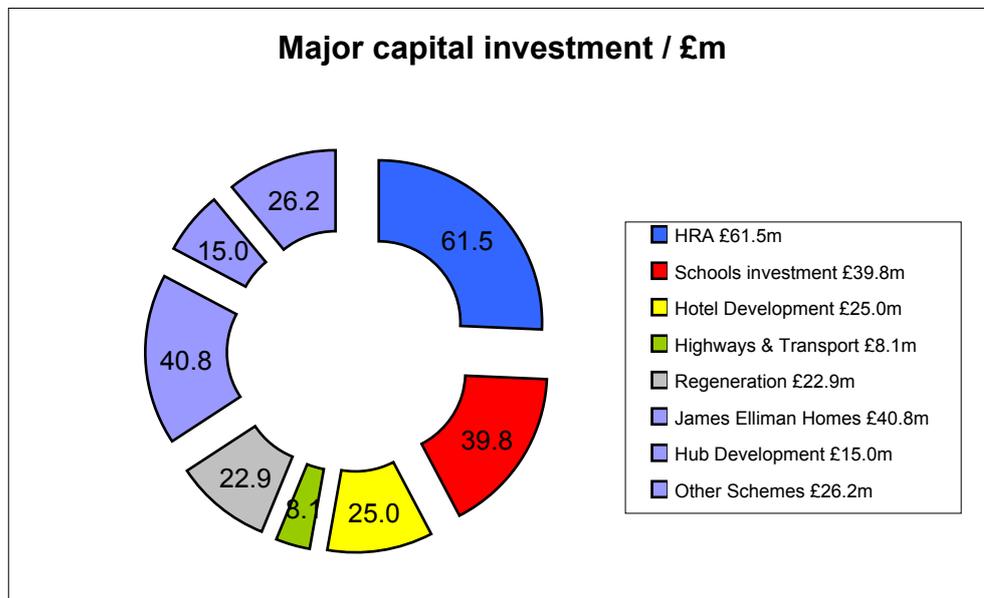
### 5.3 Key elements

5.3.1 As can be seen from table 1.1, of the capital programme funded via general sources, broadly 30% relates to expenditure through the Housing Revenue Account and 70% on other general fund activity.

5.3.2 There are some significant items in the capital programme for the future financial years, these include:

- Expansions to the Borough’s Primary and Secondary schools- £39.8m
- Improvements to the Council’s housing stock and infrastructure- £61.5m
- James Elliman Homes Capital Loans- £40.8m
- New hotel on the Old Library site in the centre of Slough- £25.0m
- Development of new Community Centres/Hubs - £15.0m

**Chart 2.1: Key items included in the Capital Strategy**

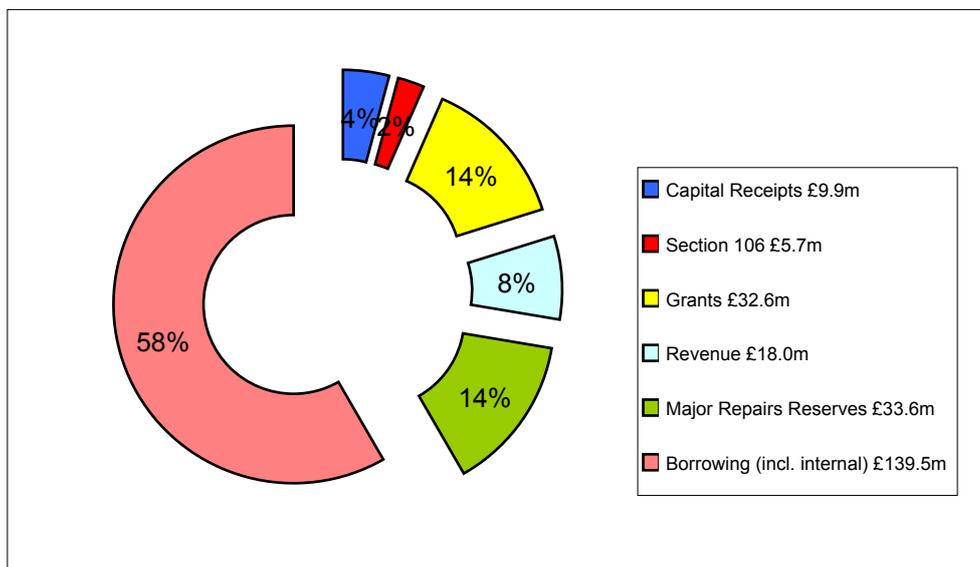


### Key elements

### 5.4 Financing the capital programme & prudential code

5.4.1 The Council has a variety of sources of funding for the capital strategy and these are summarised below:

**Chart 2.2: Capital financing / £m: 2019-24**



5.4.2 The majority of the Council's General Fund Capital Funding will come from Borrowing as the level of grant funding diminishes. The HRA Capital Funding is funded from the Major Repairs Reserve, Revenue and Capital. The Council is actively reviewing its assets, and more detail of this is included within the Asset Strategy. This review is looking at assets that the Council holds across the Borough and is seeking to maximise returns from these, be this by maximise revenue streams from the asset or through disposal.

## 5.5 The main sources of income are:

### 5.5.1 Capital Receipts

The prime areas of capital receipts comes from monies received via the Council involvement within the Slough Urban Renewal Partnership (SUR). This is income derived from the various sites included within the initial sites included, and firstly the Ledgers Road site and Wexham Nursery site.

The majority of HRA capital receipts arise from the sale of Council homes under the RTB regime. Under the changes to the RTB regime, the Council has signed an agreement with the Government allowing it retaining a high proportion of those capital receipts provided they are used to build 'replacement' affordable/social homes.

### 5.5.2 Grant Funding

The Council receives a variety of capital funding streams, with the main areas of grant funding coming from the various Government departments. The Council will seek every opportunity to maximise its use of grant funding across the organisation as well as utilise any opportunities from HRA funding.

### 5.5.3 S106 receipts

The Council receives some funding of its capital programme from s106 receipts. The Council holds approximately £14.4m s106 receipts, which can be used on various projects over the next 10 years. It is planned to use £7.7m of Section 106 Contributions to fund the 2018-19 Capital Programme, with the remaining £6.7m to be used to part fund the 2019-24 Capital Strategy. Additional section 106 Contributions are likely to be realised during the period of the 2019-24 Capital strategy and will always be used where possible in order to reduce the need to borrow. A summary of Section 106 Contributions currently available is shown in Table 1.3 below.

**Table 1.3 Section 106 Contributions**

|   | Total Deposited      | Total Spent         | Current Balance      |
|---|----------------------|---------------------|----------------------|
| Public Open Space-maintenance           | 618,392.54           | 0.00                | 618,392.54           |
| Open Space                              | 51,797.60            |                     | 51,797.60            |
| Public Realm                            | 294,837.87           | 23,273.40           | 271,564.47           |
| Kennedy Park                            | 1,890,263.95         | 30,000.00           | 1,860,263.95         |
| Parks                                   | 124,611.00           |                     | 124,611.00           |
| Play Equipment Maintenance              | 9,619.99             | 0.00                | 9,619.99             |
| Affordable Housing                      | 1,362,005.15         | 924,688.75          | 437,316.40           |
| Education                               | 7,147,712.21         | 1,256,867.63        | 5,890,844.58         |
| Highways & Transport                    | 5,336,967.01         | 686,575.84          | 4,650,391.17         |
| Travel Plan                             | 152,909.74           | 13,500.00           | 139,409.74           |
| Bus Pass Contribution                   | 55,200.00            | 0.00                | 55,200.00            |
| Highway Cleansing                       | 49,187.18            | 0.00                | 49,187.18            |
| Air Quality/Electric Vehicle & Car Club | 267,422.55           | 23,030.09           | 244,392.46           |
| <b>Total</b>                            | <b>17,360,926.79</b> | <b>2,957,935.71</b> | <b>14,402,991.08</b> |

### 5.5.4 Flexible use of Capital Receipts

Revenue expenditure where it is forecast that they will generate ongoing savings to Slough's net service expenditure and/or transform service delivery can be funded by the flexible use of capital receipts. To date £19.2m of additional capital receipts have been identified for this purpose.

### 5.6 Revenue Contributions

5.6.1 These will be minimised wherever possible; the most effective way to fund capital expenditure is through spreading the cost of the asset over the lifetime of the asset. However, in some circumstances, where the Council might received one-off monies for example, funding a capital scheme from revenue sources might be more beneficial. The majority of revenue contributions are to fund the HRA Capital Programme. Here voluntary revenue contributions are used to increase the value of the Major Repairs Reserve, a Balance Sheet reserve utilised to fund the HRA Capital Programme.

### 5.7 Borrowing

5.7.1 Where the Council has capital commitments that exceed its funding sources from the above, the Council is required to borrow in line with the prudential code. CIPFA's prudential code governs how Council borrows funds and ensures that it does so within an affordable framework. The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and

Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision.

5.7.2 The broad aim of the Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

5.8 Revenue contributions (HRA). The abolition of the HRA subsidy system and its replacement by the self-financing regime from April 2012 has enabled the HRA to retain more of its rental income. This additional income is being used to support the building of affordable homes in the capital programme as well as other elements of the capital programme. As a result, new affordable/social homes will be built within the Borough to help replace those sold under the Right to Buy (RTB) regime.

5.9 Major Repairs Reserve (HRA). This reserve is a revenue funded reserve used to maintain the Council's housing stock at a 'Decent Homes' standard and is a major contributor to funding the HRA capital programme.

## **6 Prudential Indicators**

6.1 The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow.

6.2 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

**Estimates of Capital Expenditure:** The Council's planned capital expenditure and financing may be summarised as follows.

**Table 1.4: Capital Programme**

| <b>Capital Expenditure and Financing</b> | <b>31.03.19 Revised</b> | <b>31.03.20 Estimate</b> | <b>31.03.21 Estimate</b> | <b>31.03.22 Estimate</b> |
|--|-------------------------|--------------------------|--------------------------|--------------------------|
|  | <b>£m</b>               | <b>£m</b>                | <b>£m</b>                | <b>£m</b>                |
| General Fund                             | 217                     | 80                       | 44                       | 23                       |
| HRA                                      | 21                      | 27                       | 5                        | 5                        |
| <b>Total Expenditure</b>                 | <b>238</b>              | <b>107</b>               | <b>49</b>                | <b>28</b>                |
| Capital Receipts                         | 3                       | 7                        |                          |                          |
| Grants & Contributions                   | 37                      | 21                       | 5                        | 2                        |
| Revenue                                  | 9                       | 10                       |                          | 0                        |
| Reserves                                 | 9                       | 11                       | 5                        | 5                        |
| Borrowing (incl. internal)               | 180                     | 58                       | 39                       | 21                       |
| <b>Total Financing</b>                   | <b>238</b>              | <b>107</b>               | <b>49</b>                | <b>28</b>                |

**Table 1.5 Estimates of Capital Financing Requirement:** The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose.

| <b>Capital Financing Requirement</b> | <b>31.03.19 Revised</b> | <b>31.03.20 Estimate</b> | <b>31.03.21 Estimate</b> | <b>31.03.22 Estimate</b> |
|--------------------------------------|-------------------------|--------------------------|--------------------------|--------------------------|
|                                      | <b>£m</b>               | <b>£m</b>                | <b>£m</b>                | <b>£m</b>                |
| General Fund                         | 431                     | 462                      | 491                      | 512                      |
| HRA                                  | 159                     | 159                      | 159                      | 159                      |
| <b>Total CFR</b>                     | <b>590</b>              | <b>621</b>               | <b>650</b>               | <b>671</b>               |

The CFR is forecast to rise by £113m over the next three years. This represents capital expenditure which has no sources of funding (such as Grants, Revenue Contribution, Capital receipts, Section 106 Agreements). This increase will therefore be funded from external and internal borrowing.

**Gross Debt and the Capital Financing Requirement:** In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

**Table 1.6 Estimates of Gross Debt**

| <b>Debt</b>       | <b>31.03.19<br/>Revised</b> | <b>31.03.20<br/>Estimate</b> | <b>31.03.21<br/>Estimate</b> | <b>31.03.22<br/>Estimate</b> |
|-------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
|                   | <b>£m</b>                   | <b>£m</b>                    | <b>£m</b>                    | <b>£m</b>                    |
| Borrowing         | 470                         | 530                          | 565                          | 585                          |
| Finance leases    | 7                           | 6                            | 5                            | 5                            |
| PFI liabilities   | 34                          | 33                           | 31                           | 29                           |
| <b>Total Debt</b> | <b>511</b>                  | <b>569</b>                   | <b>601</b>                   | <b>619</b>                   |

Total debt is expected to remain below the CFR during the forecast period.

**Operational Boundary for External Debt:** The operational boundary is based on the Council's estimate of most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

**Table 1.7 Operational Boundary**

| <b>Operational Boundary</b> | <b>2018/19<br/>Limit</b> | <b>2019/20<br/>Limit</b> | <b>2020/21<br/>Limit</b> | <b>2021/22<br/>Limit</b> |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Borrowing                   | 528                      | 584                      | 621                      | 641                      |
| Other long-term liabilities | 41                       | 39                       | 36                       | 34                       |
| <b>Total Debt</b>           | <b>569</b>               | <b>623</b>               | <b>657</b>               | <b>675</b>               |

**Authorised Limit for External Debt:** The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

**Table 1.8 Authorised Limit**

| <b>Authorised Limit</b>     | <b>2018/19<br/>Limit<br/>£m</b> | <b>2019/20<br/>Limit<br/>£m</b> | <b>2020/21<br/>Limit<br/>£m</b> | <b>2021/22<br/>Limit<br/>£m</b> |
|-----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Borrowing                   | 538                             | 594                             | 631                             | 651                             |
| Other long-term liabilities | 41                              | 39                              | 36                              | 34                              |
| <b>Total Debt</b>           | <b>579</b>                      | <b>633</b>                      | <b>667</b>                      | <b>685</b>                      |

**Ratio of Financing Costs to Net Revenue Stream:** This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

**Table 1.9 Ratio of Financing Costs to Net Revenue Stream**

| <b>Ratio of Financing Costs<br/>to Net Revenue Stream</b> | <b>2018/19<br/>Revised<br/>%</b> | <b>2019/20<br/>Estimate<br/>%</b> | <b>2020/21<br/>Estimate<br/>%</b> | <b>2021/22<br/>Estimate<br/>%</b> |
|---|----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| General Fund  | 2.8                              | 4.3                               | 5.1                               | 5.9                               |
| HRA   | 12.8                             | 13.0                              | 12.94                             | 12.8                              |

**Adoption of the CIPFA Treasury Management Code:** The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition. It fully complies with the Codes recommendations

## **7 Minimum Revenue Provision Statement**

- 7.1 Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision (the CLG Guidance) most recently issued in 2012.
- 7.2 The broad aim of the CLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue

Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

- 7.3 The CLG Guidance requires the Council to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP.
- 7.4 CLG has issued guidance on the calculation of MRP, including a number of methods which it considers to be prudent. The guidance is clear that authorities are also free to devise other methods they consider prudent.
- 7.5 The guidance details:
- **A: Regularity Method: Finance leases and Private Finance Initiative (PFI) :** MRP on assets acquired through finance leases and Private Finance Initiative (PFI) should be equal to the cash payments that reduce the outstanding liability each year.
  - **B: CFR Method: Capital expenditure incurred before 1st April 2008:** MRP on all capital expenditure incurred before 1st April 2008, and on expenditure funded by supported borrowing thereafter, is equal to 4% of the opening CFR with some optional adjustments.
  - **C: Asset Life/ Depreciation Method: Unsupported Capital Expenditure (“Prudential” borrowing):** MRP on expenditure incurred from April 2008 onwards that is funded by unsupported “prudential” borrowing should be calculated by reference to the asset’s useful life, using either a straight line or an annuity method, starting in the year after the asset becomes operational. This may also be used for supported Non-HRA capital expenditure if the Council chooses. There is no requirement to charge MRP in respect of HRA capital expenditure funded from borrowing.

Here, the Council has three broad options:

- Option 1: the 4% reducing balance method
  - Option 2: the straight line asset life method, and
  - Option 3: the annuity asset life method.
- 7.6 Up to 2015/16 the Council used Option 1 in respect of supported capital expenditure funded from borrowing and Option 2 in respect of unsupported capital expenditure funded from borrowing and Private Finance Initiative schemes. MRP in respect of leases brought on Balance Sheet under the International Financial Reporting Standards (IFRS) based Accounting Code of Practice matched the annual principal repayment for the associated deferred liability.
- 7.7 The council MRP Policy changed in 2017/18. At a time of increasing pressure on the revenue budget, savings in the annual cost of MRP may reduce the need for savings to be made in front line services. During 2016-17 the Council’s Treasury Management advisors were commissioned to conduct a review of MRP, and advisors recommended moving to an annuity basis (Option 3) for both supported and unsupported capital expenditure (including PFI liability) with effect from 1st April 2016. This reduced the MRP charged in this and for future years for the foreseeable future though it is estimated to become a cost to the council in 2037/38.

- 7.8 This change to the previous MRP policy resulted in a credit from the overprovision made in previous years (approximately £3.6m). The benefit arising will be applied prospectively, spread over a period of 10 to 15 years to link in with the Medium Term Financial Planning process. This “recovery” method is in line with guidance issued by the National Audit Office (NAO).
- 7.9 Capital expenditure incurred during 2018/19 would not be subject to a MRP charge until 2019/20.

Based on the Council’s latest estimate of its Capital Financing Requirement on 31st March 2019, the budget for MRP is shown in Table 1.10 below. The table below differs from Table 1.2 as it includes the charging of MRP on unfinanced capital expenditure incurred prior to the 2019-20 financial year. Also where resources allow the council will consider using capital receipts to fund MRP in order to relieve pressure on the Revenue budget.

**Table 1.10 MRP Method – Option 3 (Annuity)**

| 31 March                                      | 2019  | 2020  | 2021  | 2022  | 2023  |
|---|-------|-------|-------|-------|-------|
|   | £k    | £k    | £k    | £k    | £k    |
| 60 Year Annuity MRP charge                    | 1,184 | 2,354 | 2,854 | 3,184 | 3,364 |
| Over provision of £3.6m spread over 10 years: | (360) | (360) | (360) | (360) | (360) |
| MRP Charge                                    | 824   | 1,994 | 2,496 | 2,824 | 3,004 |

## **8 Community Investment Fund**

- 8.1 The Community Investment Fund programme for 2019/20 has an indicative budget of £1.050m with the majority to be spent on neighbourhood enhancements through identified member need in the wards across the Borough. All elected Councillors will have £20,000 each to spend on Capital projects of their choosing and Cabinet has an additional Community Investment Fund Capital Allocation of £210,000. The only stipulation is that this must be capital and not revenue expenditure, though Councillors now have an additional Revenue allocation of £5,000 each. Allocations are for individual councillors but two or more Councillors can pool resources in order to fund a larger project. Thus far orders have been raised for Park and Recreation Ground improvements, footway and alleyway resurfacing and improvements to green verges.

## **9 Comments of Other Committees**

This report will be considered by the Overview & Scrutiny Committee on 31st January 2019 and any comments will be reported at the Cabinet meeting.

## **10 Conclusion**

The Cabinet are requested to approve the capital strategy and recommend it to Council on 21<sup>st</sup> February 2019.

**11 Appendices Attached**

- 'A' - Summary of draft 2018-24 General Fund strategy
- 'B' - Summary of draft 2018-24 HRA strategy

**12 Background Papers**

- '1' - Local Government Finance consultation and final settlement – 2019
- '2' - Revenue Budget Report 2019/20

## Appendix A – General Fund Capital programme

| Cost Centre | Scheme Name                                       | 18-19 revised budget | 19-20 Revised | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2019-24 |
|-------------|---|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|
|             | <b>Children, Learning and Skills</b>              | £'000                | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         |
| P051        | Primary Expansions (Phase 2 for 2011)             | 1,619                | 500           |               |               |               |               | 500           |
| P076        | Town Hall Conversion                              | 400                  | 0             |               |               |               |               | 0             |
| P093        | Schools Modernisation Programme                   | 395                  | 862           | 700           | 600           | 600           |               | 2,762         |
| P101        | SEN Resources Expansion                           | 489                  | 3,710         | 1,250         | 250           | 250           |               | 5,460         |
| P749        | Children's Centres Refurbishments                 | 48                   | 40            | 0             |               |               |               | 40            |
| P783        | Schools Devolved Capital                          | 110                  | 100           | 90            | 80            | 80            |               | 350           |
| P673        | DDA/SENDA Access Works                            |                      | 50            | 0             |               | 0             |               | 50            |
| P139        | 323 High St/Haybrook                              | 118                  |               | 0             |               |               |               | 0             |
| P123        | 2 year old expansion programme                    | 40                   | 0             | 0             |               |               |               | 0             |
| P153        | Special School Expansion                          | 2,693                | 10,700        | 5,850         |               |               |               | 16,550        |
| P142        | Children's Centres IT                             | 81                   |               | 0             |               |               |               | 0             |
| P095        | Secondary Expansion Programme                     | 10,893               | 12,800        | 0             | 0             | 0             |               | 12,800        |
|             | I-Connect Children's Centres                      | 20                   |               | 0             |               |               |               | 0             |
|             | Provision Wi-Fi in 6 Children's Centres           | 20                   |               | 0             |               |               |               | 0             |
|             | Early Years Service Capital Development Programme |                      | 500           | 250           | 250           | 250           |               | 1,250         |
|             | <b>Total Children, Learning &amp; Skills</b>      | <b>16,926</b>        | <b>29,262</b> | <b>8,140</b>  | <b>1,180</b>  | <b>1,180</b>  | <b>0</b>      | <b>39,762</b> |

| Cost Centre | Scheme Name                               | 18-19 revised budget | 19-20 Revised | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2019-24 |
|-------------|---|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|
|             | <b>Chief Executive</b>                    | £'000                | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         |
| P580        | Mayrise Insourcing                        | 38                   | 0             |               |               |               |               | 0             |
| P176        | Refuse fleet & Grounds Plant equipment    | 667                  | 0             |               |               |               |               | 0             |
| P581        | Domestic Wheeled Bins & Containers        | 125                  | 125           | 125           | 125           | 125           | 125           | 625           |
|             | <b>Total Chief Executive</b>              | <b>830</b>           | <b>125</b>    | <b>125</b>    | <b>125</b>    | <b>125</b>    | <b>125</b>    | <b>625</b>    |
| Cost Centre | Scheme Name                               | 18-19 revised budget | 19-20 Revised | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2019-24 |
|             | <b>Regeneration</b>                       | £'000                | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         |
| P006        | Disabled Facilities Grant                 | 550                  | 550           | 550           | 550           | 550           |               | 2,200         |
| P005        | Housing Renovation Grant                  | 79                   | 0             | 0             | 0             |               |               | 0             |
| P179        | James Elliman Homes                       | 25,950               | 7,950         | 16,200        | 16,600        |               |               | 40,750        |
| P102        | Local Sustainable Transport Fund          | 299                  | 0             | 0             | 0             |               |               | 0             |
| P111        | Major Highways Programmes                 | 863                  | 765           | 765           | 765           | 765           |               | 3,060         |
| P174        | Highways Maintenance Annual Programme     | 849                  | 524           | 0             | 0             |               |               | 524           |
| P160        | LED Upgrade                               | 7,892                | 0             | 0             | 0             |               |               | 0             |
| P728        | Highway Reconfigure & Resurface           | 512                  | 500           | 500           | 500           | 500           |               | 2,000         |
| P881        | Colnbrook Bypass                          | 0                    | 131           | 0             | 0             |               |               | 131           |
| P149/P098   | A332 Windsor Road Widening Scheme LEP     | 4,637                | 0             | 0             | 0             |               |               | 0             |
| P148        | A355 Tuns Lane LEP Transport Scheme       | 1,031                | 0             | 0             | 0             |               |               | 0             |
|             | Flood Defence Measures SBC/EA Partnership | 100                  | 0             | 0             | 0             |               |               | 0             |
| P189        | Potholes                                  | 500                  | 0             | 0             | 0             |               |               | 0             |
| P157        | Burnham Station LEP                       | 1,056                | 0             | 0             | 0             |               |               | 0             |
| P053        | Langley Station LEP                       | 1,314                | 0             | 0             | 0             |               |               | 0             |

| Cost Centre | Scheme Name                                      | 18-19 revised budget | 19-20 Revised | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2019-24 |
|-------------|--|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| P186        | Bridge Capital Works                             | 150                  | 800           | 800           | 0             |               |               | 1,600         |
|             | LTP Implementation Plan                          | 400                  | 400           | 400           | 0             |               |               | 800           |
| P579        | A4 Cycle   | 572                  | 0             | 0             | 0             |               |               | 0             |
|             | Community Transport Fleet                        | 981                  | 0             | 0             | 0             |               |               | 0             |
| P155        | Air Quality Monitoring                           | 116                  | 0             | 0             | 0             |               |               | 0             |
| P147        | DEFRA Air Quality                                | 15                   | 0             | 0             | 0             |               |               | 0             |
| P125        | Electric Vehicle Network                         | 550                  | 600           | 200           | 0             |               |               | 800           |
| P170        | Carbon Management-Fleet Challenge                | 191                  | 150           | 670           | 0             |               |               | 820           |
| P168        | Re-fit Programme                                 | 587                  | 1,300         | 484           | 0             |               |               | 1,784         |
| P054        | Slough Transport Model                           | 92                   | 0             | 0             | 0             |               |               | 0             |
|             | Car Club   | 0                    | 500           | 100           | 100           | 100           |               | 800           |
| P194        | CPO Reserve                                      | 200                  | 1,900         | 0             | 0             |               |               | 1,900         |
| P185        | Manor Park Hall & Community Centre Refurbishment | 510                  | 0             | 0             | 0             |               |               | 0             |
| P181        | Nova House Capital Loan                          |                      | 7,000         | 0             | 0             |               |               | 7,000         |
| P191        | Fire Risk Assessment Works                       | 500                  | 0             | 0             | 0             |               |               | 0             |
| P184        | Refurbishment 2 Victoria St and 34 Herschel St   | 431                  | 0             | 0             | 0             |               |               | 0             |
| P128        | Corporate Property Asset Management              | 250                  | 250           | 0             | 0             |               |               | 250           |
|             | Hub Development                                  | 100                  | 5,000         | 5,000         | 5,000         |               |               | 15,000        |
| P135        | Plymouth Road (dilapidation works)               | 140                  | 0             | 0             | 0             |               |               | 0             |
| P172        | TVU Development                                  | 9,962                | 8,000         |               | 0             |               |               | 8,000         |
| P156        | Strategic Acquisition fund                       | 52,243               | 0             | 0             | 0             |               |               | 0             |

| Cost Centre | Scheme Name                                    | 18-19 revised budget | 19-20 Revised | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2019-24  |
|-------------|--|----------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| P159        | Hotel development                              | 4,010                | 15,000        | 10,000        | 0             |               |               | 25,000         |
| P180        | Capital works following Stock Condition Survey | 2,400                | 2,400         | 2,400         | 2,400         | 2,400         |               | 9,600          |
| P178        | Lease surrender Serena Hall                    | 162                  | 0             | 0             | 0             |               |               | 0              |
| P193        | Purchase new Corporate HQ                      | 50,000               | 0             | 0             | 0             |               |               | 0              |
| P127        | Demolition Montem/TVU Site                     |                      | 1,950         | 1,950         | 0             |               |               | 3,900          |
|             | <b>Total Regeneration</b>                      | <b>170,194</b>       | <b>55,670</b> | <b>40,019</b> | <b>25,915</b> | <b>4,315</b>  | <b>0</b>      | <b>125,919</b> |
|             |  |                      |               |               |               |               |               |                |
|             | <b>Finance and Resources</b>                   | £'000                | £'000         | £'000         | £'000         | £'000         | £'000         | £'000          |
| P143        | LAAP Mortgage Scheme                           | 1,000                |               |               |               |               |               | 0              |
| P145/P161   | Financial Systems Upgrade                      | 0                    | 1,000         |               |               |               |               | 1,000          |
| P578        | Digital Transformation                         | 162                  |               |               |               |               |               | 0              |
| P084        | IT Infrastructure Refresh                      | 781                  | 3,000         | 350           | 350           | 350           | 350           | 4,400          |
| P109        | Superfast Broadband                            | 20                   |               |               |               |               |               | 0              |
| P871        | Community Investment Fund                      | 1,817                | 1,050         | 1,050         | 1,050         | 1,050         | 1,050         | 5,250          |
|             | <b>Total Finance and Resources</b>             | <b>3,780</b>         | <b>5,050</b>  | <b>1,400</b>  | <b>1,400</b>  | <b>1,400</b>  | <b>1,400</b>  | <b>10,650</b>  |
|             |  |                      |               |               |               |               |               |                |
|             | <b>Adults and Communities</b>                  | £'000                | £'000         | £'000         | £'000         | £'000         | £'000         | £'000          |
| P331        | Care Act: Social Care IT Developments          | 518                  |               |               |               |               |               | 0              |
| P577        | Learning Disability Change Programme           | 2,170                |               |               |               |               |               | 0              |
| P133        | Extra Care Housing                             | 1,849                | 800           |               |               |               |               | 800            |
| P183        | Management Information Centre                  | 140                  |               |               |               |               |               | 0              |
| P083        | Cemetery Extension                             | 2,240                |               |               |               |               |               | 0              |
| P873        | Crematorium Project                            | 84                   |               |               |               |               |               | 0              |
|             | Autism Capital Grant                           | 18                   |               |               |               |               |               | 0              |
| P107        | Repairs to Montem                              | 140                  |               |               |               |               |               | 0              |

| Cost Centre | Scheme Name                          | 18-19 revised budget | 19-20 Revised | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2019-24  |
|-------------|--------------------------------------|----------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| P162        | Community Leisure Facilities         | 251                  |               |               |               |               |               | 0              |
| P141        | Langley Leisure Centre               | 2,197                |               |               |               |               |               | 0              |
| P969        | Salt Hill Leisure                    | 1,941                |               |               |               |               |               | 0              |
| P165        | Leisure Centre Farnham Road          | 11,938               |               |               |               |               |               | 0              |
| P164        | New Ice                              | 1,581                |               |               |               |               |               | 0              |
|             | <b>Total Adult &amp; Communities</b> | <b>25,067</b>        | <b>800</b>    | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>800</b>     |
|             | <b>Total</b>                         | <b>216,797</b>       | <b>90,907</b> | <b>49,684</b> | <b>28,620</b> | <b>7,020</b>  | <b>1,525</b>  | <b>177,756</b> |
|             |                                      |                      |               |               |               |               |               |                |
|             | <b>FUNDING</b>                       |                      |               |               |               |               |               |                |
|             | Grant Funded                         | 29,674               | 20,292        | 7,875         | 1,895         | 1,030         | 1,525         | 32,617         |
|             | Borrowing                            | 179,448              | 67,615        | 39,809        | 26,200        | 5,865         |               | 139,489        |
|             | Section 106                          | 7,675                | 3,000         | 2,000         | 525           | 125           |               | 5,650          |
|             | <b>Total</b>                         | <b>216,797</b>       | <b>90,907</b> | <b>49,684</b> | <b>28,620</b> | <b>7,020</b>  | <b>1,525</b>  | <b>177,756</b> |

## Appendix B – HRA Capital programme

| Cost Centre | Scheme name                                | 18/19 revised | 19-20 revision | 20-21 revision | 21-22 revision | 22-23 revision | 23-24 revision | 23-24 revision |
|-------------|--|---------------|----------------|----------------|----------------|----------------|----------------|----------------|
|             |  | £'000         | £'000          | £'000          | £'000          | £'000          | £'000          | £'000          |
|             | Housing Revenue Account                    |               |                |                |                |                |                |                |
|             | <b>Decent Homes</b>                        |               |                |                |                |                |                |                |
| P409        | Boiler Replacement                         | 500           | 500            | 500            | 500            | 500            | 1,805          | 3,805          |
| P410        | Heating / Hot Water Systems                | 317           | 317            | 317            | 317            | 317            | 703            | 1,971          |
| P412        | Front / Rear Door replacement              | 237           | 125            | 125            | 125            | 125            | 424            | 924            |
| P413        | Kitchen Replacement                        | 410           | 410            | 410            | 410            | 410            | 348            | 1,988          |
| P414        | Bathroom replacement                       | 256           | 256            | 256            | 256            | 256            | 277            | 1,301          |
| P415        | Electrical Systems                         | 136           | 136            | 136            | 136            | 136            | 419            | 963            |
| P417        | Roof Replacement                           | 628           | 628            | 628            | 628            | 628            | 1,243          | 3,755          |
| P418        | Structural                                 | 802           | 802            | 802            | 802            | 802            | 1,118          | 4,326          |
|             | <b>Total Decent Homes</b>                  | <b>3,286</b>  | <b>3,174</b>   | <b>3,174</b>   | <b>3,174</b>   | <b>3,174</b>   | <b>6,337</b>   | <b>19,033</b>  |
|             | <b>Planned Maintenance - Capital</b>       |               |                |                |                |                |                |                |
| P419        | Garage Improvements                        | 344           | 150            | 150            | 150            | 150            | 194            | 794            |
| P420        | Mechanical Systems /Lifts                  | 200           | 200            | 110            | 110            | 110            | 52             | 582            |
| P421        | Capitalised Repairs                        | 46            | 46             | 46             | 46             | 46             |                | 184            |
| P423        | Darvills Lane - External Refurbs           | 400           | 200            | 200            | 200            | 200            |                | 800            |
| P565        | Estate Improvements/Environmental Works    | 221           | 221            | 221            | 221            | 221            | 259            | 1,143          |
| P424        | Replace Fascias, Down pipes                | 250           | 250            |                |                |                | 236            | 486            |
| P425        | Upgrade Lighting/Communal Areas            | 71            | 71             | 71             | 71             | 71             | 324            | 608            |
| P426        | Communal doors                             | 78            | 78             | 78             | 78             | 78             | 121            | 433            |
| P427        | Balcony / Stairs / Walkways areas          | 171           | 171            | 171            | 171            | 171            | 62             | 746            |
| P428        | Paths                                      | 91            | 90             | 91             | 91             | 91             | 382            | 745            |
| P429        | Store areas                                | 250           |                |                |                |                | 97             | 97             |
| P430        | Sheltered / supported upgrades             | 0             |                |                |                |                | 324            | 324            |
|             | <b>Total Planned Maintenance - Capital</b> | <b>2,122</b>  | <b>1,477</b>   | <b>1,138</b>   | <b>1,138</b>   | <b>1,138</b>   | <b>2,051</b>   | <b>6,942</b>   |
|             | <b>Other</b>                               |               | Other          | Other          | Other          | Other          |                | Other          |
| P546        | Environmental Improvements                 | 498           | 100            | 100            | 100            | 100            | 130            | 530            |
| P406        | Stock Condition Survey                     | 469           | 160            | 160            | 160            | 160            |                | 640            |

| Cost Centre | Scheme name  | 18/19 revised   | 19-20 revision  | 20-21 revision | 21-22 revision | 22-23 revision | 23-24 revision  | 23-24 revision  |
|-------------|--|-----------------|-----------------|----------------|----------------|----------------|-----------------|-----------------|
| P407        | Commissioning of Repairs Maintenance and Investment Contract | 253             |                 |                |                |                |                 | 0               |
| P405        | Tower and Ashbourne  | 3,933           |                 |                |                |                |                 | 0               |
| P547        | Major Aids & Adaptations                                     | 144             | 250             | 250            | 250            | 250            | 324             | 1,324           |
| P575        | Affordable Homes   | 10,758          | 22,000          |                |                |                | 11,017          | 33,017          |
| P779        | Britwell Regeneration  | 0               |                 |                |                |                |                 | 0               |
| P408        | Broom and Poplar Fire Upgrade                                | 2,963           |                 |                |                |                |                 | 0               |
|             | Budget Virement from HRA Projects for Broome and Poplar      | -2,963          |                 |                |                |                |                 |                 |
|             | <b>Total Other</b>   | <b>16,055</b>   | <b>22,510</b>   | <b>510</b>     | <b>510</b>     | <b>510</b>     | <b>11,471</b>   | <b>35,511</b>   |
|             | <b>TOTAL</b>   | <b>21,463</b>   | <b>27,161</b>   | <b>4,822</b>   | <b>4,822</b>   | <b>4,822</b>   | <b>19,859</b>   | <b>61,486</b>   |
|             | <b>Funding</b>   |                 |                 |                |                |                |                 |                 |
|             | Section 106 (AH)   |                 |                 |                |                |                |                 |                 |
|             | Capital Receipts   | (3,227)         | (6,600)         | 0              | 0              | 0              | (3,305)         | (9,905)         |
|             | Major Repairs Reserve  | (9,300)         | (10,561)        | (4,822)        | (4,822)        | (4,822)        | (8,554)         | (33,581)        |
|             | RCCO   | (8,936)         | (10,000)        |                |                |                | (8,000)         | (18,000)        |
|             | <b>TOTAL</b>   | <b>(21,463)</b> | <b>(27,161)</b> | <b>(4,822)</b> | <b>(4,822)</b> | <b>(4,822)</b> | <b>(19,859)</b> | <b>(61,486)</b> |

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 4<sup>th</sup> February 2019

**CONTACT OFFICER:** Neil Wilcox; Director Finance & Resources, Section 151 officer  
(For all enquiries) (01753) 87 5358

**WARD(S):** All

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

**PART I**  
**KEY DECISION****TREASURY MANAGEMENT STRATEGY 2019/20****1 Purpose of Report**

The Treasury Management Strategy (TMS) is a requirement of the Council's reporting procedures and recommended by both the Chartered Institute of Public Finance and Accountancy (CIPFA) code of practice on treasury management and the CIPFA prudential code for capital finance in local authorities. The Council is required to comply with both codes through regulations issued under the Local Government Act 2003.

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

The Cabinet is requested to recommend approval of the Treasury Management Strategy for 2019/20 to Council on 21<sup>st</sup> February 2019.

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

**3b Five Year Plan Outcomes**

The report helps achieve the Five Year Plan by contributing to the Council's Financial Planning and particularly by contributing to its vision to make Slough a growing place of opportunity and ambition. The Five Year plan states that "We will work towards being self-sufficient through innovation, income generation and maximising the value and effective use of our resources", as evidenced in the Treasury management activity report.

4 **Other Implications**

(a) Financial

The Financial implications are contained within this report.

(b) Risk Management

| <b>Recommendation from section 2 above</b>                     | <b>Risks/Threats/ Opportunities</b>   | <b>Current Controls</b>   | <b>Using the Risk Management Matrix Score the risk</b> | <b>Future Controls</b>  |
|--|---|---|--|---|
| Recommend approval of Treasury Management Strategy for 2019-20 | Counterparty risk- the risk that an institution the council has invested is failing or likely to fail resulting in credit loss. Interest rate risk- if interest rates rise the 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. | The council will work closely with its Treasury advisors to mitigate interest rate risk. The council has an approved 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 | 9  | The council has made a conscious decision not to put money in unsecured and low yielding banks and Building Societies deposits. |

| <b>Risk</b>       | <b>Mitigating action</b> | <b>Opportunities</b> |
|-------------------|--------------------------|----------------------|
| Legal             | None                     | None                 |
| Property          | None                     | None                 |
| Human Rights      | None                     | None                 |
| Health and Safety | None                     | None                 |
| Employment Issues | None                     | None                 |
| Equalities Issues | None                     | None                 |
| Community Support | None                     | None                 |
| Communications    | None                     | None                 |
| Community Safety  | None                     | None                 |

|   |               |   |
|---|---------------|---|
| Financial: Detailed in the report and above | As Identified | 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 The Treasury Management Strategy for 2019/20 is required to set out how the Council intends to manage its Treasury Management Risk. The Council's Treasury Policy is set out in Appendix 1 of this report. The Treasury Management Strategy complies with the requirements set out in the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management, which includes the requirement for determining a Treasury Strategy on the likely financing and investment activity for the forthcoming financial year.

5.2 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.

## 6 Key Principles

6.1 The medium term capital finance budget is a key part of the council's budget strategy. When setting the Treasury Management Strategy the Council has considered

- The current Treasury position and debt portfolio position
- The prospects for interest rates
- The current approved capital programme
- Limits on treasury management activities and prudential indicators

6.2 It is a statutory requirement that the level of borrowing is kept under review and is affordable

## 7 Service Delivery and Performance Issues

7.1.1 The Council currently has £459.841m of borrowing and an average investment balance of £44.674m throughout the year. The underlying need to borrow is measured by the Capital Financing Requirement (CFR) while usable reserves are the underlying resources available for investment.

7.1.2 CIPFA's prudential code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. The Highest forecast of CFR during the next 3 years is £671m. The

total debt for 2019/20 is expected to be £569m. The Council therefore will comply with this recommendation during 2019/20.

7.1.3 The Council uses Arlingclose as its external treasury advisor but responsibility for treasury management decisions remains with this Council at all times.

## **8 Comments of Other Committees**

The draft Treasury Management Strategy 2019/20 is due to be considered by the Overview and Scrutiny Committee on 31st January 2019. Any comments will be reported to Cabinet.

## **9 Conclusion**

The Cabinet is requested to recommend approval of the Treasury Management Strategy for 2019/20 to Council on 21st February 2019.

## **10 Appendices Attached**

'A' Treasury management Strategy 2019/20

## **11 Background Papers**

- '1' CIPFA – Treasury Management in the Public Services – Code of Practice and guide for Chief Financial Officers
- '2' CIPFA – Prudential Code for local authority capital finance
- '3' Arlingclose Ltd – UK economic forecasts
- '4' Local Government Act 2003

## **SLOUGH BOROUGH COUNCIL**

### **TREASURY MANAGEMENT STRATEGY 2019/20**

#### **1 Introduction & Background**

The Council is required to adopt the CIPFA Treasury Management in the Public Services: Code of Practice and it is a requirement under that Code of Practice to produce an annual strategy report on proposed treasury management activities for the year.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

In accordance with the Treasury Management code, the Council defines treasury management activities as:

"The management of the Council's cash flows, its banking, money market and capital market transactions; the effective control of the risks `The purpose of the Treasury Strategy is to establish the framework for the effective and efficient management of the Council's treasury management activity, within legislative, regulatory, and best practice regimes, and balancing risk against reward in the best interests of stewardship of the public purse.

This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Guidance.

In accordance with the CLG Guidance, the Council will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly. Such circumstances would include, for example, a large unexpected change in interest rates, or in the Council's capital programme or in the level of its investment balance.

#### **2 Key Principles**

The key principles of the CIPFA Treasury Management in the Public Services: Code of Practice is that:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

In setting the Treasury Management Strategy, the Council must have regard for the following

factors:

- The current treasury position and debt portfolio position
- The prospects for interest rates
- The approved Capital Programme
- Limits on treasury management activities and prudential indicators

The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

According to the Prudential Code- the professional code of practice to support local authorities in taking capital investment decisions- the Council's prime policy objective of its investment activities is the security and liquidity of funds. Therefore the Council should avoid exposing public funds to unnecessary or un-quantified risk. The Council should consider the return on their investments; however, this should not be at the expense of security and liquidity. It is therefore important that the Council adopt an appropriate approach to risk management with regard to its investment activities. The Council employs a Treasury Management advisor, Arlingclose, to assist in the management of risk.

### 3 **External Context**

#### **External Context**

**Economic background:** The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2019/20.

UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.

The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the BoE, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.

Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.

While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2%-2.25% in September. Markets continue to expect one more rate rise in December, but

expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.

**Credit outlook:** The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ring-fencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ring-fenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ring-fenced banks generally being better rated than their non-ring-fenced counterparts.

The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The BoE did not require any bank to raise additional capital.

European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

**Interest rate forecast:** Following the increase in Bank Rate to 0.75% in August 2018, the Authority's treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.

The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity (at the time of writing this commentary in mid-December). As such, the risks to the interest rate forecast are considered firmly to the downside.

Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose's interest rate projections, due to the strength of the US economy and the ECB's forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.7% and 2.2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

#### 4 **Local Current Position**

As at 31 December 2018, the Council held £459.841m borrowing (£125.841m being HRA self-financing) borrowing and £53.55m investments. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

**Table 1: Balance Sheet Forecast**

| <b>Slough Borough Council</b>                  |                      |                        |                        |                        |                        |
|--|----------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Balance Sheet Summary and Projections</b>   |                      |                        |                        |                        |                        |
| <b>31<sup>st</sup> March</b>                   | <b>2018</b>          | <b>2019</b>            | <b>2020</b>            | <b>2021</b>            | <b>2022</b>            |
|  | <b>Actual<br/>£m</b> | <b>Estimate<br/>£m</b> | <b>Forecast<br/>£m</b> | <b>Forecast<br/>£m</b> | <b>Forecast<br/>£m</b> |
| General Fund Capital Financing Requirement     | 277                  | 431                    | 463                    | 492                    | 521                    |
| HRA Capital Financing Requirement              | 158                  | 158                    | 158                    | 158                    | 158                    |
| <b>Total Capital Financing Requirement</b>     | <b>435</b>           | <b>589</b>             | <b>621</b>             | <b>650</b>             | <b>679</b>             |
| Less: Other long-term liabilities *            | (44)                 | (43)                   | (40)                   | (38)                   | (37)                   |
| <b>Loans Capital Financing Requirement</b>     | <b>389</b>           | <b>546</b>             | <b>581</b>             | <b>612</b>             | <b>642</b>             |
| Less: External borrowing **                    | (322)                | (479)                  | (509)                  | (545)                  | (575)                  |
| <b>Internal (over) borrowing</b>               | <b>67</b>            | <b>72</b>              | <b>72</b>              | <b>67</b>              | <b>67</b>              |
| Less: Usable reserves                          | (108)                | (112)                  | (117)                  | (119)                  | (122)                  |
| <b>Net Borrowing Requirement/(Investments)</b> | <b>(41)</b>          | <b>(40)</b>            | <b>(45)</b>            | <b>(52)</b>            | <b>(55)</b>            |

\* finance leases and PFI liabilities that form part of the Council's debt

\*\* shows only loans to which the Council is committed and excludes optional refinancing

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves are the underlying resources available for investment. CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2019/20.

The Council has an increasing CFR due to the capital programme, but minimal investments and will therefore be required to borrow up to £253m over the forecast period.

#### 5 **Borrowing Strategy**

The Council currently holds £459 million of loans, an increase of £137 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Council expects to borrow an additional £20m in 2018/19

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

**Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Council may arrange forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow further short-term loans to cover unplanned cash flow shortages.

**Sources:** The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except [your local] Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

The Council has previously raised the majority of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.

**Municipal Bond Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Cabinet.

**LOBOs:** The Council holds £9m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Council has the option to either accept the new rate or to repay the loan at no

additional cost. None of these LOBOS have options during 2019/20, and although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

**Short-term and Variable Rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

**Debt Rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

**Table 2: Current Borrowing Position**

| PWLB/<br>Market<br>/LA | Type          | Loan   | Start Date | Maturity   | Principal<br>(£) | Type                  |
|------------------------|---------------|--------|------------|------------|------------------|-----------------------|
| PWLB                   | Fixed         | 487800 | 02/08/2004 | 25/03/2028 | 1,000,000        | Pooled                |
| PWLB                   | Fixed         | 488859 | 02/08/2004 | 25/03/2029 | 500,000          | Pooled                |
| PWLB                   | Fixed         | 489227 | 24/10/2004 | 15/10/2031 | 5,000,000        | Pooled                |
| PWLB                   | Fixed         | 490923 | 22/12/2005 | 01/05/2036 | 3,000,000        | Pooled                |
| PWLB                   | Fixed         | 490924 | 22/12/2005 | 01/08/2036 | 5,000,000        | Pooled                |
| PWLB                   | Fixed         | 494837 | 01/10/2008 | 01/08/2038 | 5,000,000        | Pooled                |
| PWLB                   | Fixed         | 497999 | 30/09/2010 | 29/09/2021 | 4,000,000        | Pooled                |
| PWLB                   | Fixed         | 498000 | 30/09/2010 | 29/09/2024 | 4,000,000        | Pooled                |
| PWLB                   | Fixed         | 498001 | 30/09/2010 | 30/09/2027 | 4,000,000        | Pooled                |
| PWLB                   | Fixed-<br>EIP | 507555 | 24/07/2018 | 26/07/2038 | 25,000,000       | Pooled                |
| PWLB                   | Fixed-<br>EIP | 507556 | 24/07/2018 | 24/07/1948 | 25,000,000       | Pooled                |
| PWLB                   | Fixed         | 507957 | 30/10/2018 | 30/10/1968 | 20,000,000       | Pooled                |
| PWLB                   | Fixed         | 508164 | 11/12/2018 | 13/12/1938 | 20,000,000       | Pooled                |
| PWLB                   | Fixed         | 500578 | 28/03/2012 | 28/03/2028 | 20,000,000       | HRA Self<br>Financing |
| PWLB                   | Fixed         | 500579 | 28/03/2012 | 28/03/2037 | 20,000,000       | HRA Self<br>Financing |
| PWLB                   | Fixed         | 500580 | 28/03/2012 | 28/03/2042 | 20,000,000       | HRA Self<br>Financing |
| PWLB                   | Fixed         | 500581 | 28/03/2012 | 28/03/2041 | 15,841,000       | HRA Self<br>Financing |
| PWLB                   | Fixed         | 500582 | 28/03/2012 | 28/03/2032 | 20,000,000       | HRA Self<br>Financing |
| PWLB                   | Fixed         | 500583 | 28/03/2012 | 28/03/2022 | 10,000,000       | HRA Self<br>Financing |

| PWLB/<br>Market<br>/LA | Type           | Loan   | Start Date | Maturity   | Principal<br>(£) | Type                  |
|------------------------|----------------|--------|------------|------------|------------------|-----------------------|
| PWLB                   | Fixed          | 500584 | 28/03/2012 | 28/03/2039 | 20,000,000       | HRA Self<br>Financing |
| Market                 | L/T<br>Fixed   | 64     | 12/07/2004 | 10/07/2054 | 4,000,000        | Pooled                |
| Market                 | L-T<br>LOBO    | 65     | 07/04/2006 | 07/04/2066 | 5,000,000        | Pooled                |
| Market                 | L-T<br>LOBO    | 66     | 28/04/2006 | 28/04/2066 | 4,000,000        | Pooled                |
| LA                     | ST<br>Variable | 2533   | 26/01/2018 | 25/01/2019 | 2,000,000        | General<br>Fund       |
| LA                     | ST Var         | 2544   | 19/03/2018 | 21/01/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2545   | 26/03/2018 | 28/01/2019 | 4,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2548   | 04/04/2018 | 03/04/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2549   | 25/04/2018 | 25/02/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2552   | 27/04/2018 | 27/02/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2559   | 24/05/2018 | 23/05/2019 | 2,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2558   | 31/05/2018 | 29/03/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2564   | 26/06/2018 | 02/01/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2568   | 27/06/2018 | 02/01/2019 | 2,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2567   | 27/06/2018 | 07/01/2019 | 2,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2561   | 29/06/2018 | 28/06/2019 | 2,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2566   | 02/07/2018 | 04/01/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2570   | 10/07/2018 | 15/03/2019 | 1,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2569   | 10/07/2018 | 15/03/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2572   | 19/07/2018 | 21/01/2019 | 1,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2571   | 19/07/2018 | 21/01/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2573   | 19/07/2018 | 21/01/2019 | 3,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2576   | 30/07/2018 | 31/01/2019 | 5,000,000        | General<br>Fund       |
| LA                     | ST<br>Variable | 2562   | 31/07/2018 | 30/07/2019 | 6,000,000        | General<br>Fund       |

| PWLB/<br>Market<br>/LA | Type           | Loan | Start Date | Maturity   | Principal<br>(£) | Type            |
|------------------------|----------------|------|------------|------------|------------------|-----------------|
| LA                     | ST<br>Variable | 2574 | 09/08/2018 | 11/02/2019 | 5,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2581 | 13/08/2018 | 13/02/2019 | 2,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2585 | 14/08/2018 | 14/02/2019 | 2,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2578 | 20/08/2018 | 20/02/2019 | 3,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2584 | 20/08/2018 | 20/02/2019 | 3,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2582 | 20/08/2018 | 20/02/2019 | 2,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2583 | 20/08/2018 | 20/02/2019 | 2,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2575 | 21/08/2018 | 21/02/2019 | 10,000,000       | General<br>Fund |
| LA                     | ST<br>Variable | 2588 | 31/08/2018 | 28/03/2019 | 2,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2579 | 10/09/2018 | 11/03/2019 | 5,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2590 | 20/09/2018 | 20/03/2019 | 5,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2592 | 28/09/2018 | 03/01/2019 | 5,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2580 | 28/09/2018 | 30/07/2019 | 7,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2593 | 01/10/2018 | 01/04/2019 | 5,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2591 | 04/10/2018 | 04/03/2019 | 5,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2594 | 08/10/2018 | 08/04/2019 | 5,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2595 | 23/10/2018 | 23/04/2019 | 5,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2596 | 24/10/2018 | 25/03/2019 | 3,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2597 | 24/10/2018 | 25/03/2019 | 2,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2598 | 31/10/2018 | 31/07/2019 | 3,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2604 | 21/11/2018 | 21/05/2019 | 3,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 2605 | 22/11/2018 | 22/02/2019 | 1,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 3436 | 23/11/2018 | 23/05/2019 | 2,000,000        | General<br>Fund |
| LA                     | ST<br>Variable | 3437 | 23/11/2018 | 29/03/2019 | 3,000,000        | General<br>Fund |

| PWLB/<br>Market<br>/LA | Type           | Loan | Start Date | Maturity   | Principal<br>(£)   | Type            |
|------------------------|----------------|------|------------|------------|--------------------|-----------------|
| LA                     | ST<br>Variable | 2603 | 23/11/2018 | 23/05/2019 | 5,000,000          | General<br>Fund |
| LA                     | ST<br>Variable | 2600 | 26/11/2018 | 18/03/2019 | 2,000,000          | General<br>Fund |
| LA                     | ST<br>Variable | 2599 | 26/11/2018 | 28/05/2019 | 5,000,000          | General<br>Fund |
| LA                     | ST<br>Variable | 2601 | 30/11/2018 | 29/11/2019 | 5,000,000          | General<br>Fund |
| LA                     | ST<br>Variable | 3440 | 07/12/2018 | 28/06/2019 | 5,000,000          | General<br>Fund |
| LA                     | ST<br>Variable | 2602 | 07/12/2018 | 06/12/2019 | 5,000,000          | General<br>Fund |
| LA                     | ST<br>Variable | 3439 | 11/12/2018 | 11/06/2019 | 1,500,000          | General<br>Fund |
| LA                     | ST<br>Variable | 3441 | 14/12/2018 | 14/06/2019 | 1,000,000          | General<br>Fund |
| LA                     | ST<br>Variable | 3438 | 21/12/2018 | 25/03/2019 | 5,000,000          | General<br>Fund |
|                        |                |      |            |            | <b>459,841,000</b> |                 |

## 6 **Housing Revenue Account Self-Financing**

Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with Determinations issued by the Department for Communities and Local Government. The Determinations do not set out a methodology for calculating the interest rate to use in each instance. The Council is therefore required to adopt a policy that will set out how interest charges attributable to the HRA will be determined. The CIPFA Code recommends that authorities present this policy in their TMSS.

On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account.

As part of the reform of the HRA Housing Revenue Account Subsidy system at the end of 2011/12, the HRA needed to make a payment of £136m to the Government. £126m of this was financed by PWLB loans listed above. £10m was in respect of an internal loan from the General Fund. The General Fund currently charges 3.27% interest on this amount or £327,000 per annum.

## 7 **Investment Strategy**

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £18m and £64m. Levels are expected to decrease during the forthcoming year in order to finance an expanding capital programme.

**Objectives:** Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk receiving unsuitably low investment income.

Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

**Negative Interest Rates:** If the UK enters into a recession in 2019/20, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

**Strategy:** Given the increasing risk and falling returns from short-term unsecured bank investments, the Council aims to further diversify into more secure and/or higher yielding asset classes during 2019/20 where opportunities arise. This is especially the case for the estimated £30m that is available for longer-term investment. The Council has reduced the amount it invests in short-term unsecured bank deposits, certificates of deposit and money market funds to around 35% of its total investments. Most of these investments are for the management of the Council's short term cash flow, and are invested in either instant access call accounts or notice accounts where the exposure is for a maximum of 95 days.

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

**Table 3: Approved Investment Counterparties and Limits**

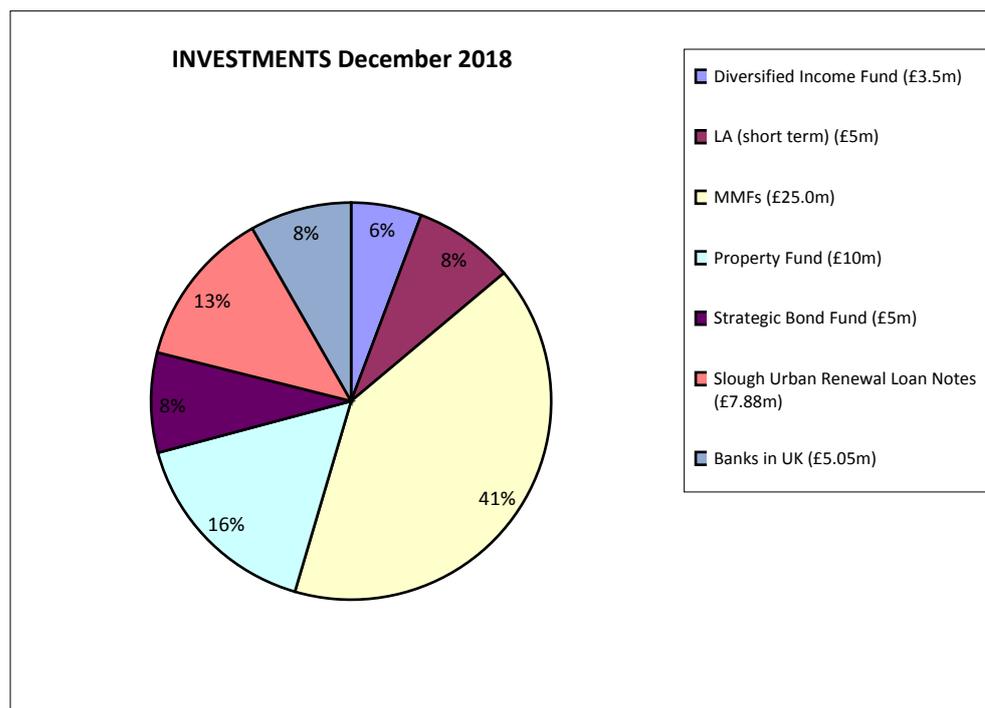
| <b>Credit Rating</b> | <b>Banks Unsecured</b> | <b>Banks Secured</b> | <b>Government</b>       | <b>Corporates</b> | <b>Registered Providers</b> |
|----------------------|------------------------|----------------------|-------------------------|-------------------|-----------------------------|
| UK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

There is no intention to restrict investments to bank deposits, and investments may be made with any public or private sector organisations that meet the above credit rating criteria. This reflects a lower likelihood that the UK and other governments will support failing banks as the bail-in provisions in the *Banking Reform Act 2014* and the *EU Bank Recovery and Resolution Directive* are implemented.

In addition, the Council may invest with organisations and pooled funds without credit ratings, following an external credit assessment and advice from the Council's treasury management adviser.

The current level of investments and the type of institution invested in is summarised in Table 4 below:

**Table 4: Current Investments**



£30.05m of the above is in instant access accounts (i.e. Call Accounts and Money Market Funds).

## 8 Investment Opportunities

**Credit Rating:** Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

**Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

**Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the

collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

**Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

**Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

**Registered Providers:** Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain the likelihood of receiving government support if needed.

**Pooled Funds:** Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

**Slough Urban Renewal (SUR):** The Council has entered into a partnership with Morgan Sindall, a Private Sector developer, for the regeneration of Slough. Under this partnership, the Council land assets are transferred into the SUR vehicle. The Council then receives a loan note from the SUR for the value of the land transferred. This loan note is then repaid by the SUR over time and the Council will receive interest on the loan note of 7%.

## 9 Risk Management

**Risk Assessment and Credit Ratings:** Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- Full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn [on the next working day] will be made with that organisation until the outcome of the review is

announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

**Other Information on the Security of Investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations, in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

## 10 Investment Limits

The Council's revenue reserves available to cover investment losses are forecast to be £76 million on 31st March 2019. In order that no more than 20% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be **£15 million**. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below:

Table 5: Investment Limits

|   | <b>Cash limit</b>    |
|---|----------------------|
| Any single organisation, except the UK Central Government | £15m each            |
| UK Central Government                                     | unlimited            |
| Any group of organisations under the same ownership       | £15m per group       |
| Any group of pooled funds under the same management       | £25m per manager     |
| Negotiable instruments held in a broker's nominee account | £25m per broker      |
| Foreign countries   | £10m per country     |
| Registered Providers                                      | £5m in total         |
| Unsecured investments with Building Societies             | £10m in total        |
| Loans to unrated corporates                               | £5m in total         |
| Money Market Funds  | £60m in total        |
| Slough Urban Renewal Loan Notes                           | £5m above land value |

## 11 **Non-Treasury Investments**

Although not classed as treasury management activities and therefore not covered by the CIPFA Code or the CLG Guidance, the Authority has purchased property for investment purposes and has also made loans and investments for service purposes- the Council has made equity loans totalling £24.924m to James Elliman Homes a wholly owned subsidiary of the council. The aims of James Elliman Homes include increasing housing supply whilst providing “affordable homes” and /or better quality homes for vulnerable client groups and key workers not currently entitled to council housing, or those facing too long a waiting time in temporary accommodation.

Such loans and investments will be subject to the Authority’s normal approval processes for revenue and capital expenditure and need not comply with this treasury management strategy. On 14 September 2015, Cabinet approved the introduction of the Strategic Acquisition Strategy, which provided a framework for the Council to operate commercially and undertake a new approach to asset investment through the acquisition of land and/or property generating income up to £25m (inclusive of acquisition costs). Following a subsequent report in November 2016, the budget for strategic asset purchases was increased to £50m. A further £50m budget for Strategic acquisitions was approved by Full Council in June 2018. In approving the Strategy, the drivers were to acquire income generating assets to offset continued reductions in central government grant and for the Council to realise the regenerative benefits associated with purchasing sites to bring forward housing and commercial development.

### **How investments are decided upon**

A strategic acquisition can be defined as the acquisition of land or properties that will allow the Council to expedite key outcomes contained within the 5 Year Plan. To be considered strategic, it is suggested that acquisition must make a significant contribution towards regeneration objectives and/or provide a commercial return on investment that will improve the financial resilience of the Council:

#### **a) Property Investments**

Under commercial investment objectives, a strategic acquisition would typically:

- Generate income through a satisfactory level of return, with a net initial yield range between 5% and 9%, and/or
- Improve investment value of commercial assets over time in addition to the level of returns through rental growth.

#### **b) Regeneration**

Under regeneration objectives, a strategic acquisition will typically:

- Deliver large scale development that will provide attractive, accessible places to live and work and do business; or
- Allow the redevelopment of smaller development sites in key locations that have stalled, or
- Enable the Council to acquire land required to deliver infrastructure projects, or
- Enable collaborative working with adjoining owners to maximise land value; or
- Improve the image of Slough to a status that fully recognises the strategic importance and benefits offered by the town as a sub-regional gateway to and from London.
- Generate additional capital and revenue income to support the financial projections set out in the Medium Term Financial Plan.

Whilst the acquisition of strategic regeneration sites will typically be dependent on land becoming available for sale, the Council will be proactive and will consider off market acquisitions and the use of Compulsory Purchase Orders as required.

## **How decisions are made**

In order to balance the objectives of introducing a streamlined approach (to avoid losing acquisition opportunities through delays in process) with high levels of probity, a Strategic Acquisition Board ("SAB") was introduced.

The SAB meet on a monthly basis and is chaired by the Assistant Director Assets, Infrastructure & Regeneration. The standing members of the SAB include the:

- Leader of the Council
- Commissioner for Housing & Urban Renewals
- Strategic Director Regeneration, Housing & Resources
- Assistant Director Assets, Infrastructure and Regeneration
- Assistant Director Housing & Environmental Services
- Directorate Finance Manager Customer & Community Services, Regeneration & Housing
- Head of Asset Management

The SAB has a remit to:

- Consider acquisition recommendations put forward by the Head of Asset Management (or delegate).
- Review proposed land acquisition and/or property investment proposals, taking into account the extent to which the proposition fulfils the Council's policy objectives against a set of agreed criteria.
- Make strategic acquisition and investment decisions on behalf of the Council.
- Oversee and monitor the performance of approved acquisition and investments.
- Report acquisitions to the Capital Strategy Board and Cabinet.
- Dispose of assets acquired via the SAB.

The SAB has a responsibility to monitor the performance of the investment portfolio, ensuring that individual assets are performing thereby maximising rental returns and selling assets when they no longer perform.

When a strategic acquisition is identified by Asset Management an agreed Acquisition Protocol is followed.

### **Any controls in place**

When acquiring investment assets, it is important to have a well balanced portfolio which can counteract significant market changes. As the portfolio expands, each asset acquired is considered in line with the existing portfolio e.g. if the majority of the portfolio were industrial then it would need to be balanced with further office and retail property, or if the portfolio income was very insecure then it could be balanced by investments with longer projected income.

Officers apply a defined list of property specific criteria when making recommendations to the SAB on investment acquisitions using agreed property based criteria.

All acquisition opportunities presented to the SAB are supported by a financial appraisal and business case. Before approving any acquisition, the SAB requires confirmation that the acquisition will not increase the Council's ongoing revenue costs, including the cost of borrowing and officer time.

The appraisal and business case assess how the strategic acquisition will be financed. They:

1. Consider if the investment achieves corporate objectives.
2. Confirm that for the acquisition of land the price is reasonable (allowing for a special purchase consideration) and supported by an independent valuation.

3. Confirm that for the acquisition of a standing investment the price is reasonable and supported by an independent valuation (reference will be made to previously identified added value opportunities).
4. Confirm there is a market requirement.
5. Where appropriate, there is secure rental income taking into account risks associated with the security of future payments, including (where appropriate) sensitivity analysis for void periods.
6. Identify whole life costs (where appropriate).
7. Identify the most appropriate funding source(s) and confirm availability.
8. Clarify that the Council's Finance Section has assessed the business case and confirmed a suitable return on investment.

The financial appraisals considered by the SAB identify all costs and assumed income to assist informed decision making on whether the acquisition is suitable. In the case of revenue generating assets, assets are assessed by comparing the anticipated net income against the rate of return the Council could otherwise expect to achieve on its capital.

In all instances, acquisitions must be supported by advice from the Section 151 Officer.

The Authority's existing non-treasury investments are listed in Appendix B.

## 12 **Treasury Management Indicators**

The Council measures and manages its exposures to treasury management risks using the following four new prudential indicators.

- Upper limits on variable rate exposure. This indicator identifies a maximum limit for variable interest rates based upon the debt provision net of investments.
- Upper limits on fixed rate exposure. Similar to the previous indicators, this covers a maximum limit on fixed interest rates
- Total principal funds invested for a period longer than 364 days. These limits are set to reduce the need for early sale of an investment and are based on the availability of investments after each year-end
- Maturity Structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing

**Interest Rate Exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of principal borrowed will be:

| <b>LIMITS ON INTEREST RATE EXPOSURE</b>        |                |                |                |
|--|----------------|----------------|----------------|
|  | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b> |
| Limit on Principal invested beyond year end    | £45m           | £45m           | £45m           |
| Upper limit on fixed interest rate exposure    | £350m          | £350m          | £350m          |
| Upper limit on variable interest rate exposure | £300m          | £300m          | £300m          |

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate. Following recent discussions at the Council's Treasury Management Group and based on the Council's Current Strategy to utilise lower rates for short-term borrowing where possible in order to reduce pressure on the Revenue budgets, the above limits have been revised for 2019-20 financial year onwards.

### **Mature Structure of Borrowing:**

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

| <b>MATURITY STRUCTURE OF BORROWING</b> |                            |                           |              |              |
|--|----------------------------|---------------------------|--------------|--------------|
|  | <b>Existing Level (£m)</b> | <b>Existing Level (%)</b> | <b>Lower</b> | <b>Upper</b> |
| Under 12 months                        | 202,583                    | 44.06%                    | 0%           | 75%          |
| 12 months and within 24 months         | 3,083                      | 0.67%                     | 0%           | 50%          |
| 24 months and within 5 years           | 23,250                     | 5.06%                     | 0%           | 50%          |
| 5 years and within 10 years            | 44,417                     | 9.66%                     | 0%           | 75%          |
| 10 years and within 15 years           | 40,917                     | 8.90%                     | 0%           | 95%          |
| 15 years and within 20 years           | 48,417                     | 10.53%                    | 0%           | 95%          |
| 20 years and within 25 years           | 59,591                     | 12.96%                    | 0%           | 95%          |
| Over 25 years                          | 37,583                     | 8.17%                     | 0%           | 95%          |
|  | <b>459,841</b>             |                           |              |              |

### **13 Other Items**

There are a number of additional items that the Authority is obliged by CIPFA or CLG to include in its Treasury Management Strategy.

**Policy on the use of financial derivatives** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

**Policy on apportioning interest to the HRA:** On 1st April 2012, the Authority notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Authority's average interest rate on investments, adjusted for credit risk

**Investment training:** The needs of the Authority's treasury management staff for training in investment management are assessed every three months as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change. Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA.

**Investment advisers:** The Authority has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues.

**Investment of money borrowed in advance of need:** The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long-term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Authority's overall management of its treasury risks.

The total amount borrowed will not exceed the authorised borrowing limit of £481 million. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

### **Financial Implications**

The budget for investment income in 2019/20 is £2.258 million, based on an average investment portfolio of £50.714 million at an interest rate of 4.45%. The budget for debt interest paid in 2019/20 is £7.890 million, based on an average debt portfolio of £459.841 million at an average interest rate of 2.06%. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different. Also in order to alleviate pressure on the Revenue Budget the Council will Capitalise Borrowing Costs for qualifying assets. A qualifying asset constitutes an asset that takes a substantial period of time to get ready for its intended use (commonly Assets under Construction).

### **Other Options Considered**

The CLG Guidance and the CIPFA Code do not prescribe any particular Treasury Management Strategy for local authorities to adopt. The Chief Finance officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

| <b>Alternative</b>  | <b>Impact on income and expenditure</b>  | <b>Impact on risk management</b>   |
|---|--|--|
| Invest in a narrower range of counterparties and/or for shorter times | Interest income will be lower  | Lower chance of losses from credit related defaults, but any such losses may be greater  |
| Invest in a wider range of counterparties and/or for longer times     | Interest income will be higher   | Increased risk of losses from credit related defaults, but any such losses may be smaller  |
| Borrow additional sums at long-term fixed interest rates              | Debt interest costs will rise; this is unlikely to be offset by higher investment income | Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain |

|  |  |   |
|--|--|---|
| Borrow short-term or variable loans instead of long-term fixed rates | Debt interest costs will initially be lower                        | Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain |
| <b>Alternative</b>   | <b>Impact on income and expenditure</b>                            | <b>Impact on risk management</b>  |
| Reduce level of borrowing  | Saving on debt interest is likely to exceed lost investment income | Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain            |

## **Appendix A – Arlingclose Economic & Interest Rate Forecast December 2018**

### **Underlying assumptions:**

- Our central interest rate forecasts are predicated on there being a transitional period following the UK's official exit from the EU.
- The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider that: 1) tight labour markets will prompt inflationary pressure in the future, 2) ultra-low interest rates result in other economic problems, and 3) higher Bank Rate will be a more effective policy weapon if downside risks to growth crystallise.
- Both our projected outlook and the increase in the magnitude of political and economic risks facing the UK economy means we maintain the significant downside risks to our forecasts, despite the potential for slightly stronger growth next year as business investment rebounds should the EU Withdrawal Agreement be approved. The potential for severe economic outcomes has increased following the poor reception of the Withdrawal Agreement by MPs. We expect the Bank of England to hold at or reduce interest rates from current levels if Brexit risks materialise.
- The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in the middle quarters of 2018, but more recent data suggests the economy slowed markedly in Q4. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
- Cost pressures are easing but inflation is forecast to remain above the Bank's 2% target through most of the forecast period. Lower oil prices have reduced inflationary pressure, but the tight labour market and decline in the value of sterling means inflation may remain above target for longer than expected.
- Global economic growth is slowing. Despite slower growth, the European Central Bank is conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. More recent US data has placed pressure on the Federal Reserve to reduce the pace of monetary tightening – previous hikes and heightened expectations will, however, slow economic growth.
- Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

### **Forecast:**

- The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon, but recent events around Brexit have dampened interest rate expectations. Our central case is for Bank Rate to rise twice in 2019, after the UK exits the EU. The risks are weighted to the downside.
- Gilt yields have remained at low levels. We expect some upward movement from current levels based on our central case that the UK will enter a transitional period following its EU exit in March 2019. However, our projected weak economic outlook and volatility arising from both economic and political events will continue to offer borrowing opportunities.

|                                | Dec-18 | Mar-19 | Jun-19 | Sep-19 | Dec-19 | Mar-20 | Jun-20 | Sep-20 | Dec-20 | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Average |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| <b>Official Bank Rate</b>      |        |        |        |        |        |        |        |        |        |        |        |        |        |         |
| 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   | 0.17    |
| Arlingclose Central Case       | 0.75   | 0.75   | 1.00   | 1.00   | 1.25   | 1.25   | 1.25   | 1.25   | 1.25   | 1.25   | 1.25   | 1.25   | 1.25   | 1.13    |
| Downside risk                  | 0.00   | -0.50  | -0.75  | -0.75  | -1.00  | -1.00  | -1.00  | -1.00  | -1.00  | -1.00  | -1.00  | -1.00  | -1.00  | -0.85   |
| <b>3-mth money market rate</b> |        |        |        |        |        |        |        |        |        |        |        |        |        |         |
| Upside risk                    | 0.10   | 0.10   | 0.10   | 0.10   | 0.15   | 0.20   | 0.20   | 0.20   | 0.20   | 0.20   | 0.20   | 0.20   | 0.20   | 0.17    |
| Arlingclose Central Case       | 0.90   | 0.95   | 1.10   | 1.30   | 1.40   | 1.40   | 1.40   | 1.35   | 1.35   | 1.35   | 1.35   | 1.35   | 1.35   | 1.27    |
| Downside risk                  | -0.20  | -0.45  | -0.60  | -0.80  | -0.90  | -0.90  | -0.90  | -0.85  | -0.85  | -0.85  | -0.85  | -0.85  | -0.85  | -0.76   |
| <b>1-yr money market rate</b>  |        |        |        |        |        |        |        |        |        |        |        |        |        |         |
| Upside risk                    | 0.20   | 0.30   | 0.30   | 0.35   | 0.35   | 0.35   | 0.35   | 0.35   | 0.35   | 0.35   | 0.35   | 0.35   | 0.35   | 0.33    |
| Arlingclose Central Case       | 1.15   | 1.25   | 1.35   | 1.50   | 1.70   | 1.60   | 1.50   | 1.40   | 1.35   | 1.35   | 1.35   | 1.35   | 1.35   | 1.40    |
| Downside risk                  | -0.35  | -0.50  | -0.60  | -0.80  | -0.90  | -0.90  | -0.90  | -0.85  | -0.85  | -0.85  | -0.85  | -0.85  | -0.85  | -0.77   |
| <b>5-yr gilt yield</b>         |        |        |        |        |        |        |        |        |        |        |        |        |        |         |
| Upside risk                    | 0.25   | 0.30   | 0.30   | 0.35   | 0.35   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.37    |
| Arlingclose Central Case       | 1.15   | 1.25   | 1.35   | 1.50   | 1.50   | 1.40   | 1.35   | 1.35   | 1.30   | 1.30   | 1.30   | 1.30   | 1.30   | 1.33    |
| Downside risk                  | -0.50  | -0.60  | -0.65  | -0.80  | -0.80  | -0.70  | -0.65  | -0.65  | -0.65  | -0.65  | -0.65  | -0.65  | -0.65  | -0.66   |
| <b>10-yr gilt yield</b>        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |
| Upside risk                    | 0.25   | 0.30   | 0.30   | 0.35   | 0.35   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.37    |
| Arlingclose Central Case       | 1.50   | 1.65   | 1.70   | 1.80   | 1.80   | 1.75   | 1.75   | 1.70   | 1.70   | 1.70   | 1.70   | 1.70   | 1.70   | 1.70    |
| Downside risk                  | -0.55  | -0.70  | -0.70  | -0.80  | -0.80  | -0.75  | -0.75  | -0.70  | -0.70  | -0.70  | -0.70  | -0.70  | -0.70  | -0.71   |
| <b>20-yr gilt yield</b>        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |
| Upside risk                    | 0.25   | 0.30   | 0.30   | 0.35   | 0.35   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.37    |
| Arlingclose Central Case       | 2.00   | 2.10   | 2.20   | 2.20   | 2.20   | 2.20   | 2.20   | 2.20   | 2.20   | 2.20   | 2.20   | 2.20   | 2.20   | 2.18    |
| Downside risk                  | -0.60  | -0.70  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.73   |
| <b>50-yr gilt yield</b>        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |
| Upside risk                    | 0.25   | 0.30   | 0.30   | 0.35   | 0.35   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.40   | 0.37    |
| Arlingclose Central Case       | 1.90   | 1.95   | 2.00   | 2.00   | 2.00   | 2.00   | 2.00   | 2.00   | 2.00   | 2.00   | 2.00   | 2.00   | 2.00   | 1.99    |
| Downside risk                  | -0.60  | -0.70  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.75  | -0.73   |

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%



**Appendix B – Non-Treasury Investments- Strategic Acquisitions**

| Property   | Capital Expenditure  | Annual Rent Due     | 2017-18             | % Return on Investment |
|--|----------------------|---------------------|---------------------|------------------------|
| Leasehold interest of the 5th Floor, Hatfield Car Park | 228,042.00           |                     |                     |                        |
| Purchase of Cornwall House                             | 1,729,912.15         |                     |                     |                        |
| Land South Side Stoke Road (Stoke Wharf)               | 1,898,828.06         |                     |                     |                        |
| Leaseplan 165 Bath Road                                | 19,808,190.24        |                     |                     |                        |
| Land at Norway Drive                                   | 235,000.00           |                     |                     |                        |
| Halfords 380 Bath Road                                 | 4,288,918.25         |                     |                     |                        |
| 5 Hillersdon   | 368,000.00           |                     |                     |                        |
| 174-178 High Street (WH Smith)                         | 5,367,819.68         |                     |                     |                        |
| <b>202-206 High Street (BHS)</b>                       | <b>2,931,502.99</b>  |                     |                     |                        |
| Waitrose Gosport - Stoke Road                          | 3,716,132.76         |                     |                     |                        |
| Wickes West Street Wolverhampton                       | 7,014,436.27         |                     |                     |                        |
| Gala Bingo, 3 Bath Road                                | 4,243,904.11         |                     |                     |                        |
| Lego, 33 Bath Road                                     | 13,597,950.00        |                     |                     |                        |
| Upton Lodge, 2A Yew Tree Road, Slough                  | 6,234,125.68         |                     |                     |                        |
|  | <b>71,662,762.19</b> | <b>4,016,895.00</b> | <b>2,390,288.42</b> | <b>5.84%</b>           |

202-206 High Street the old BHS building was sold on 29th March 2018. Total Capital Receipt generated was £3.8m

The above table shows the amount of capital expenditure made in purchasing assets for investment purposes. The assets will produce a rental income from tenants which can be used to support the council's Revenue Budget.

### James Elliman Homes

| Date of Loan | Principal            | Equity 40% of Principal | Loan 60% of Principal | Annual Interest on Loan @ 5% |
|--------------|----------------------|-------------------------|-----------------------|------------------------------|
| 17/07/2017   | 2,223,610.00         | 889,444.00              | 1,334,166.00          | 66,708.30                    |
| 19/07/2017   | 2,000,000.00         | 800,000.00              | 1,200,000.00          | 60,000.00                    |
| 12/01/2018   | 2,500,000.00         | 1,000,000.00            | 1,500,000.00          | 75,000.00                    |
| 17/04/2018   | 3,200,000.00         | 1,280,000.00            | 1,920,000.00          | 96,000.00                    |
| 20/07/2018   | 3,000,000.00         | 1,200,000.00            | 1,800,000.00          | 90,000.00                    |
| 09/08/2018   | 5,000,000.00         | 2,000,000.00            | 3,000,000.00          | 150,000.00                   |
| 28/09/2018   | 5,000,000.00         | 2,000,000.00            | 3,000,000.00          | 150,000.00                   |
| 19/12/2018   | 2,000,000.00         | 800,000.00              | 1,200,000.00          | 60,000.00                    |
|              | <b>24,923,610.00</b> | <b>9,969,444.00</b>     | <b>14,954,166.00</b>  | <b>747,708.30</b>            |

James Elliman Homes is a wholly owned subsidiary of Slough Borough Council set up to acquire properties in the Slough area for rental to the following principal customers- those in need of temporary accommodation, those considered to be key workers and for market rental. Thus far the council has made loans to James Elliman Homes totalling £24,923,610. For this sum the council receives interest, payable at 5% on 60% of the principle sum loaned. For the remaining 40% the council receives equity shares.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 4<sup>th</sup> February 2019  
**CONTACT OFFICER:** Neil Wilcox; Director of Finance and Resources  
**(For all enquiries)** (01753) 875358  
**WARD(S):** All  
**PORTFOLIO:** Cllr Mohammed Nazir, Cabinet Member for Corporate Finance & Housing  
 Cllr Shabnum Sadiq, Cabinet member for Children and Education

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

**CARE LEAVERS COUNCIL TAX EXEMPTION POLICY**

**1 Purpose of Report**

To provide a Council policy in respect of an exemption for Care Leavers from Council Tax.

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

The Cabinet is requested to resolve that the policy for Care Leavers exemption from Council Tax as set out in Appendix A be approved.

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

This report supports the Joint Wellbeing Strategy priorities, the JSNA and the Five Year Plan through support to children and young people assisting them in having the best start in life and providing opportunities for them to have positive lives.

**4 Other Implications**

(a) Financial

- 4.1 Under Section 13A(1)(C) of the Local Government Finance Act 1992 (as amended), the Council has the power to reduce liability for Council Tax in relation to individual cases or class(es) of cases that it may determine.
- 4.2 There are financial implications to awarding any discounts other than those currently available under the statutory legislation and the financial burden of Section 13A discounts has to be met through an increase in the general level of Council Tax for other payers or from the general fund.

4.3 In addition to this:

- The granting of Section 13A discounts would reduce income from Council Tax;
- A wider entitlement to reduced liability would require additional administrative resources to assess requests;

The Council Tax Support scheme exists to ensure that those on low incomes receive financial assistance with their Council Tax

4.4 The financial implication have been assessed and it is expected that in year 2 the cost of the scheme will be as a maximum £75k

4.5 Therefore a budget of £75k for the financial year 2019-20 has been put aside.

(a) Risk Management

| Recommendation from section 2 above                                    | Risks/Threats/ Opportunities   | Current Controls | Using the Risk Management Matrix Score the risk | Future Controls |
|--|--|------------------|---|-----------------|
| That the policy on Care Leavers exemption from Council Tax be approved | It is an opportunity to assist in helping this vulnerable group into work, as it will maximise income and reduce the outgoings and giving assurance that Council Tax is paid |                  |   |                 |

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications.

The scheme is designed to provide an exemption to Council Tax to Care Leavers where Slough Borough Council has a statutory duty. Where a Care Leaver lives in Slough but the duty is on another LA they are excluded from the scheme but can claim Council Tax Support which is a needs based assessment rather than a blanket exemption.

Legal have confirmed that Schedule 1A of the Finance Act 1992 provides that a scheme must set out the reduction to which persons in each class are to be entitled; Accordingly it appears that there can be different provision for different classes of people. Provided, therefore, your class is defined to exclude

care leavers where looked after by another LA, that would be permissible.

The EIA demonstrates that in excluding Care Leavers living in the borough of Slough but where the statutory duty is from another LA that it does not disproportionately discriminate against one particular group of people.

(d) Equalities Impact Assessment

Please see Appendix.

5 **Supporting Information**

- 5.1 The Children's Society published a report in March 2015 entitled **Wolf at the Door** which called for Council Tax exemptions for Care Leavers up to the age of 21 years old.
- 5.2 This is because young adults transitioning from care to independent accommodation often struggle to manage their finances and are likely to fall into arrears and debt.
- 5.3 Since the initial report there has been a change in the Care Act which came into effect in September 2017 which raised the age that the Local Authority is responsible for Care Leavers to the age of 25 and the Children's Society has raised the age that they recommend a Council Tax exemption to age 25.
- 5.4 The Council acknowledges its role as a Corporate Parent and the responsibilities of keeping our Care Leavers safe and supporting them to have successful lives.
- 5.5 Without the family support most young people get as they become adults, Care Leavers often struggle to juggle their household bills and make ends meet. Many find themselves in debt, or having to go without food or other basic necessities.
- 5.6 The Council therefore wishes to help give Care Leavers the best start in adult life by exempting them from Council Tax while the Council has a statutory duty to support them.
- 5.7 The Council wishes to support all Slough Care Leavers and acknowledges that it cannot do this by only supporting Care Leavers who live in the borough as some choose to move out of the borough as they becomes young adults, because of opportunities for education and /or work that are presented to them.
- 5.8 Whist the Council cannot provide an exemption for Council Tax to young people who do not live in the borough, the Council intends to make an ex

gratia payment to these young people to ensure that all of Slough's Care Leavers are treated equally.

- 5.9 This policy is based on supporting Slough Care Leavers for the time that the Council has a statutory duty to them. The legislation changed in September 2017 and the Local Authority now has a statutory duty to Care leavers up to the age of 25, but this is not retrospective.
- 5.10 Prior to the change in legislation the Local Authority had a duty to Care leavers until they were 22, as the change in legislation is not retrospective the increase in the number of Care Leavers that the Authority has a duty to will rise year on year for the next three years until our current Care Leavers reach 25.
- 5.11 This will increase the number of Care leavers that will benefit from this policy in future years.
- 5.12 The Policy provides a Council Tax exemption to all Care Leavers who are Council Tax charge payers, if they receive a Council Tax bill in their sole name or in joint names, the exemption will be pro rata based on the amount they are billed.
- 5.13 Single Council Tax payers will usually receive a Single Person discount, or if they are a student a student discount, this will be applied in the first instance and then the Care Leavers exemption will be applied.
- 5.14 Where the Care Leave has joint or several liability, they after discounts and other exemptions are awarded, will receive a proportion of the charge as the Care Leaver exemption, for example if they are a joint tax payer with one other person (who is not a Care Leaver) the exemption will equal 50% of the charge.
- 5.15 **Care Leavers that will benefit from the scheme**
- 5.16 An analysis of the Care Leavers that are currently receiving support and would benefit from this scheme was carried out in August 2017
- 5.17 At that time there were 58 Care Leavers that SBC were supporting who were resident within the borough of Slough and 42 who had addresses outside the borough of Slough.
- 5.18 The scheme has now been in operation for 9 months and in this time 34 Care Leavers living in the borough and are Council Tax payers have been awarded the discount with the total costs being £26,108.79.
- 5.19 In addition there are 3 Care Leavers who live outside the borough and are Council Tax payers which are in the process of being assessed for Care Leavers discount.

- 5.20 It is expected that there will be an additional 10 Care Leavers who live outside the borough who will be eligible for the discount and we are working to engage with them.
- 5.21 A number of Care Leavers are living in Houses in Multiple Occupation (HMO's) or with families and this is why they are not currently liable for Council Tax. Some Care Leavers living in HMO's may, consider moving into self-contained accommodation, as it would be more affordable with a Council Tax exemption, which would be an added benefit of this policy.
- 5.22 It is also envisioned that the numbers of eligible Care Leavers will increase over the next 2 years as more Care Leavers become eligible as we transition to support for those up to 25 year old's.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

Members are requested to review and approve this policy.

8 **Appendices Attached**

- 'A' - Care Leaver Council Tax Exemption Policy
- 'B' - Equalities Impact Assessment

9 **Background Papers**

Children's Society Report – Wolf at the Door March 2015

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# **Policy for determining applications for council tax reduction under Section 13A of the Local Government Finance Act 1992 in respect of Care Leavers Relief.**

## **1. Background**

- 1.1 Under section 13A(1)(C) of the Local Government Finance Act 1992 the council has a general discretionary power to reduce liability for council tax in relation to individual cases or class(es) of cases that it may determine where national discounts and exemptions cannot be applied.
- 1.2 As a response to the Council's Council Tax Support Scheme a sum (currently £10K) has been set aside to provide a hardship provision for council tax.
- 1.3 The purpose of this is to predominantly to support those who are experiencing hardship in paying their Council Tax, the scheme will assist all those who are experiencing hardship whether they are in receipt of Council Tax Support or not based on their financial circumstances.
- 1.4 Slough Borough Council acknowledges that some Council Tax payers may well experience hardship in paying their Council Tax but are not entitled to Council Tax Support.

The intention is that it will be provided to residents at risk who are prepared to work with the council to find a way forward.

- 1.5 As a response to council members' recognition that there is an increased risk of significant debt associated with young people leaving the care system, a class of cases containing all care leavers who are supported under the statutory duty by Slough Borough Council who are younger than 25 has been created. The intention is that no care leaver where there is a statutory duty to support them will have to pay council tax.
- 1.6 Under Section 13A(1)(C) of the Local Government Finance Act 1992 (as amended), the Council has the power to reduce liability for Council Tax in relation to individual cases or class(es) of cases that it may determine. It says:
  - I. Where a person is liable to pay council tax in respect of any chargeable dwelling and day, the billing authority for the area in which the dwelling is situated may reduce the amount which he is liable to pay as respects the dwelling and the day to such extent as it thinks fit. This allows for a further reduction where a reduction under council tax support has been applied
  - II. The power under subsection 1) above includes the power to reduce an amount to nil
  - III. The power under subsection 1) may be exercised in relation to particular cases or by determining a class of case in which liability is to be reduced to an extent provided by the determination.
- 1.7 There are financial implications to awarding any discounts other than those currently available under the statutory legislation and the financial burden of Section 13A discounts

has to be met through an increase in the general level of Council Tax for other payers or from the general fund.

In addition to this:

- The granting of Section 13A discounts would reduce income from Council Tax;
- A wider entitlement to reduced liability would require additional administrative resources to assess requests;

- 1.8 The council recognises that young people's transition out of care and into adulthood is extremely difficult. Managing money for the first time, without support from family, leaves care leavers at real risk of falling into debt. The council has decided to support those council tax charge payers leaving its care by reducing their net liability for council tax to Slough Borough Council under the national scheme to zero, until the charge payer's 25th birthday.
- 1.9 In order to provide further support for care leavers Council Members have created a new class of council tax charge payer known as 'Care Leavers' and have decided to reduce the council tax bill for Care Leavers to zero, after any other national reliefs (where applicable) have been applied.
- 1.10 **Class 1** also known as "Care Leavers Relief"; a person or persons younger than 25 years of age who were in the care of Slough Borough Council and the council continues to have a statutory duty to them . With respect to any council tax liability arising on or after 1st April 2018, any person in this class will have the amount of council tax they have to pay reduced to nil.
- 1.11 This policy will apply up to and including the date of the day before the care leavers 25th birthday, where the statutory duty continues to be applied.

## **2 Policy**

- 2.1 Slough Borough Council wishes to support its Care Leavers who have left its care but where the Council continues to have a statutory duty for that Care Leaver.
- 2.2 The statutory duty currently remains until a Care Leaver is 25 years of age, this was previously to 21 but due to the change in legislation in September 2017, this has increased.
- 2.3 Currently there is a transition period, where by Care Leavers remain within the statutory duty once they reach 21 until they are 25 but those Care Leavers who are over 21 and the Council has already discharged its statutory duty do not have the statutory duty reinstated, for the avoidance of doubt such persons in respect of whom the duty is not reinstated will not be a part of the scheme.
- 2.4 Care Leavers who the Council has a statutory duty to and live either within or outside the borough of Slough will be supported, those who live within the borough will have their Council Tax charged reduced to nil.
- 2.5 The award will only be made to those who are deemed to be a jointly or severally liable for Council Tax which means that the Council tax bill must be in their name.
- 2.6 If a Care Leaver is jointly liable they will only be provided with Care Leaver relief to the level of their responsibility for the Council Tax for example if they are jointly liable with one other

person they will receive a maximum of 50% relief , with two other people a maximum of 33% relief.

- 2.7 If a Care Leaver lives in a HMO or other property where they are not the charge payer no relief will be provided.

### **3 How to Apply**

- 3.1 This can be accessed through the identification and nomination of a care leaver by the Council's Children's Services to the Council's Council Tax Service  
or  
through the identification and nomination by any other public body or professional organisation that confirms that the care leaver was in care of Slough Children's Services Trust (being 'looked after' as a result of a statutory obligation)in the borough of Slough, confirmation will be sought from the Slough Children's Services Trust.
- 3.2 For Care Leavers entitled to the reduction in class 1, where it is possible for the Council to award relief without application it shall do so.
- 3.3 For this provision, identification by the Council that a person would be entitled to this reduction by virtue of relevant detail already held by the Council, may be enough to constitute a claim and to enable the award of a reduction.
- 3.4 If a reduction cannot be awarded by the Council automatically under class 1, it shall be the responsibility of the person or persons with a council tax liability to claim this using the application process prescribed on the Slough Borough Council website, and this application shall be required to be received in the council tax year for which the reduction applies.

### **4. Period of Award**

- 4.1 The award can be made for any period from 1st April 2018 where the care leaver is liable for council tax.
- 4.2 Any award given to an individual case will end on the day before their 25th birthday where the council continues to have a statutory duty to them or by March 31st of the financial year whichever date comes first
- 4.3 Further applications may be needed for additional periods of council tax liability that occur after the end of the financial year determined above but before the care leaver's 25th birthday.

### **5. Eligibility Criteria**

- 5.1 The following will be assessed when making a decision:
- Whether the care leaver has applied for any national reliefs, exemptions or discounts they would be entitled to. These must be assessed before Carer Leavers relief is awarded.
  - The date of the day before the care leaver's 25th birthday or when the Council's statutory duty ends determines the last day of the period of the award

- Slough Borough Council's Children's or Social Services or other public body or professional organisation has confirmed that the care leaver was in the care (being 'looked after').

5.2 Whether Slough Borough Council is the council tax billing authority to whom the care leaver is liable to make council tax payments

5.3 If subsequent to an award the charge payer's liability for council tax reduces during the period of the award, any Care Leavers Relief in excess of this reduced liability will be an overpayment of Care Leavers Relief. The Council may recover this overpayment by any legal means at its disposal including offsetting this amount against any future periods of Care Leavers Relief or by adding the excess amount to any further council tax liability demanded for subsequent periods.

## **6 Care Leavers not living in Slough**

6.1 Slough Borough Council wishes to support all Care Leavers that it has a statutory duty to and acknowledges that some Care Leavers may have left the borough of Slough and therefore cannot claim Care Leavers Relief in the borough.

6.2 Slough Borough Council also acknowledges that in these instances the borough where the Care Leaver has moved to may not offer Care Leavers Relief to people that they do not have a statutory duty to and therefore this Care Leaver will find themselves outside of both scheme's

6.3 Slough Borough Council cannot offer support under section 13a of the Local Government Finance Act 1992 but it will support these Care Leavers if the borough they are living in does not provide support.

6.4 A separate procedure is available for those living outside of the borough of Slough.

## **7 Financial Implications**

7.1 The Council's finances will allow for the reduction to be made (we have allocated £75,000 per annum for this).

## **8 Policy Review**

8.1 This policy can be reviewed at any stage in the financial year.

# Care Leavers who Slough Borough Council has a Statutory Duty but do not live within the Slough Borough Council Boundary

## 1. Background

- 1.1 Section 13A of the Local Government Finance Act 1992 cannot be used to apply Care Leavers Exemption by Slough Borough Council if the Care Leaver does not live within the borough, however Members wish to support all Care Leavers that Slough Borough Council has a statutory duty to.

## 2. The Scheme

- 2.1 Care Leavers who Slough Borough Council has a statutory duty to but no longer live in the borough of Slough will be treated in the same way as those who remain living in the borough though an actual Council Tax exemption cannot be awarded
- 2.2 Members therefore have set up a budget to assist those Care Leavers who live outside the borough.
- 2.3 Members will expect that those living outside the borough and who are Council Tax payers to make an application for any national reliefs, exemptions or discounts they would be entitled to, to apply for Council Tax support in the borough in which they are living. These must be assessed before Carer Leavers relief is awarded.
- 2.4 The Care Leaver will then provide Slough Borough Council with an application form and the net Council Tax bill from their Local Authority.
- 2.5 Slough Borough Council will then award a grant for the net bill, this will be paid direct to the issuing authority unless the Care Leaver can provide the evidence that the bill has been paid in which case the amount will be paid to the Care Leaver.

## 3 Financial Implications

- 3.1 The Council's finances will allow for the reduction to be made, the budget is incorporated in the allocation for the Care Leavers scheme above.

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# Equality Impact Assessment

|  |   |
|--|---|
| <b>Directorate: Finance and Resources</b>  |   |
| <b>Service: Finance &amp; Audit</b>  |   |
| <b>Name of Officer/s completing assessment: Jackie Adams</b>   |   |
| <b>Date of Assessment: 15.01.2019</b>  |   |
| <b>Name of service/function or policy being assessed: Care Leaver Exemption Scheme 2019-20 onwards</b> |   |
| 1.   | <p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The policy is designed to give Slough Care Leavers an exemption from Council Tax for the period that the Council has a statutory duty to them.</p> <p>The policy is designed to support Slough Care Leavers in paying their Council Tax whether they live in the borough (via a Council Tax Exemption) or via an ex gratia payment to Slough Care Leavers who do not live in the borough.</p> <p>The policy does not give a Council Tax exemption to Care Leavers who live in the borough of Slough but are supported by another Local Authority but these Care Leavers can claim Council Tax Support and under the Council Tax Support scheme are treated as “vulnerable” which means that they can claim up to 100% Council Tax Support. Council Tax Support is a needs based assessment where as the Care Leavers exemption will provide for a 100% exemption from Council Tax.</p> |
| 2.   | <p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The policy is delivered in the first instance by our partner Arvato, whose role it is to administer Council Tax and Council Tax Support, they will receive the information either from the Care Leaver or in the main from the Slough Children’s Services Trust and will apply a local exemption to the Council Tax system.</p>   |
| 3.   | <p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information).</p>   |

|    |  |
|----|--|
|    | <p>Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>All Slough Care Leavers who live in or outside the borough of Slough while the borough of Slough has a statutory duty to them.</p> <p>Care Leavers who live in the borough of Slough but the Statutory Duty is the responsibility of another LA will not be eligible to apply for a Care Leavers exemption but can apply for Council Tax Support which will provide a needs based assessment of a reduction in Council Tax, they can also apply for discounts and exemptions based on their personal circumstances e.g. Student exemption if they are a full time student.</p>  |
| 4. | <p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>Young adults transitioning from care to independent accommodation often struggle to manage their finances and are likely to fall into arrears and debt. The Council acknowledges its role as a Corporate Parent and the responsibilities of keeping our Care Leavers safe and supporting them to have successful lives.</p> <p>Without the family support most young people get as they become adults, Care Leavers often struggle to juggle their household bills and make ends meet. Many find themselves in debt, or having to go without food or other basic necessities.</p> <p>The Council therefore wishes to help give Care Leavers the best start in adult life by exempting them from Council Tax while the Council has a statutory duty to support them.</p> |
| 5. | <p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>There are no likely negative impacts for Care Leavers that are supported by Slough Borough Council but Care Leavers who are living in the borough and are not supported by Slough Borough Council but have to claim Council Tax Support and other discounts and exemptions may find that they have a small amount of Council Tax to pay</p>  |

|    |  |
|----|--|
| 6. | <p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>Yes, every Care Leaver that Slough Council is responsible for were identified in June / July 2017, a review of the benefits, discounts and exemptions that they were claiming was carried out and identified. Since this date there is a process in place with the Care Leavers Team in SCST to provide details of any Care Leaver that becomes a Council Tax payer and the discount is awarded.</p> <p>This review showed that for the majority of Care Leavers they were either not claiming Council Tax Support or were not entitled to it and therefore providing an automatic exemption in most cases would benefit this group.</p> <p>Young Adults leaving care have limited knowledge of the benefits that they are entitled to and “learn as they go along” this will make it easier for them to have their Council Tax reduced</p> <p>We were unable to review Care Leavers living in Slough who another LA has a statutory duty for as we are not aware who they are.</p> |
| 7. | <p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>A report by the Children’s Society published a report in March 2015 entitled Wolf at the Door which called for Council Tax exemptions for Care Leavers up to the age of 21 years old, (which has now been amended up to the age of 25) reviewed and consulted with Care Leavers and their support networks across the country.</p> <p>In addition there has been consultation within Slough with the SCST</p>   |
| 8. | <p>Have you considered the impact the policy might have on local community relations?</p> <p>n/a</p>   |
| 9. | <p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>The Council has a Council Tax Support scheme in place for Care Leavers where Slough Borough Council does not have a statutory duty</p>   |

|     |  |
|-----|--|
|     | and also hardship policy in place to support those in financial hardship   |
| 10. | <p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>The original proposal was that the scheme would be in place for one year and the data would be used to review the scheme and decide on the next steps, it has been agreed that the current scheme works well and that there were no detrimental impacts identified, the Social Workers let the Council Tax team know of Care Leavers who have becomes chargepayers so the reliance is not on the Care Leaver who may not be aware of this discount.</p> |

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

#### Action Plan and Timetable for Implementation

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

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

Name:

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

Name: .....Neil Wilcox.....

Signed: .....( Policy Lead if not same as above)

Date: 15.01.2019

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 4<sup>th</sup> February 2019

**CONTACT OFFICER:** Joe Carter, Regeneration Director  
Kassandra Polyzoides; Service Lead Regeneration  
01753 - 875653

**WARD(S):** Central Ward

**PORTFOLIO:** Regeneration and Strategy - Cllr Swindlehurst  
Leader of Council - Cllr Swindlehurst

**PART I**  
**KEY DECISION****ALPHA STREET CAR PARK – APPROPRIATION TO PLANNING****1 Purpose of Report**

- 1.1 Cabinet is required to decide upon the appropriation of sites to planning. The principle of disposing of Alpha St Car Park for development was agreed at Cabinet as part of the Small Sites Development Strategy on 14<sup>th</sup> March 2016.
- 1.2 The intention is now to utilise the site as a donor site to the residential element of the Old Library scheme to deliver 14 homes for affordable housing in accordance with the s.106 agreement.
- 1.3 To ensure that any potential interference with third party rights cannot prevent the approved development coming forward it is proposed to formally change the sites status from car parking to planning purposes which requires approval of the recommendation below.

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

- 2.1 In accordance with the Local Government Act 1972 Section 122, the Cabinet is requested to resolve:
  - (a) That the Alpha Street Car Park site (shown on the plan at Appendix 1) which belongs to the Council is no longer required for the purposes for which it is presently held;
  - (b) To appropriate the Alpha Street Car Park site (shown on the plan at Appendix 1) which belongs to the Council for planning purposes to facilitate the carrying out of development, re-development or improvement on or in relation to that land.

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

The promotion and delivery of high quality new housing will maximise the value of the Council's asset base, increase council tax receipts and provide an income stream which could contribute to the provision of front line services.

### 3a. Slough Joint Wellbeing Strategy Priorities

Expedient construction of the Alpha Street and Old Library schemes will improve local temporary employment opportunities, as well as increasing opportunities for apprenticeships, enabling local people to improve their learning, skills base and wellbeing. Redeveloping the site and improving the public realm as quickly as possible will improve the quality of the built environment and the image of the town whilst providing much-needed high quality housing.

### 3b Five Year Plan Outcomes

Working expediently to deliver these residential led schemes will address the Five-Year Plan outcomes through the following:

- **Outcome 2** – High quality new homes will attract residents who are likely to manage their own care needs.
- **Outcome 3** – Investing in architecturally led schemes in prominent town centre locations will encourage people to live, work and stay in Slough.
- **Outcome 4** – The delivery of residential schemes will directly contribute towards our residents having access to good quality homes.
- **Outcome 5** - Investing in architecturally led schemes in prominent town centre locations will help attract and retain businesses whilst directly creating opportunities for our residents.

## 4 Other Implications

### (a) Financial

There are no financial implications associated with the recommendations sought.

### (b) Risk Management

| <b>Risk</b>  | <b>Mitigating action</b>   | <b>Opportunities</b> |
|--|--|----------------------|
| <b>Legal</b>   | Appropriating a site to planning mitigates any residual legal development risks  |                      |
| <b>People and Practice</b>   | No risks Identified  |                      |
| <b>Property</b>  | No risks Identified  |                      |
| <b>Energy</b>  | No risks Identified  |                      |
| <b>Planning</b> - pre-planning conditions remain outstanding which could delay the site start. | Slough Urban Renewal and the appointed main contractor will work closely with Building Control, Planning and Highways to enable the conditions to be discharged. |                      |
| <b>Programme</b>   | No risks Identified  |                      |
| <b>Risk</b>  | <b>Mitigating action</b>   | <b>Opportunities</b> |
| <b>Transport and Highways</b>  | No risks Identified  |                      |
| <b>Finance</b>   | No risks Identified  |                      |
| <b>Human Rights</b>  | No risks identified  |                      |

|                          |                     |  |
|--------------------------|---------------------|--|
| <b>Health and Safety</b> | No risks identified |  |
| <b>Communications</b>    | No risks identified |  |
| <b>Equalities Issues</b> | No risks identified |  |
| <b>Community Support</b> | No risks identified |  |
| <b>Communications</b>    | No risks identified |  |
| <b>Community Safety</b>  | No risks identified |  |
| <b>Governance</b>        | No risks identified |  |
| <b>Performance</b>       | No risks identified |  |

(c) Human Rights Act and Other Legal Implications

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

The Council has the power to appropriate for any purpose for which the Council is authorised by the Local Government Act 1972 or any other enactment to acquire any land by agreement any land owned by the Council which is no longer required for any purpose for which it is held immediately before appropriation under Section 122 of that Act.

The Council is authorised by Section 227 of the Town and Country Planning Act to acquire by agreement any land which they require for any purpose for which a local authority may be authorised to acquire land under section 226 of that Act.

Section 227 of the Town and Country Planning Act 1990 authorises a local authority to acquire compulsorily any land in their area if the local authority think that the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to that land. By a combination of the above statutory provisions, therefore, the Council may appropriate the Alpha Street Car Park site to planning purposes.

Where land has been appropriated for planning purposes, section 203 of the Housing and Planning Act 2016 permits a person carry out building or maintenance work on that land for which there is planning consent and which work is for or related to those purposes, even if that involves interfering with any right of support, easement, liberty, privilege, right or advantage in favour any other land or any restriction as to the user of the land arising from any contract. That person is, however, liable to pay compensation for any such interference under Section 204 of that Act.

(d) Equalities Impact Assessment

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

(e) Property

See section 5 below.

## 5 **Supporting Information**

### **Site Description**

- 5.1 Alpha Street Car Park is a 0.1 acre site in the town centre on the junction of Alpha Street North and Herschel Street.

### **Background**

- 5.2 The site is currently used as a small 17 space town car park to the south of the High Street that has previously been identified for residential development and disposal.
- 5.3 The site is currently optioned to Slough Urban Renewal under a 5 year option granted on the 17<sup>th</sup> August 2016.

### **Slough Urban Renewal**

- 5.4 The Council entered into a Limited Liability Partnership with Morgan Sindall Investment Limited and formed Slough Urban Renewal (formerly Slough Regeneration Partnership) in March 2013. This followed a competitive process that commenced in 2011 in which the Council sought a private sector partner to help bring forward its regeneration priorities via the Local Asset Backed vehicle (LABV) model.

### **Proposal**

- 5.5 The site has been identified as a donor site for the residential element of the Old Library Scheme and both sites achieved planning in November 2018 (Planning Ref: S/00539/003 and P/17238/000).
- 5.6 The site has consent for the construction of a 3 storey detached building to provide 14 no. self contained residential flats (6no. 1 bed; 8no. 2 bed) on the existing car park site. The section 106 limits the occupation of the units to affordable housing.

### **Slough Urban Renewal – Site Development Plan**

- 5.10 Running in parallel with reports to Cabinet on the Old Library and Alpha Street, the Board of SUR (which consists of three representatives from the Council) has considered reports known as a Site Development Plan (“SDP”), which are essentially site specific business plans.

## 6 **Comments of Other Committees**

- 6.1 There are no comments from other committees.

## 7 **Conclusion**

- 7.1 Appropriating the site for planning purposes will help reduce any residual risks associated with the redevelopment of the site.

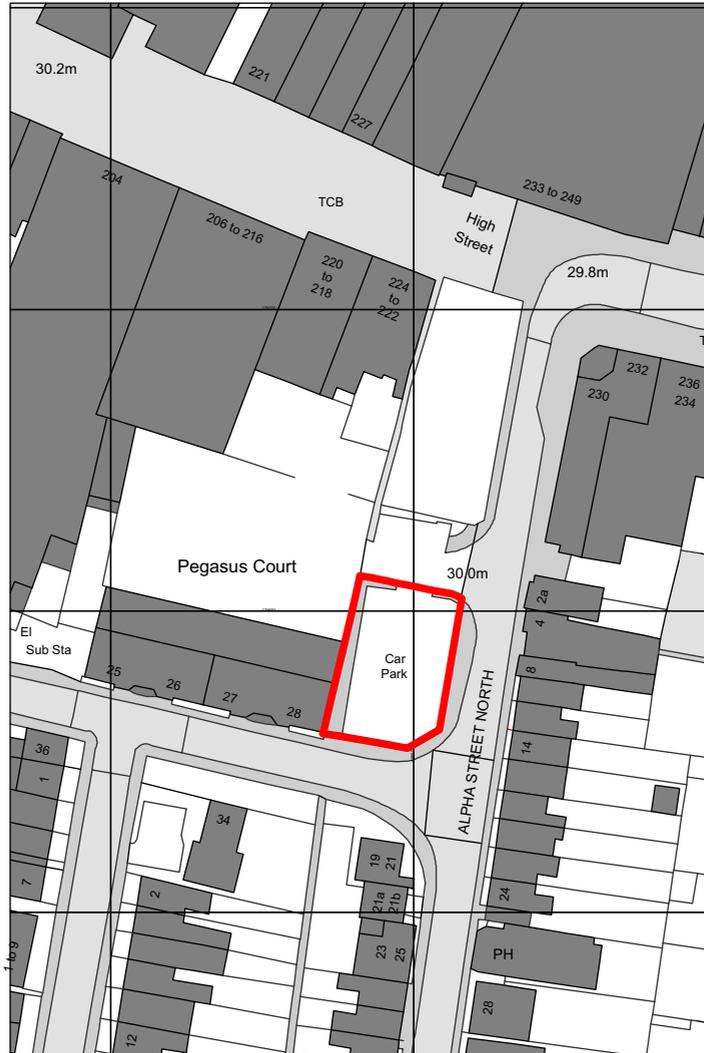
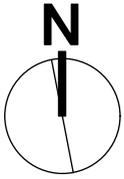
## 8 **Appendices**

- 8.1 Appendix 1 – Site Location Plan

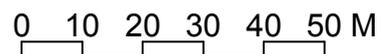
9 **Background Papers**

- 9.1 Cabinet Report - Small Sites Development Strategy Update – March 2016
- 9.2 Cabinet Report - Redevelopment of Old Library Site – March 2017
- 9.3 Cabinet Report - Redevelopment of Old Library Site – June 2017
- 9.4 Cabinet Report – Proposed Disposal Assets – October 2018

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— site boundary



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Project

**Alpha Street  
 Slough**

Client

**Slough Urban Renewal**

Scale

**1:1250**

Paper Size

**A4**

Filename

**Filename.vwx**

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Do not scale this drawing

Rev Date By Ap Note

Drawing Title

**Site Location Plan**

Project Number

Drawing Number - Revision

**L(0)200 Rev A**

Date

**20/4/16**

Drawn

**SS**

Checked

**HJ**

Status

**PLANNING**

Check all dimensions and levels on site

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 4 February 2019

**CONTACT OFFICER:** John Griffiths, Service Lead Housing Development and  
Contracts  
**(For all enquiries)** (01753) 875436

**WARD(S):** Central

**PORTFOLIO:** Cllr Nazir, Cabinet Member for Corporate Finance & Housing

**PART I**  
**KEY DECISION****PROPOSED (TOWER AND ASHBOURNE) COMPULSORY PURCHASE ORDER 2019****1 Purpose of Report**

To pass a resolution that the Council agrees to use its compulsory purchase powers for the acquisition of land necessary for the delivery of the redevelopment of Tower House and Ashbourne House (the Order Land) as shown on the Draft Order Map at Appendix A.

The proposed scheme will comprise of circa 197 new homes all of which will be provided as affordable housing (the Scheme).

**2 Recommendations**

The Cabinet resolves:

- (a) That the Council makes a compulsory purchase order (the CPO) for the acquisition of land for the purposes of facilitating development, redevelopment and improvement of the Order Land.
- (b) That the Cabinet delegates to the Director, Regeneration, in consultation with the Cabinet member for Corporate Finance & Housing, the power to effect the making, confirmation and implementation of the CPO and to take all necessary steps to give effect to the CPO in respect of the Order Land including, but not limited to, the following procedural steps:
  - i finalise a Statement of Reasons to properly reflect the Council's position regarding the proposed CPO so as to properly present the Council's case;
  - ii making the CPO, the publication and service of any press, site and individual notices and other correspondence for such making;
  - iii acquire for planning purposes all interests in land and new rights within the Order Land as may be necessary to facilitate the Scheme, either by agreement or compulsorily, including entering

into negotiations with any third parties for the acquisition of their land interests and/or for new rights over their land (as appropriate), the payment of compensation and dealing with any blight notices served in connection with the CPO;

- iv approve agreements with land owners or statutory undertakers as applicable, setting out the terms for withdrawal of any objections to the CPO, including where appropriate seeking exclusion of land or new rights from the CPO;
- v make any additions, deletions or amendments to the plans at Appendix A and to seek any requisite modifications to the CPO Order and any CPO maps;
- vi seek confirmation of the CPO by the Secretary of State (or, if permitted, by the Council pursuant to Section 14A of the Acquisition of Land Act 1981) (the 1981 Act), including the preparation and presentation of the Council's case at any Public Inquiry which may be necessary;
- vii publication and service of notices of confirmation of the CPO and thereafter to execute and serve any general vesting declarations and/or notices to treat and notices of entry, and any other notices or correspondence to acquire those interests within the area;
- viii referral and conduct of disputes, relating to compulsory purchase compensation, at the Upper Tribunal (Lands Chamber); and
- ix make an application to the Secretary of State under section 19(1)(aa) of the 1981 Act to ensure any land found to be open space is preserved and managed as such.

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

#### (a) Slough Joint Wellbeing Strategy Priorities

The provision and maintenance of good quality and affordable family housing can reduce housing need for local households and contribute to the identified priorities of the JSNA by increasing the availability of good quality accommodation. This initiative will provide an opportunity to improve the safety, health and wellbeing of families in the Borough by providing new and fit for purpose housing stock. Proceeding with the proposed CPO is crucial to the delivery of the Scheme which may otherwise fail to be deliverable.

#### (b) Five Year Plan Outcomes

It is well established that having a stable, attractive home has a significant impact on a person's health and wellbeing. A CPO of the Order Land is currently considered crucial for the delivery of the Scheme which will ensure:

- i our children and young people have the best start in life and opportunities to give themselves positive lives;
- ii our people become healthier and will manage their own health, care and support needs;

- iii Slough will be an attractive place where people choose to live, work and visit; and
- iv our residents will have access to good quality homes.

#### 4 **Other Implications**

##### (a) Financial

On 16 July 2018 the Council made an 'in principle' decision to use its powers to make the CPO. A full detailed assessment of the likely financial costs of making the CPO has now been prepared and is presented to Cabinet enclosed confidentially at Appendix 2.

The work required to prepare for the use of CPO powers, including all work needed to support the making of such an order will be managed and coordinated by Council officers. The Council would continue to employ the services of Trowers & Hamlins as legal advisors. The Council will continue to instruct Land Referencing Services LLP as land referencing agents to carry out a detailed examination of the all the legal interests within the area including any refresh of the land referencing as may be required prior to the CPO being made. Savills will continue to be instructed as surveyors leading negotiations with the remaining interest holders.

If the CPO is required to be heard at a public inquiry it will be necessary to instruct a barrister and experts to act as witnesses on behalf of the Council.

All of the professional costs, including compensation for the remaining interest on the site referred to have been budgeted for as part of the Council's HRA capital programme

In basic summary, under a CPO, property or rights are acquired at open market value but disregarding any increase (or decrease) in value attributable to the 'scheme' for which the land is acquired. Affected parties may also be entitled to other compensation for loss payments and disturbance depending on circumstances. The Council will be responsible for paying all compensation to landowners, whether payable by purchases through voluntary negotiation or through the CPO process. Sums due to affected interest holders payable either as compensation or by way of private treaty have been budgeted for.

Looking beyond an 'in principle' agreement, a prerequisite to any resolution of the Council to acquire land by CPO will be satisfying itself that if the CPO is confirmed the Scheme will be delivered. Further to the Council's Housing Option Appraisal resolution of 22 January 2018 the Council via the Director for Finance & Resources, Neighbourhood Services Lead and Cabinet Member for Corporate Finance and Housing, is pursuing opportunities to raise private finance through pension funds or institutional investment to deliver the Scheme.

Savills were instructed to seek this institutional investment and have, through a series of engagements with four investors over a period of months, established a positive response from each and are aware of the nature and general terms of their offers.

In Savills' view, the Council will have a fully-funded, realistic, achievable and positive set of offers from which to choose the most effective route to funding the Scheme by spring 2019. A more detailed paper on the funding of the Scheme is set out confidentially at Appendix E.

(b) Risk Management

| <b>Recommendation from section 2 above</b>   | <b>Risks/Threats/ Opportunities</b>  | <b>Current Controls</b>   | <b>Risk Management Matrix Score the risk</b>  | <b>Future Controls</b>  |
|--|--|---|---|---|
| <p>To agree to make a CPO for the acquisition of land and rights within the area edged red on the Order Plan entitled</p> <p>(TOWER AND ASHBOURNE HOUSE) COMPULSORY PURCHASE ORDER 2019</p>  | <p>Best method to ensure vacant possession of the Order Land can be secured</p> <p>The application for a CPO may be refused although this is considered unlikely</p> | <p>Trowers &amp; Hamblins providing legal advice in conjunction with Savills advising on property matters</p> | <p>6</p> <p>(Economic/Financial, Political and Legal Regulatory. Low probability)</p> | <p>Director, Regeneration, in consultation with the Cabinet member will review final reports prior to making the CPO</p>      |
| <p>To authorise that the Director, Regeneration, in consultation with the Cabinet member for Corporate Finance &amp; Housing authorises officers to continue preparatory work to use compulsory purchase powers, including serving any further requisitions on landowners and continuing to appoint land referencing agents to thoroughly investigate all land interests, the finalisation of a Statement of Reasons and all other necessary documentation</p> | <p>Crucial in order to progress the CPO process</p> <p>Consultant fees will be incurred although CPO may not prove crucial</p>                                       | <p>Current costs known and being closely monitored</p>  | <p>6</p> <p>(Economic/Financial. Low probability)</p>                                 | <p>Fees to be approved in advance of being incurred and likelihood of agreement by private treaty to be closely monitored</p> |

|   |   |  |  |  |
|---|---|--|--|--|
| To acquire for planning purposes all interests in land and new rights within the Order Land as may be necessary to facilitate the Scheme, either by agreement or compulsorily | Crucial in order to progress the CPO process<br><br>Sums payable may be more than budgeted for  | This risk has been mitigated through the receipt of professional valuation advice and the setting of appropriate budgets         | 6<br><br>(Economic/Financial. Low probability) | Director, Regeneration, in consultation with the Cabinet member will review final reports including valuations prior to making the CPO |
| Seek confirmation of the CPO by the Secretary of State  | There is a risk that the public inquiry is unsuccessful and the CPO is not confirmed.<br><br>The Council would have to pay the costs of successful objectors. | Proceed as far as practicable with acquiring land ahead of serving a CPO and undertaking as much preparatory work as practicable | 6<br><br>(Economic/Financial. Low probability) | Director, Regeneration, in consultation with the Cabinet member will review final reports including valuations prior to making the CPO |

(c) Human Rights Act and Other Legal Implications

Legal implications

Section 226(1) of the TCPA 1990 grants a power to a local authority to acquire any land in its area if (a) it thinks the acquisition will facilitate the carrying out of development or redevelopment or improvement on or in relation to the land, or (b) it is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated. The appropriate power in this case is subsection (a) as the land is required for development, redevelopment and improvement. In order to make an acquisition under section 226(1)(a), the Council must also have regard to section 226(1A) which states that the Council consider that the development, redevelopment or improvement will contribute to the promotion or improvement of the economic, social or environmental well-being of its area. According to the Ministry of Housing, Communities and Local Government's Guidance on the Compulsory Purchase Process (the Guidance) the Council's "area" includes part of its area.

Where a local authority exercises its power under section 226(1), in relation to land, it shall, on being authorised to do so, also have power, under section 226(3)(a), to acquire any adjoining land which is required for the purpose of executing works for facilitating its development or use. Such land might be required for construction purposes, for example.

Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 grants a power to a local authority to acquire rights by the creation of new rights. The new rights to be created might include crane oversailing, temporary access rights and rights to carry out works of improvement to public space.

Powers to carry out the CPO are also available to the Council under Section 17 of the Housing Act 1985.

The 1981 Act governs the procedures which apply to such an acquisition, the Compulsory Purchase Act 1965 governs post-confirmation procedures and the Land Compensation Act 1961 governs the amount and assessment of compensation.

Having acquired the land and any rights the Council may dispose of the land under section 233 of the TCPA 1990 for the purpose of bringing it forward for development or otherwise facilitating development. Any such disposal must be for the best consideration that can reasonably be obtained, unless the Secretary of State's consent is obtained. By a combination of sections 226 and 233 of the TCPA 1990, it is open to the Council to compulsorily acquire land for planning purposes and then transfer it to a developer partner should this be decided as the best way forward.

The 1981 Act provides that the authorisation of a compulsory purchase is to be conferred by a CPO. A CPO is required to be made in a prescribed form and must describe by reference to a map the land to which it applies. If the Council makes a CPO, it must submit the CPO to the Secretary of State for confirmation. Prior to submission to the Secretary of State, the Council must publish notice of the making of the CPO specifying that the Order has been made, describing the land and the purpose for which it is required, naming a place where the Order and Map may be inspected and specifying a time which (and the manner in which) objections may be made. The Council must also serve a notice in prescribed form on affected owners, lessees, tenants or occupiers (if any exist) of the land allowing them the opportunity to object. The procedure for confirmation is specified in the 1981 Act and may require a public inquiry if there are objections.

As an acquisition under the TCPA 1990 will acquire third party interests and rights, the Council will need to take care that it does not contravene the rights of individuals under the European Convention on Human Rights (the **ECHR**). Section 6 of the Human Rights Act 1998 makes it lawful for the Council to act in a way which is incompatible with a right under the ECHR in certain circumstances. The use of compulsory purchase powers is compatible with the ECHR and the Human Rights Act 1998 provided it can be demonstrated that the CPO is in the public interest and that it is necessary and proportionate. It is considered that, as the requirements of section 226 (1) and (1A) of the Act have been fulfilled (i.e. the development, redevelopment or improvement will contribute to the promotion or improvement of the economic social or environmental well-being of its area), this will provide a very substantial basis upon which to make the case that the Scheme is policy based and is consistent with statutory objectives. Further information about Human Rights in respect of the use of CPO powers is set out below.

Before making a CPO, the Council must also have due regard to the need to eliminate unlawful conduct under the Equality Act 2010 (the need to advance

equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not). The equalities analysis, proportionate to the potential impact of the CPO on individuals or communities, is considered further below.

The making of a CPO should be a last resort and should be preceded by reasonable steps attempt to acquire the land by agreement.

The Guidance provides guidance to acquiring authorities in England on the use of compulsory acquisition powers, although it is guidance only and may be adapted to the particular circumstances. The Guidance has been referred to, as appropriate, in the preparation of this report and the draft Statement of Reasons.

The making of a CPO is an executive function, by virtue of section 9D of the Local Government Act 2000 and the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. Pursuant to section 9E(2) of the Local Government Act 2000, the Council may arrange for the discharge of an executive function by an officer of the authority.

Once a CPO is confirmed the Council can then take steps to acquire land either by serving a notice to treat and notice of entry in accordance with the 1981 Act or by serving a general vesting declaration under the Compulsory Purchase (Vesting Declarations) Act 1981. Consideration would need to be given to the most appropriate route and the procedure set out by legislation must be followed.

Persons having interests in the land acquired compulsorily will be entitled to compensation. Although the liability to pay compensation will arise only after the Council has exercised its power to acquire land following confirmation of the CPO, likely levels of compensation payable as calculated by Savills are set out at Appendix 2 of the confidential papers of this report. Payment is in accordance with the "compensation code" which is the law as set out in the Land Compensation Acts 1961 and 1973 and the Compulsory Purchase Act 1965, as amended by subsequent legislation and supplemented by case law.

### *Equalities Impact Assessment*

Section 149 of the Equalities Act 2010 created the public sector equality duty. Section 149 states that a public authority must, in the exercise of its functions have due regard to the need to:

- i eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- ii advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- iii foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

In advance of Director, Regeneration approving the making of a CPO an Equalities Impact Assessment will be undertaken on the potential impact of the proposal and any necessary mitigation strategy. The result of any assessment would be presented to the Director, Regeneration to consider before deciding whether to proceed with making the CPO.

### Human Rights and the Case for Compulsory Acquisition

Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way which is incompatible with the ECHR. Articles 6 and 8 and Article 1 of the First Protocol are potentially relevant to the compulsory purchase of land:-

- i Article 6 provides that everyone is entitled to a fair and public hearing in the determination of his civil rights and obligations. The statutory procedures applicable to compulsory purchase, which include the right to object and provide for judicial review, are sufficient to satisfy the requirements of this Article;
- ii Article 8 provides that everyone has the right to respect for his private and family life and that there shall be no interference by a public authority with the exercise of this right except in accordance with the law, where there is a legitimate aim and where it is fair and proportionate in the public interest; and
- iii Article 1 of the First Protocol provides for the peaceful enjoyment of possessions (including property) and that no one shall be deprived of possessions except in the public interest and subject to the conditions provided for by law.

The reference in Article 1 of the First Protocol to 'the public interest' means that, in deciding whether to make and confirm a CPO, a fair balance must be struck between the public benefit sought and the interference with the rights in question.

In making this Order, the Council considers that there is a compelling case in the public interest to enable the Scheme to proceed in order to secure the economic regeneration, environmental and public benefits which the development will bring.

The Council is of the view, therefore, that the Order is compatible with the ECHR Further analysis as to the Orders compliance with the ECHR.

#### (d) Property

The Scheme is recognised to support the Council's ambition to maintain and invest in its current housing assets and deliver new, affordable homes in Slough. The Scheme will redevelop a Site and provide circa 197 units where currently only two are in use and in a dilapidated and generally unsatisfactory condition.

## 5 Supporting Information

In order to compulsorily acquire land the Council must have a relevant statutory power that authorises such acquisition. In addition the Council must use the most specific and appropriate power available to it. In the case of a CPO in connection with the Scheme the Council's planning powers under planning powers, that is, under section 226 of the TCPA 1990 are the most appropriate. Officers are comfortable that the proposal meets with the requirements of the statutory power.

Detailed advice to acquiring authorities on the use of compulsory purchase powers is set out in the Guidance. The Guidance provides helpful information on the matters which the Secretary of State will take into account when considering whether or not to confirm a CPO, so should be fully considered by Cabinet now in relation to the 'in principle' use of a CPO and later with reference to any specific CPO that may be considered in the future. These matters as they relate to the Scheme are considered below.

The Guidance states that in considering whether or not to confirm a CPO, the Secretary of State will have regard to the extent to which the purpose for which the land is being acquired fits with the adopted Local Plan for the area or, where no such up to date Local Plan exists, with the draft Local Plan and National Planning Policy Framework.

The Scheme benefits from strong policy support at national and local level. The Scheme has been designed so that it is planning policy compliant and represents a viable scheme that can be delivered within the short to medium term. It will provide a range of planning and regeneration benefits, particularly the provision of 100% affordable units and a high quality layout and design which will significantly improve the current situation on site.

The Guidance states that the Council must demonstrate a '*compelling case in the public interest*', and that the public benefits that will arise from the purpose for which the land is to be acquired (i.e. the Scheme) outweigh the impact on those affected. The Council must demonstrate both the need for the Scheme in principle and in general and the need to acquire each and every parcel of land included in the CPO. On the basis of the legal advice and the Guidance, Council Officers are of the view that such a compelling case can be demonstrated from the desirability of implementing the Scheme – in particular from the substantial wider benefits resulting from it.

The Scheme is not yet in final form but is expected to provide circa 197 units of affordable housing units at the Order Land. Private funding options to deliver the Scheme are being considered following the recommendations of the Housing Options Appraisal project.

As a result of increasing obsolescence, the lack of DDA and other compliance, and a high rate of anti-social behaviour at the Order Land since 2015, social housing tenants have been rehoused to alternative accommodation by the Council and negotiations undertaken with leaseholders to compensate them for their properties accordingly. There are only two residential units owned by leaseholders at the Order Land which remain in occupation. The Scheme will remedy this and provide vital new housing stock within the Borough.

Part of the justification for obtaining confirmation of a CPO would involve demonstrating that compulsory purchase powers are necessary because the land

required cannot be acquired voluntarily. Compulsory purchase is seen as a last resort and an authority must be able to show that it has made genuine attempts to acquire the land by negotiation. The Council has made significant efforts to acquire all interest by voluntary agreement. As it stands only two residential interests remain at the Order Land in addition to the interests of two telecommunications providers. A summary of the remaining interests and the efforts made to acquire these to date are set out at Appendix 1. The Guidance expects the Council to continue its efforts to acquire the remaining interests by private treaty and the Secretary of State will seek evidence of those further efforts prior to making a CPO.

The Council must also demonstrate that there are no other impediments to proceeding with the Scheme (for example the need for planning permission, other consents or physical constraints). While planning permission for development of the Scheme has not yet been applied for the principle of redevelopment of the Order Land was agreed by the Cabinet on 22 January 2018 as part of the Housing Option Appraisal. Savills are instructed to develop the Scheme with a view to planning permission being applied for in early 2019. In the event that planning permissions and consents have not been obtained by the time the CPO is made, it would have to be demonstrated that there is no reason to have serious doubts that they would be granted or overcome.

The Council would have to demonstrate that it has, or at least will obtain, the resources necessary not only to pay compensation for the land but also to implement the Scheme. The reason for this requirement is to avoid a situation in which private land has been acquired compulsorily for a purpose which, in the event, cannot be achieved for lack of funds. The note at Appendix 3 sets out the current position regarding Scheme funding in more detail.

## **6 Procedures and timescales for CPO**

Once a CPO is made the programme is no longer wholly in the control of the Council, but is subject to a timetable led by the Planning Inspector. This said, Trowers & Hamblins have provided an outline indication of the timetable process:

- (a) If no relevant objections, (i.e. objections from parties with an interest included in the Order) are received, or any that are received are withdrawn it should be possible to confirm the CPO within 12 weeks from its making.
- (b) If there are relevant objections, these will need to be addressed before the CPO is confirmed. It may be possible to reach agreements with objectors which result in the withdrawal of objections but if this is not possible they will be considered at a Public Local Inquiry.
- (c) If there are objections that cannot be resolved, a Public Inquiry would need to be called by the Secretary of State. The inquiry would be held by an independent Inspector who would report to the Secretary of State. The Secretary of State would then decide whether to confirm the CPO. The date of the inquiry and its duration will be set by the Inspector. Generally, the date of the inquiry will be about six months after the CPO is made. The length of the Inquiry will depend on the number of objections received but a reasonable estimate would be two to three days.

Following the inquiry the Inspector will write a report with a recommendation to either confirm (with or without modifications) or reject the CPO.

It is currently anticipated that work will begin on the Scheme by mid-2020.

## 7 **Conclusion**

The proposal is to recommend that the Cabinet agrees to use the Council's CPO powers to facilitate the development of the Scheme.

The Cabinet should note that agreeing to use CPO powers in relation to the Order Land will not undermine due process of pursuing negotiation and fair acquisition terms for existing land owners. In fact the approach of seeking a resolution to use CPO powers whilst continuing to try to negotiate acquisitions by private treaty agreement is in line with the Guidance, which provides best practice advice for assembling land for schemes of this nature. Officers are of the opinion that a resolution to use compulsory purchase powers would assist the ongoing negotiations because landowners would know that the Council genuinely means to progress the Scheme and, if terms to acquire all land interests and new rights by agreement could not be achieved in a reasonable timescale, compulsory powers will be used. This would encourage landowners to negotiate in a meaningful way.

The Scheme will give rise to substantial social, economic and environmental benefits for both the Order Land and the wider area. Those benefits include introduction of new residential development, which will provide much needed residential accommodation in a sustainable location; employment benefits through the construction phase; environmental and townscape improvements through contemporary and well-designed fit for purpose built development.

The Council could decide not to use CPO powers at all. It should be noted, however, that whilst Officers been successful in acquiring a significant number of interests in the Order Land, attempts to acquire the remaining interests by agreement have proven unsuccessful to date. The significant benefits and regenerative effects of the Scheme would therefore be delayed or even prejudiced altogether without the CPO process. Given the Council's support for the Scheme, Officers consider it is appropriate to make the CPO to ensure the important positive effects of the Scheme are realised in a timely manner.

## 8 **Appendices Attached**

'A' Draft Order Plan

'B' Draft Order

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

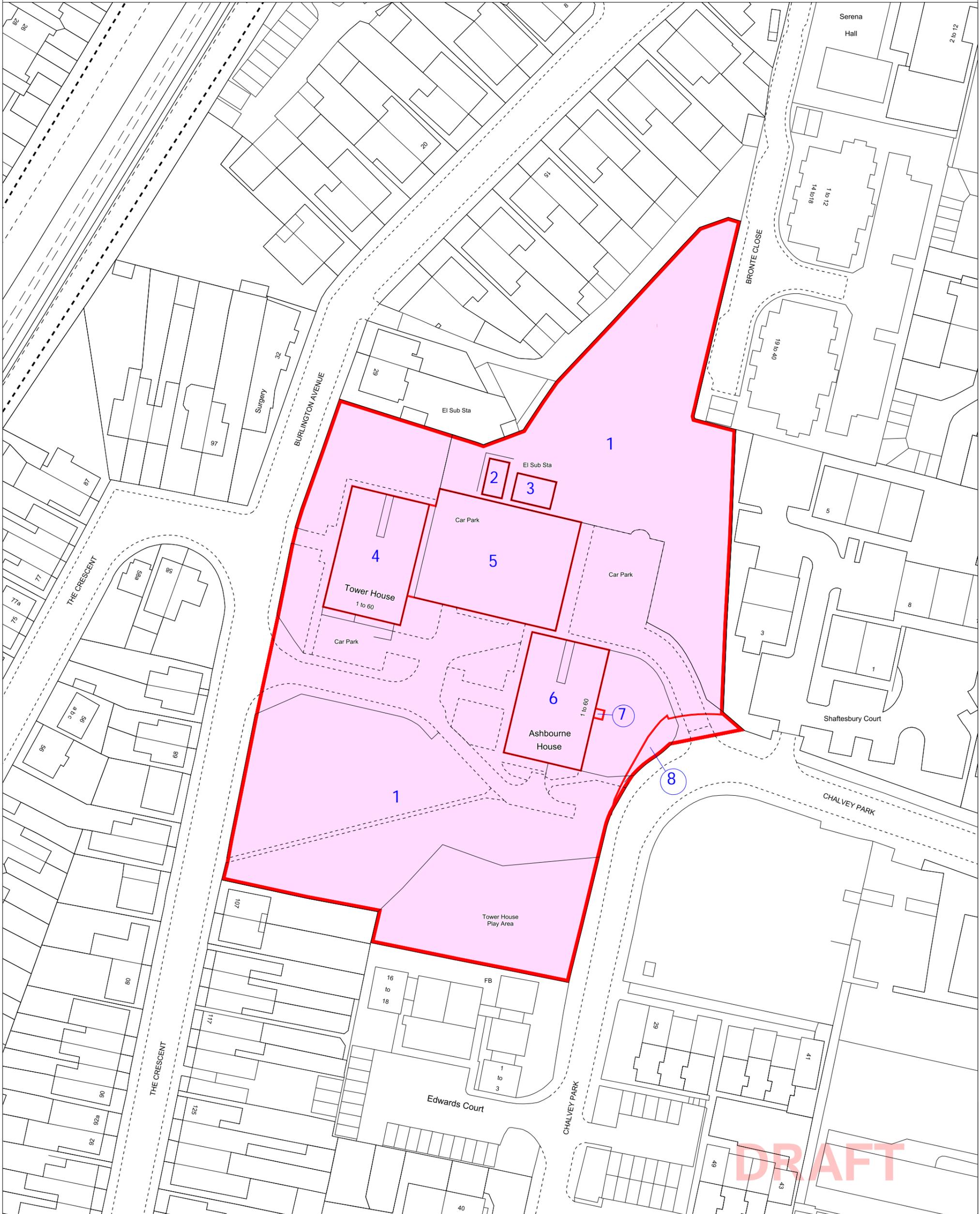
'C' Summary of negotiations with remaining leaseholders to date

'D' Schedule of potential costs

'E' Funding progress note

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THE PROPOSED MAP REFERRED TO IN THE SLOUGH BOROUGH COUNCIL  
(TOWER AND ASHBOURNE HOUSE) COMPULSORY PURCHASE ORDER 2019



DRAFT

**Key:**  
 Land to be Acquired

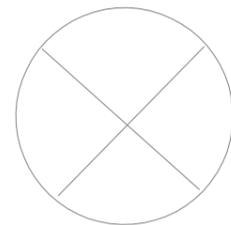
Date: 03 January 2019  
 Scale: 1:750@A3  
 Version: 3



THE COMMON SEAL OF SLOUGH BOROUGH COUNCIL WAS  
 HEREUNTO AFFIXED IN THE PRESENCE OF:

.....  
 (AUTHORISED SIGNATORY)

DATED THIS                      DAY OF                      2019



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**SLOUGH BOROUGH COUNCIL  
(TOWER AND ASHBOURNE)  
COMPULSORY PURCHASE ORDER 2019  
TOWN & COUNTRY PLANNING ACT 1990  
AND  
ACQUISITION OF LAND ACT 1981**

This is dated [DATE]

**THE ORDER**

The Slough Borough Council (in this Order called the "Acquiring Authority") makes the following Order:

- 1 Subject to the provisions of this Order the Acquiring Authority is under section 226(1)(a) and 226(3)(a) of the Town and Country Planning Act 1990 (as amended) and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 hereby authorised to purchase compulsorily the land described in paragraph 2 for the purpose of:
  - (i) Facilitating the development, redevelopment or improvement the land [ ] to provide a [ ] which is likely to contribute to the achievement of the promotion or improvement of the economic, social or environmental well-being of the Acquiring Authority's area; and
  - (ii) Executing works to facilitate the development or use of the land.
- 2 The land authorised to be purchased compulsorily under this order is the land described in the Schedule and delineated and shown coloured [ ] on a map prepared in duplicate, sealed with the common seal of the Acquiring Authority and marked 'Map referred to in the Slough Borough Council (Tower and Ashbourne) Compulsory Purchase Order 2019' (the Order Map)
- 3 The new rights to be purchased compulsorily under this order are described in the Schedule and the land is shown coloured blue on the Order Map.

**SCHEDULE**

Note: Title numbers below addresses will be removed for the final draft

**Table 1**

| Number on map (1) | Extent, description and situation of the land (2)   | Qualifying persons under section 12(2)(a) of the Acquisition of Land Act 1981 - name and address (3)   |   |   |   |
|-------------------|---|--|---|---|---|
|                   |   | Owners or reputed owners   | Lessees or reputed lessees  | Tenants or reputed tenants (other than lessees) | Occupiers   |
| 1                 | All interests in approximately 9340 square metres of housing amenity land, grassed areas and play area known as Tower House Play Area, access roads, car park spaces and footpaths situated to the west of Burlington Avenue and The Crescent and to the east of Chalvey Park and Bronte Close, except those owned by the acquiring authority | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF<br>(BK310361)<br>(BK310039)<br>(BK310999)<br>(BK310151) | -   | -   | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF  |
| 2                 | All interests in approximately 36 square metres of land and building situated to the north east of flats known as Tower House and to the south of 29 Burlington Avenue, except those owned by the acquiring authority   | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF<br>(BK310999)   | <b>EE Limited</b><br>Trident Place<br>Mosquito Way<br>Hatfield<br>AL10 9BW<br>(BK394084)<br><br><b>Hutchison 3G UK Limited</b><br>Star House<br>20 Grenfell Road<br>Maidenhead<br>SL6 1EH<br>(BK394084) | -   | <b>EE Limited</b><br>Trident Place<br>Mosquito Way<br>Hatfield<br>AL10 9BW<br><br><b>Hutchison 3G UK Limited</b><br>Star House<br>20 Grenfell Road<br>Maidenhead<br>SL6 1EH |
| 3                 | All interests in approximately 53 square metres of land and electricity substation situated to the north east of flats known as Tower House and to the south west of 29 Burlington Avenue, except those owned by the acquiring authority  | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF<br>(BK310999)<br>(BK310039)                             | -   | -   | <b>Unknown</b>  |

SCHEDULE

Table 1 (cont'd)

| Number on map (1) | Extent, description and situation of the land (2)   | Qualifying persons under section 12(2)(a) of the Acquisition of Land Act 1981 - name and address (3)                               |   |   |  |
|-------------------|---|--|---|---|--|
|                   |   | Owners or reputed owners   | Lessees or reputed lessees  | Tenants or reputed tenants (other than lessees) | Occupiers  |
| 4                 | All interests in approximately 473 square metres of flats known as 1 to 60 Tower House, Burlington Avenue and part of roof level telecommunications site, except those owned by the acquiring authority                   | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF<br>(BK310151)                             | <b>Vodafone Limited</b><br>Vodafone House<br>The Connection<br>Newbury<br>RG14 2FN<br>(BK443499)<br><i>(in respect of part of roof level telecommunications site)</i> | -   | <b>Unoccupied</b><br><i>(in respect of flats 1 to 60 Tower House)</i><br><br><b>Vodafone Limited</b><br>Vodafone House<br>The Connection<br>Newbury<br>RG14 2FN<br>(BK443499)<br><i>(in respect of part of roof level telecommunications site)</i> |
| 5                 | All interests in approximately 948 square metres of covered car park situated to the west of flats known as Tower House and to the north of flats known as Ashbourne House, except those owned by the acquiring authority | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF<br>(BK310039)<br>(BK310999)<br>(BK310151) | -   | -   | <b>Unknown</b><br><i>(in respect of car park spaces)</i>   |

SCHEDULE

Table 1 (cont'd)

| Number on map (1) | Extent, description and situation of the land (2)   | Qualifying persons under section 12(2)(a) of the Acquisition of Land Act 1981 - name and address (3)          |   |   |   |
|-------------------|---|---|---|---|---|
|                   |   | Owners or reputed owners  | Lessees or reputed lessees  | Tenants or reputed tenants (other than lessees) | Occupiers   |
| 6                 | All interests in approximately 472 square metres of flats known as 1 to 60 Ashbourne House, Burlington Avenue and part of roof level telecommunications site, except those owned by the acquiring authority | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF<br><i>(BK310999)</i> | <b>Priti Patel</b><br>41 Grasmere Avenue<br>Slough<br>SL2 5JD<br><i>(BK413695)</i><br><i>(in respect of Flat 8)</i><br><br><b>Adil Ameen Iftakhar</b><br>Flat 54<br>Ashbourne House<br>Burlington Avenue<br>Slough<br>SL1 2LB<br><i>(BK246134)</i><br><i>(in respect of Flat 54 and ground floor cupboard)</i><br><br><b>EE Limited</b><br>Trident Place<br>Mosquito Way<br>Hatfield<br>AL10 9BW<br><i>(BK394084)</i><br><i>(in respect of part of roof level telecommunications site)</i><br><br><b>Hutchison 3G UK Limited</b><br>Star House<br>20 Grenfell Road<br>Maidenhead<br>SL6 1EH<br><i>(BK394084)</i><br><i>(in respect of part of roof level telecommunications site)</i> | -   | <b>Unoccupied</b><br><i>(in respect of flats 1 to 7, 9 to 53 and 55 to 60 Ashbourne House)</i><br><br><b>Unknown</b><br>Flat 8<br>Ashbourne House<br>Burlington Avenue<br>Slough<br>SL1 2LB<br><i>(in respect of Flat 8)</i><br><br><b>Adil Ameen Iftakhar</b><br>Flat 54<br>Ashbourne House<br>Burlington Avenue<br>Slough<br>SL1 2LB<br><i>(in respect of Flat 54 and ground floor cupboard)</i><br><br><b>EE Limited</b><br>Trident Place<br>Mosquito Way<br>Hatfield<br>AL10 9BW<br><i>(in respect of part of roof level telecommunications site)</i><br><br><b>Hutchison 3G UK Limited</b><br>Star House<br>20 Grenfell Road<br>Maidenhead<br>SL6 1EH<br><i>(in respect of part of roof level telecommunications site)</i> |

SCHEDULE

Table 1 (cont'd)

| Number on map (1) | Extent, description and situation of the land (2)   | Qualifying persons under section 12(2)(a) of the Acquisition of Land Act 1981 - name and address (3)  |   |   |   |
|-------------------|---|---|---|---|---|
|                   |   | Owners or reputed owners  | Lessees or reputed lessees  | Tenants or reputed tenants (other than lessees) | Occupiers   |
| 7                 | All interests in approximately 5 square metres of land and telecommunications equipment situated to the east side of flats known as Ashbourne House, Burlington Avenue, except those owned by the acquiring authority | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF<br><i>(BK310999)</i>                                 | <b>EE Limited</b><br>Trident Place<br>Mosquito Way<br>Hatfield<br>AL10 9BW<br><i>(BK394084)</i><br><br><b>Hutchison 3G UK Limited</b><br>Star House<br>20 Grenfell Road<br>Maidenhead<br>SL6 1EH<br><i>(BK394084)</i> | -   | <b>EE Limited</b><br>Trident Place<br>Mosquito Way<br>Hatfield<br>AL10 9BW<br><br><b>Hutchison 3G UK Limited</b><br>Star House<br>20 Grenfell Road<br>Maidenhead<br>SL6 1EH |
| 8                 | All interests in approximately 135 square metres of housing amenity land, grassed areas and access road leading to flats known as Ashbourne House, Burlington Avenue, except those owned by the acquiring authority   | <b>Unknown</b><br><br><b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF<br><i>(as adjoining owner)</i> | -   | -   | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF  |

SCHEDULE

Table 2

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |  |
|-------------------|--|--|--|--|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim   |
| 1                 | –  | –                                      | <b>Church Commissioners for England</b><br>Church House<br>27 Great Smith Street<br>London<br>SW1P 3AZ                         | Unknown restrictive covenants as more particularly described by a conveyance dated 27 September 1929 registered under title BK310039 for the benefit of unknown land   |
|                   |  |  | <b>Vicar of Upton-cum-Chalvey</b><br>The Vicarage<br>52 Montem Lane<br>Slough<br>SL1 2QJ                                       | Restrictive covenants not to erect buildings except dwarf walls or fences in advance of the building lines and that all buildings shall face the building line, that no children shall be permitted to play in or make a noise in the roadway known as Chalvey Park, and to keep the premises well and sufficiently enclosed, that no hut, caravan or shed intended as sleeping place shall be allowed on any lot, nor gravel, sand or earth shall be taken from any lot, that the premises known as Tower House shall be used for no purpose other than as a private school or private dwelling house with necessary offices, outbuildings and stable attached and that no advertisements shall be displayed on the said premises other than one board or brass plate or a character to be approved by the Rector indicating that the premises are a private school and that nothing shall be done on the premises which may be or grow to be a nuisance, annoyance, damage or disturbance, and to keep and repair new roads, streets, drains and sewer as more particularly detailed in a Deed dated 25 April 1929, Deed dated 5 April 1929, Deed dated 17 February 1865 and a Conveyance dated 15 March 1923 registered under BK310999 and BK310151 for the benefit of unknown land |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |  |
|-------------------|--|--|--|--|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim   |
| 1<br>(cont'd)     |  |  | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF                                       | Unknown rights and easements pursuant to Paragraph 2 of schedule 6 of the Housing Act 1980 registered under BK310151 for the benefit of unknown land   |
|                   |  |  | <b>Unknown</b>   | Rights of way registered under BK310151 for the benefit of unknown land<br><br>Rights of way on foot only, rights of drainage, rights of passage and running water, gas and electricity, rights to use refuse disposal and other rights are granted by the leases registered under BK310151 and BK310999 for the benefit of unknown land<br><br>Restrictive covenants not to burn any bricks, tiles or lime in or upon the said land and premises thereby granted and that no tan yard, slaughter house or offensive trade should be permitted therein as more particularly detailed in a Deed of Lease and Release dated 9 and 10 October 1834 registered under title BK310361 for the benefit of unknown land<br><br>Restrictive covenants not to burn or suffer to be made or burnt any bricks, tiles or lime, nor erect nor make any lime kiln, pottery, tan yard, slaughter house, steam engine, gas works or other injurious building; not to open, carry on, or permit or suffer to be opened or carried on any beer shop or any other offensive trade, art or business or permit any other nuisance on the said land; not to erect any dwelling house of less value than £400 exclusive of outbuildings as more particularly detailed in a Conveyance dated 24 November 1842 registered under title BK310361 for the benefit of unknown land |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |   |
|-------------------|--|--|--|---|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim  |
| 1<br>(cont'd)     |  |  | <b>Unknown</b>   | Restrictive covenants not to allow onto the land any hut, shed, caravan or other chattel intended as a sleeping place; not to do or cause to be done on the said property anything that might be or grow to be a nuisance annoyance or damage to the owners or occupiers of the adjoining properties; to only erect private dwelling house flats and private domestic garages as more particularly detailed in a Conveyance dated 12 June 1959 registered under title BK310361 for the benefit of unknown adjoining land  |
| 2                 | –  | –                                      | <b>Vicar of Upton-cum-Chalvey</b><br>The Vicarage<br>52 Montem Lane<br>Slough<br>SL1 2QJ                                       | Restrictive covenants not to erect buildings except dwarf walls or fences in advance of the building lines and that all buildings shall face the building line, that no children shall be permitted to play in or make a noise in the roadway known as Chalvey Park, and to keep the premises well and sufficiently enclosed, that no hut, caravan or shed intended as sleeping place shall be allowed on any lot, nor gravel, sand or earth shall be taken from any lot, that the premises known as Tower House shall be used for no purpose other than as a private school or private dwelling house with necessary offices, outbuildings and stable attached and that no advertisements shall be displayed on the said premises other than one board or brass plate or a character to be approved by the Rector indicating that the premises are a private school and that nothing shall be done on the premises which may be or grow to be a nuisance, annoyance, damage or disturbance, and to keep and repair new roads, streets, drains and sewer as more particularly detailed in a Deed dated 25 April 1929, Deed dated 5 April 1929, Deed dated 17 February 1865 and a Conveyance dated 15 March 1923 registered under BK310999 for the benefit of unknown land |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |  |
|-------------------|--|--|--|--|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim   |
| 2<br>(cont'd)     |  |  | Unknown  | Rights of way on foot only, rights of drainage, rights of passage and running water, gas and electricity, rights to use refuse disposal and other rights registered under title BK310999 |
| 3                 | -  | -                                      | <b>Church Commissioners for England</b><br>Church House<br>27 Great Smith Street<br>London<br>SW1P 3AZ                         | Unknown restrictive covenants as more particularly described by a conveyance dated 27 September 1929 registered under title BK310039 for the benefit of unknown land                     |
|                   |  |  | Unknown  | Rights of way on foot only, rights of drainage, rights of passage and running water, gas and electricity, rights to use refuse disposal and other rights registered under title BK310999 |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |  |
|-------------------|--|--|--|--|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim   |
| 3<br>(cont'd)     |  |  | <b>Vicar of Upton-cum-Chalvey</b><br>The Vicarage<br>52 Montem Lane<br>Slough<br>SL1 2QJ                                       | Restrictive covenants not to erect buildings except dwarf walls or fences in advance of the building lines and that all buildings shall face the building line, that no children shall be permitted to play in or make a noise in the roadway known as Chalvey Park, and to keep the premises well and sufficiently enclosed, that no hut, caravan or shed intended as sleeping place shall be allowed on any lot, nor gravel, sand or earth shall be taken from any lot, that the premises known as Tower House shall be used for no purpose other than as a private school or private dwelling house with necessary offices, outbuildings and stable attached and that no advertisements shall be displayed on the said premises other than one board or brass plate or a character to be approved by the Rector indicating that the premises are a private school and that nothing shall be done on the premises which may be or grow to be a nuisance, annoyance, damage or disturbance, and to keep and repair new roads, streets, drains and sewer as more particularly detailed in a Deed dated 25 April 1929, Deed dated 5 April 1929, Deed dated 17 February 1865 and a Conveyance dated 15 March 1923 registered under BK310999 and BK310039 for the benefit of unknown land |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |   |
|-------------------|--|--|--|---|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim  |
| 4                 | -  | -                                      | <b>Vicar of Upton-cum-Chalvey</b><br>The Vicarage<br>52 Montem Lane<br>Slough<br>SL1 2QJ                                       | Restrictive covenants not to do or permit or suffer anything to be done on the land that be deemed to cause any nuisance or annoyance, to keep the premises well and sufficiently enclosed, not to use or permit any messuage or building erected or to be erected to be used for any trade or business whatsoever but as private dwelling house or school only with the necessary offices, outbuildings and stable attached, that no advertisements shall be displayed on the said premises other than one board or brass plate or a character to be approved by the Rector indicating that the premises are a private school to keep and repair new roads, streets, drains and sewer, not to erect building except dwarf walls or fences in advance of the building lines and all buildings shall face the building line, that no children shall be permitted to play in or make a noise in the roadway known as Chalvey Park, and that no hut, caravan or shed intended as sleeping place shall be allowed on any lot, nor gravel, sand or earth as more particularly detailed in a Conveyance dated 15 March 1923, Conveyance dated 25 March 1895, 17 February 1865 and Deed dated 25 April 1929 registered under title BK310151 and BK443499 for the benefit of unknown land |
|                   |  |  | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF                                       | Unknown rights and easements pursuant to Paragraph 2 of schedule 6 of the Housing Act 1980 registered under BK310151 for the benefit of unknown land  |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |   |
|-------------------|--|--|--|---|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim  |
| 4<br>(cont'd)     |  |  | <b>Unknown</b>   | Rights of way registered under BK310151 for the benefit of unknown land<br><br>Rights of way on foot only, rights of drainage, rights of passage and running water, gas and electricity, rights to use refuse disposal and other rights are granted by the leases registered under BK310151 for the benefit of unknown land |
| 5                 | -  | -                                      | <b>Church Commissioners for England</b><br>Church House<br>27 Great Smith Street<br>London<br>SW1P 3AZ                         | Unknown restrictive covenants as more particularly described by a conveyance dated 27 September 1929 registered under title BK310039 for the benefit of unknown land  |
|                   |  |  | <b>Slough Borough Council</b><br>St. Martin's Place<br>51 Bath Road<br>Slough<br>SL1 3UF                                       | Unknown rights and easements pursuant to Paragraph 2 of schedule 6 of the Housing Act 1980 registered under BK310151 for the benefit of unknown land  |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |  |
|-------------------|--|--|--|--|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim   |
| 5<br>(cont'd)     |  |  | <b>Vicar of Upton-cum-Chalvey</b><br>The Vicarage<br>52 Montem Lane<br>Slough<br>SL1 2QJ                                       | Restrictive covenants that no purchaser shall erect buildings except dwarf walls or fences in advance of the building lines, that all buildings shall face the building line, that no children shall be permitted to play in or make a noise in the roadway known as Chalvey Park, and to keep the premises well and sufficiently enclosed, that no hut, caravan or shed intended as sleeping place shall be allowed on any lot, nor gravel, sand or earth shall be taken from any lot, that the premises known as Tower House shall be used for no purpose other than as a private school or private dwelling house with necessary offices, outbuildings and stable attached and that no advertisements shall be displayed on the said premises other than one board, brass plate or a character to be approved by the Rector indicating that the premises are a private School, not to use or permit any messuage or building erected or to be erected to be used for any trade or business whatsoever but as private dwelling house and that nothing shall be done on the premises which may be or grow to be a nuisance annoyance damage or disturbance, and to keep and repair new roads, streets, drains and sewers as more particularly detailed in a Deed dated 25 April 1929, and Conveyance dated 15 March 1923 registered under BK310999 and BK310151 for the benefit of unknown land |
|                   |  |  | <b>Unknown</b>   | Rights of way on foot only, rights of drainage, rights of passage and running water, gas and electricity, rights to use refuse disposal and other rights registered under title BK310999   |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |   |
|-------------------|--|--|--|---|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim  |
| 5<br>(cont'd)     |  |  | Unknown  | <p>Rights of way registered under BK310151 for the benefit of unknown land</p> <p>Rights of way on foot only, rights of drainage, rights of passage and running water, gas and electricity, rights to use refuse disposal and other rights are granted by the leases registered under BK310151 for the benefit of unknown land</p> <p>Restrictive covenants not to do or permit or suffer anything to be done on the land that be deemed to cause any nuisance or annoyance, to keep the premises conveyed well and sufficiently enclosed, not to use or permit any messuage or building erected or to be erected on the land conveyed to be used for any trade or business whatsoever but as private dwelling house only with the necessary offices outbuildings and stable attached as more particularly described in a Deed dated 17 February 1865 registered under title BK394084 and BK310999 for the benefit of unknown land</p> <p>Restrictive covenants not to do or permit or suffer anything to be done on the land that be deemed to cause any nuisance or annoyance, to keep the premises well and sufficiently enclosed, not to use or permit any messuage or building erected or to be erected to be used for any trade or business whatsoever but as private dwelling house only with the necessary offices outbuildings and stable attached as more particularly described in a Conveyance dated 15 March 1923 registered under title BK394084 and BK310999 for the benefit of unknown land</p> |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |  |
|-------------------|--|--|--|--|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim   |
| 6                 | -  | -                                      | <b>Vicar of Upton-cum-Chalvey</b><br>The Vicarage<br>52 Montem Lane<br>Slough<br>SL1 2QJ                                       | Restrictive covenants that no purchaser shall erect buildings except dwarf walls or fences in advance of the building lines and all buildings shall face the building line, that no children shall be permitted to play in or make a noise in the roadway known as Chalvey Park, and to keep the premises conveyed well and sufficiently enclosed, that no hut, caravan or shed intended as sleeping place shall be allowed on any lot, nor gravel, sand or earth shall be taken from any lot, not to use or permit any messuage or building erected or to be erected on the land conveyed to be used for any trade or business whatsoever but as private dwelling house, that the premises known as Tower House shall be used for no purpose other than as a private school or private dwelling house with necessary offices outbuildings and stable attached and that no advertisements shall be displayed on the said premises other than one board or brass plate or a character to be approved by the Rector indicating that the premises are a private School and that nothing shall be done on the premises which may be or grow to be a nuisance annoyance damage or disturbance, inclusive to any adjoining property as more particularly detailed in a Deed dated 25 April 1929, Deed dated 5 April 1929, Conveyance dated 15 March 1923, Deed dated 17 February 1865 registered under BK310999, BK394084, BK413695 and BK246134 for the benefit of unknown land |
|                   |  |  | <b>Unknown</b>   | Rights of way on foot only, rights of drainage, rights of passage and running water, gas and electricity, rights to use refuse disposal and other rights registered under title BK310999   |

SCHEDULE

Table 2 (cont'd)

| Number on map (4) | Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5) |  | Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6) |  |
|-------------------|--|--|--|--|
|                   | Name and address   | Description of interest to be acquired | Name and address   | Description of the land for which the person in adjoining column is likely to make a claim   |
| 7                 | –  | –                                      | <b>Vicar of Upton-cum-Chalvey</b><br>The Vicarage<br>52 Montem Lane<br>Slough<br>SL1 2QJ                                       | Restrictive covenants that no purchaser shall erect buildings except dwarf walls or fences in advance of the building lines and all buildings shall face the building line, that no children shall be permitted to play in or make a noise in the roadway known as Chalvey Park, and to keep the premises well and sufficiently enclosed, that no hut, caravan or shed intended as sleeping place shall be allowed on any lot, nor gravel, sand or earth shall be taken from any lot, not to use or permit any messuage or building erected or to be erected on the land conveyed to be used for any trade or business whatsoever but as private dwelling house, that the premises known as Tower House shall be used for no purpose other than as a private school or private dwelling house with necessary offices, outbuildings and stable attached and that no advertisements shall be displayed on the said premises other than one board or brass plate or a character to be approved by the Rector indicating that the premises are a private school and that nothing shall be done on the premises which may be or grow to be a nuisance annoyance damage or disturbance, inclusive to any adjoining property as more particularly detailed in a Deed dated 25 April 1929, Deed dated 5 April 1929, Conveyance dated 15 March 1923 and Deed dated 17 February 1865 registered under BK310999 for the benefit of unknown land |
|                   |  |  | <b>Unknown</b>   | Rights of way on foot only, rights of drainage, rights of passage and running water, gas and electricity, rights to use refuse disposal and other rights registered under title BK310999   |
| 8                 | –  | –                                      | –  | –  |

**SCHEDULE**

**GENERAL ENTRIES**

***LIST OF STATUTORY UNDERTAKERS AND OTHER LIKE BODIES HAVING OR POSSIBLY HAVING A RIGHT TO KEEP EQUIPMENT OR HAVING THE BENEFIT OF EASEMENTS ON, IN OR OVER THE LAND WITHIN THE ORDER***

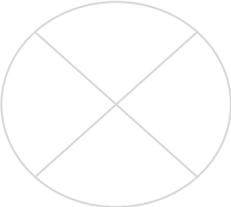
| <b>Party Name</b>                          | <b>Address</b>  |
|--|---|
| British Telecommunications plc             | 81 Newgate Street, London, EC1A 7AJ<br>BT Wayleaves, PP215W, ATE & TRS, Town Walls, Shrewsbury, SY1 1TY   |
| Virgin Media Limited                       | Media House, 10-14 Bartley Wood Business Park, Hook, RG27 9UP<br>National Plant Enquiries Team, Communications House, Scimitar Park Industrial Estate, Courtauld Road, Basildon, SS13 1ND |
| Cadent Gas Limited                         | Ashbrook Court, Prologis Park, Central Boulevard, Keresley End, Coventry, CV7 8PE   |
| National Grid Electricity Transmission plc | Grand Buildings, 1-3 Strand, London, WC2N 5EH   |

SCHEDULE

THE COMMON SEAL OF SLOUGH BOROUGH COUNCIL WAS )  
HEREUNTO AFFIXED IN THE PRESENCE OF: )

..... )  
(AUTHORISED SIGNATORY) )

DATED THIS .....DAY OF ..... 2019 )  
)



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 4<sup>th</sup> February 2019

**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 4<sup>th</sup> January 2019

## **7. Background Papers**

None.

# **NOTIFICATION OF DECISIONS**

## **1 FEBRUARY 2019 TO 30 APRIL 2019**

Date of Publication: 4<sup>th</sup> January 2019

## **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 348  
This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

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

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

For each decision, the plan will give:

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

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

An executive decision which is likely either:

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

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

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

The members of the Cabinet are as follows:

- |   |                         |
|---|-------------------------|
| • Leader of the Council - 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](mailto:catherine.meek@slough.gov.uk). Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

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

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

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

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

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

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

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

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

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

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

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### **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 - 4th February 2019

| Item  | Portfolio | Ward | Priority | Contact Officer   | Other Committee | Background Documents | New Item | Likely to be Part II |
|---|-----------|------|----------|---|-----------------|----------------------|----------|----------------------|
| <u>Quarterly Financial Update - Revenue, Quarter 3 2018/19</u><br><br>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<br>Tel: (01753) 875748                              | O&S             | None                 |          |                      |
| <u>Quarterly Financial Update - Capital, Quarter 3 2018/19</u><br><br>To receive an update on the capital programme for the third quarter of the year.  | F&H       | All  | All      | Barry Stratfull, Service Lead Finance<br>Tel: (01753) 875748                              | -               | None                 |          | O&S                  |
| <u>Five Year Plan 2019-2024</u><br><br>To consider, and if agreed, to recommend to Council the refreshed Five Year Plan setting out the Council's strategic priorities.   | R&S       | All  | All      | Dean Tyler, Service Lead Strategy & Performance<br>Tel: (01753) 875847                    | -               | None                 |          |                      |
| <u>Revenue Budget 2019/20 and MTFS 2019-2023</u><br><br>To consider, and if agreed, to recommend to Council the Revenue Budget 2019/20 and the Medium Term Financial Strategy 2019-2023.  | R&S       | All  | All      | Neil Wilcox, Director of Finance and Resources (Section 151 Officer)<br>Tel: 01753 875358 | O&S, 31/1/19    | 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

|   |     |         |         |   |              |  |   |             |
|---|-----|---------|---------|---|--------------|--|---|-------------|
| <p><b><u>Capital Strategy 2019-2024</u></b></p> <p>To consider, and if agreed, to recommend to Council the Capital Strategy for the period between 2019-2024.</p>   | R&S | All     | All     | Neil Wilcox, Director of Finance and Resources (Section 151 Officer)<br>Tel: 01753 875358 | O&S, 31/1/19 | None   |   |             |
| <p><b><u>Treasury Management Strategy 2019/20</u></b></p> <p>To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2018/19.</p>  | R&S | All     | All     | Neil Wilcox, Director of Finance and Resources (Section 151 Officer)<br>Tel: 01753 875358 | O&S, 31/1/19 | None   |   |             |
| <p><b><u>Asset Disposals Programme Update</u></b></p> <p>Further to the Cabinet decisions of 15<sup>th</sup> October 2018, to receive an update report on the Asset Disposal Programme regarding sites with a third party interest and/or regenerative benefit.</p> | R&S | All     | All     | Stephen Gibson, Head of Asset Management<br>Tel: 01753 875852                             | -            | Report and Part I Appendices, 15/10/2018 Cabinet | √ | Yes. p3 LGA |
| <p><b><u>Alpha St Car Park - Appropriation to Planning</u></b></p> <p>To seek resolution that the Alpha St car park site is no longer needed for car parking and can be appropriated by the Council for the purposes of planning.</p>                               | R&S | Central | Housing | Stephen Gibson, Head of Asset Management<br>Tel: 01753 875852                             | -            | None   | √ | Yes, p3 LGA |

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

|   |     |         |         |   |   |                                  |   |                |
|---|-----|---------|---------|---|---|----------------------------------|---|----------------|
| <b><u>Tower &amp; Ashbourne Compulsory Purchase Order</u></b><br><br>Further to the Cabinet resolution of 16 <sup>th</sup> July 2018 to approve in principle the use of Compulsory Purchase Order powers, the Cabinet will receive an update on negotiations and take any further decision on the CPO to promote the redevelopment of Tower & Ashbourne Houses. | F&H | Chalvey | Housing | John Griffiths, Service Lead<br>Neighbourhood Services<br>Tel: (01753) 875436 | - | Report,<br>16/07/2018<br>Cabinet | √ | Yes, p3<br>LGA |
| <b><u>References from Overview &amp; Scrutiny</u></b><br><br><i>To consider any recommendations from the Overview &amp; Scrutiny Committee and the Scrutiny Panels.</i>   | T&P | All     | All     | Shabana Kauser, Senior<br>Democratic Services Officer<br>Tel: 01753 787503    | - | None                             |   |                |
| <b><u>Notification of Forthcoming Decisions</u></b><br><br><i>To endorse the published Notification of Decisions.</i>   | R&S | All     | All     | Catherine Meek, Head of<br>Democratic Services<br>Tel: 01753 875011           | - | None                             |   |                |

## Cabinet - 25th February (Extraordinary)

| Item   | Port-<br>folio | Ward | Priority | Contact Officer   | Other Committee | Background Documents | New Item | Likely to be Part II |
|--|----------------|------|----------|---|-----------------|----------------------|----------|----------------------|
| <b><u>Cashier's Service Update</u></b><br><br>Further to the decisions of the Cabinet on 15 <sup>th</sup> October 2018, to consider the options and take further decisions arising from the investigative work on the future provision of the Council's cashier's service. | F&H            | All  | All      | Neil Wilcox, Director of<br>Finance and Resources<br>(Section 151 Officer)<br>Tel: 01753 875358 | -               | None                 |          |                      |

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

|  |          |                     |     |   |   |  |   |             |
|--|----------|---------------------|-----|---|---|--|---|-------------|
| <b>Hub Strategy Update</b><br>To consider approval of the Council's strategy for the future community hubs in Slough.  | H&S, R&S | All                 | All | Stephen Gibson, Head of Asset Management<br>Tel: 01753 875852                 | - | None   |   | Yes, p3 LGA |
| <b>Trelawney Avenue Community Hub</b><br>To receive an update and take decisions on the plans for the Trelawney Avenue Community Hub as part of the wider redevelopment plan previously agreed by Cabinet.   | R&S, H&S | Langley Kedermister | All | Stephen Gibson, Head of Asset Management<br>Tel: 01753 875852                 | - | None   |   | Yes, p3 LGA |
| <b>HQ Town Centre Relocation Update</b><br>Further to the Cabinet report of 15 <sup>th</sup> October 2018, to receive a further update, and take any necessary decisions, on progress of the workstreams for the HQ Town Centre Relocation project.            | R&S      | Central             | All | Josie Wragg, Chief Executive  | - | HQ Town Centre Relocation Update, 15/10/2018 Cabinet | √ | Yes, p3 LGA |
| <b>Transport Strategy for Slough</b><br>To agree the new transport strategy for Slough.  | P&T      | All                 | All | Savio DeCruz, Service Lead Major Infrastructure Projects<br>Tel: 01753 875640 | - | None   | √ |             |
| <b>Chalvey Regeneration Strategy - Transport and Infrastructure Update</b><br>To receive an update on the transport and infrastructure issues raised at Cabinet on 19 <sup>th</sup> November 2018 during the discussions on the Chalvey Regeneration Strategy. | R&S      | Chalvey             | All | Joe Carter, Director of Regeneration<br>Tel: (01753) 875653                   | - | Chalvey Regeneration Update, 19/11/2018 Cabinet      | √ |             |

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## Cabinet - 18th March 2019

| Item  | Portfolio | Ward | Priority | Contact Officer   | Other Committee | Background Documents | New Item | Likely to be Part II |
|---|-----------|------|----------|---|-----------------|----------------------|----------|----------------------|
| <p><b><u>Performance &amp; Projects Report: Quarter 3, 2018/19</u></b></p> <p>To receive a report on the progress against the Council's performance indicators, priorities and key projects for the period between October to December 2018.</p>  | T&P       | All  | All      | Dean Tyler, Service Lead Strategy & Performance<br>Tel: (01753) 875847        | O&S             | None                 |          |                      |
| <p><b><u>Gender Pay Gap Reporting 2018/19</u></b></p> <p>To receive the annual report on Slough Borough Council's Gender Pay Gap for 2018/19.</p>   | H&S, R&S  | All  | All      | Christine Ford, Equality and Diversity Manager<br>Tel: 01753 875069           | -               | None                 |          |                      |
| <p><b><u>Slough Mass Rapid Transit Phase 2</u></b></p> <p>To consider a report on the progression of Phase 2 of the Slough Mass Rapid Transit scheme eastwards from Slough town centre.</p>   | P&T       | All  | All      | Savio DeCruz, Service Lead Major Infrastructure Projects<br>Tel: 01753 875640 | -               | None                 |          |                      |
| <p><b><u>Private Rented Property Licensing</u></b></p> <p>Further to the Cabinet decisions of 17<sup>th</sup> September 2018, the receive the response to the consultation, and take any necessary decisions, on the borough wide Additional Licensing Scheme and a Selective Licensing Scheme for the Central and Chalvey wards for private rented sector housing.</p> | F&H       | All  | All      | Amir Salarkia, Interim Housing Regulation Manager<br>Tel: 01753 875540        | -               | None                 |          |                      |

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**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

|   |     |     |     |   |   |      |  |  |
|---|-----|-----|-----|---|---|------|--|--|
| <u>References from Overview &amp; Scrutiny</u><br><i>To consider any references from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i> | T&P | All | All | Shabana Kauser, Senior Democratic Services Officer<br>Tel: 01753 787503 | - | None |  |  |
| <u>Notification of Forthcoming Decisions</u><br><i>To endorse the published Notification of Decisions.</i>  | R&S | All | All | Catherine Meek, Head of Democratic Services<br>Tel: 01753 875011        | - | None |  |  |

## Cabinet - 15th April 2019

| Item  | Portfolio | Ward    | Priority | Contact Officer  | Other Committee | Background Documents                            | New Item | Likely to be Part II |
|---|-----------|---------|----------|--|-----------------|---|----------|----------------------|
| <b><u>SUR Partnership Business Plan 2019/20</u></b><br>To approve the Slough Urban Renewal Partnership Business Plan for 2019/20.   | R&S       | All     | All      | Joe Carter, Director of Regeneration<br>Tel: (01753) 875653      | -               | None  | √        | Yes, p3 LGA          |
| <u>Chalvey Regeneration Strategy - 6-Month Update</u><br>To receive the agreed six monthly update on the progress of the Chalvey Regeneration Strategy.   | R&S       | Chalvey | All      | Stephen Gibson, Head of Asset Management<br>Tel: 01753 875852    | -               | Chalvey Regeneration Update, 19/11/2018 Cabinet | √        |                      |
| <u>Contracts in Excess of £250,000 in 2019/20</u><br>To approve the commencement of tendering for contracts in excess of £250,000 in 2019/20 and to note any exemptions to competitive tendering. | F&H       | All     | All      | Catherine Meek, Head of Democratic Services<br>Tel: 01753 875011 | -               | None  | √        |                      |

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**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

|   |     |     |     |   |   |      |   |  |
|---|-----|-----|-----|---|---|------|---|--|
| <u>References from Overview &amp; Scrutiny</u><br><br><i>To consider any references from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i> | T&P | All | All | Shabana Kauser, Senior Democratic Services Officer<br>Tel: 01753 787503 | - | None | √ |  |
| <u>Notification of Forthcoming Decisions</u><br><br><i>To endorse the published Notification of Decisions.</i>  | R&S | All | All | Catherine Meek, Head of Democratic Services<br>Tel: 01753 875011        | - | None | √ |  |

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